Sustainable Development Action Plan for 2004–2007

April 1, 2004 to March 31, 2007
Revised 2006

Canada

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Introduction

The Canada Revenue Agency (CRA) Sustainable Development Action Plan 2004–2007, outlines the main activities that the CRA has committed to undertake to advance its Sustainable Development Strategy. This national action plan has four goals that are supported by 22 targets and 82 activities. The activities will be reviewed annually, and updated where necessary.

Background

Our vision is to be a globally recognized organization for best practices for sustainable development. Our Sustainable Development Strategy will lead us towards this vision, and our action plan will enable us to implement the strategy. The strategy is a four-part interconnected agenda that focuses on our internal operations, service delivery to the public, our people, and modern sustainable development management. The diagram below shows the relationship between the goals of the strategy, our expected results by the end of the three years, and our long-term outcomes for sustainable development at the CRA.

Goals	Results by 2007	Long-Term Outcomes	
1. Reduce the effects of our operations on land, air, and water.	We will achieve systematic management of the effects that our operations have on the environment. This includes strengthened best practices and corrective measures.	We will achieve a sustainable environmental footprint of our operations, while conserving our use of natural resources.	**VISION** To be a globally recognized organization for best practices for sustainable development.
2. Our programs demonstrate sustainable service delivery.	We will increase our sustainable service delivery commitment to the public by systematically measuring paper savings, influencing our negotiations with partners, and piloting sustainable employee work travel.	We will achieve efficient and innovative programs, policies, and plans.	
3. All employees apply sustainable development in their jobs.	We will achieve stronger leadership and greater buy-in from employees and management. We will continue to improve tools and internal communications for sustainable development.	Sustainable development is part of our corporate culture.	
4. Modern systems that support and maintain sustainable development.	We will complete our sustainable development framework and move to fully electronic reporting systems for sustainable development. We will continue to integrate sustainable development into our business planning and reporting processes.	We will achieve efficient and innovative programs, policies, and plans.

We will achieve transparent management of results through triple bottom-line reporting (economic, social, environmental). | |

Goals 1 and 2 demonstrate how we can influence our operations and business to be more sustainable. Goal 1 aims to reduce the effects of our internal operations on land, air, water, and ultimately the surrounding communities. Goal 2 aims to demonstrate sustainable service delivery, and communicate our sustainable development commitment to the public.

Goals 3 and 4 focus on our employees and management of sustainable development. These goals are the means by which we will achieve the first two goals. Goal 3 aims to have all employees apply sustainable thinking in their jobs and beyond. Goal 4 seeks to modernize management frameworks, systems, and processes to enable us to integrate sustainable development into both our operations and service delivery.

Sustainable Development Action Plan for 2004–2007

GOAL 1: REDUCE THE EFFECTS OF OUR OPERATIONS ON LAND, AIR, AND WATER

Objective 1.1: Reduce waste and ensure efficient use of resources

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
1.1.1 Annually continue to reduce gasoline consumption by CRA on-road fleet	1.1.1.1	Implement targets in the *Environmental Management Program (EMP) for Fleet*, and report annually. **(Annual)**	EMP report	FAB (SDD-SMPSD)/ FAB (AD) and EMS Committee/ -
Performance Indicator Percentage of Fleet Environmental Management Program targets completed each year **Performance Measures** Litres per kilometre of gasoline consumed; and reduction in GHG emissions **Data Collection Method** Reports from fleet management database system	1.1.1.2	Promote more efficient vehicle use. **(Annual)**	Communication materials and activities	FAB (AD)/ FAB (SDD-SMPSD)/ -
	1.1.1.3	Purchase more fuel-efficient vehicles. **(Annual)**	Fuel-efficient vehicles purchased	FAB (AD)/ FAB (SDD-SMPSD)/ -
	1.1.1.4	Purchase alternative fuel vehicles. **(Annual)**	Alternative fuel vehicles purchased	FAB (AD)/ FAB (SDD-SMPSD)/ -

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
1.1.2 Reduce outside emissions (GHGs) as a result of employee travel (commuting and business travel) by March 31, 2007	1.1.2.1	Develop a CRA commuter/business options strategy. **(March 31, 2006)**	CRA commuter/ business options strategy document	FAB (SDD-SMPSD)/ ITB, HRB, FAD, and SD Network/ Transport Canada
	1.1.2.1b	Implement outside emissions reduction activities. **(March 31, 2006)**	Transit Pass Program (TPP), Web site, promotional materials	FAB (SDD-SMPSD)/ ITB, HRB, and SD Network/ Transport Canada
Performance Indicator Percentage of Outside Emissions Environmental Management Program targets completed each year; number of hits to CRA commuting Web site **Performance Measure** Percentage reduction of outside emissions (GHGs) **Data Collection Method** Survey	1.1.2.2	Define scope of aspect management. **(March 31, 2005)**	Environmental Management Program for Outside Emissions	FAB (SDD-SMPSD)/ EMS Committee/ -
	1.1.2.2b	Analyse opportunities to establish a baseline for outside emissions. **(March 31, 2006)**	Analysis document	FAB (SDD-SMPSD) /EMS Committee/ -
	1.1.2.3	Develop methodology to establish a baseline for outside emissions. **(March 31, 2007)**	Methodology for outside emissions baseline	FAB (SDD-SMPSD) / EMS Committee/ -

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
1.1.3. Divert solid waste from landfill by an average of 60% in selected facilities occupied by the CRA by March 31, 2007	1.1.3.1	Implement targets in the *Environmental Management Program (EMP) for Solid and Hazardous Waste*, and report annually (solid waste targets). **(Annual)**	EMP report	FAB (SDD-SMPSD)/ EMS Committee/ -
Performance Indicator Percentage of Solid and Hazardous Waste Environmental Management Program targets completed each year **Performance Measure** Average diversion rates at participating facilities **Data Collection Method** Waste audits	1.1.3.2	Enable employees to support waste diversion initiatives and best practices, which may include: reducing, reusing, recycling and communications in facilities, as well as at corporate events and meetings, as feasible. **(Annual)**	Waste reduction strategies at facilities, corporate events, and meetings	SD Network/FAB (SDD-SMPSD)/ -
	1.1.3.3	Implement waste diversion initiatives in 3-6 selected (priority) facilities in each Region and at headquarters. **(March 31, 2006)**	Diversion initiatives implemented	FAB (SDD-SMPSD)/ SD Network / -
	1.1.3.4	Measure waste diversion rates in selected (priority) facilities. **(March 31, 2007)**	Assessment results	FAB (SDD-SMPSD)/ SD Network/ -
1.1.4. Strengthen implementation of the CRA Procurement Policy and Green Procurement Guidelines and Procedures, by March 31, 2007	1.1.4.1	Implement targets in the *Environmental Management Program (EMP) for Procurement*, and report annually. **(Annual)**	EMP report	FAB (SDD-SMPSD)/ FAB (AD) and EMS Committee/ -
Performance Indicator Percentage of Environmental Management Program for Procurement targets completed each year	1.1.4.2	Increase purchase of "green" products. **(Annual)**	Communications materials and procurement training	FAB (AD)/ FAB (SDD-SMPSD)/ -
Performance Measure Percentage of "green" products purchased **Data Collection Method** Reports from online ordering system	1.1.4.3	Promote awareness of SD considerations in the procurement process. **(Annual)**	Promotional materials, tools, etc. that assist with integrating SD into the contracting process	FAB (AD)/ FAB (SDD-SMPSD)/ -

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
1.1.5 Annually improve electronic capabilities of internal forms and publications	1.1.5.1	Implement Shared Travel Services Initiative (STSI) to enable travel claims to be processed electronically. **(March 31, 2007)**	Shared Travel Services Initiative	FAB (FAD)/ - /-
Performance Indicator Annual number of internal forms and publications enhanced to electronic use	1.1.5.2	Assess existing inventory of internal forms to identify opportunities to increase electronic capability. **(March 31, 2007)**	Assessment report	FAB (SDD-SMPSD) /PAB/ -
Performance Measures Paper saved through use of electronic forms, publications, and systems **Data Collection Method** Publishing and ordering reports from the Corporate Administrative Systems	1.1.5.3	Convert employee time and activity record forms to electronic format with e-signature capabilities to reduce internal paper use. **(March 31, 2006)**	Electronic time and activity record forms with e-signature capabilities	HRB/FAB (FAD), SDD (SMPSD)/ -
	1.1.5.4	Review distribution practices for *Interaction* magazine and *Agency Update* newsletter. **(March 31, 2005)**	Recommendations report document	PAB/ - / -
1.1.6 Reduce internal consumption of paper (printing and photocopying) by 2% per employee based on the national baseline year (2001–2002), by March 31, 2007	1.1.6.1	Implement targets in the *Environmental Management Program (EMP) for Paper*, and report annually. **(Annual)**	EMP report	FAB (SDD-SMPSD)/ EMS Committee/ -
Performance Indicator Percentage of Paper Environmental Management Program targets completed each year	1.1.6.2	Launch CRA *Paper Campaign*. **(March 31, 2005)**	Communication materials and activities	FAB (SDD-SMPSD)/ EMS Committee/ -
	1.1.6.3	Branches to continue to make their internal documents, policies, and reports available online. **(Annual)**	New electronic documents	SD Network/ - / -
Performance Measure Percentage of reduction in paper consumption per employee **Data Collection Method** Paper purchases reports	1.1.6.4	Continue to develop online learning programs and/or materials that reduce hard-copy learning packages. **(Annual)**	Electronic learning programs and materials	HRB/ - / -
	1.1.6.5	Use intranet to distribute corporate audit and evaluation information and results to clients, to reduce internal paper use. **(Annual)**	Electronic audit results	CAEB/ - / -

Objective 1.2: Comply with environmental legislation and regulations

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
1.2.1　Annually prevent release of halocarbons into the atmosphere	1.2.1.1	Update and maintain halocarbon inventory database. **(Annual)**	Updated halocarbon inventory database	FAB (SDD-SMPSD)/ EMS Committee/ -
Performance Indicator Number of halocarbons release reports sent to Environment Canada **Performance Measure** Annual number and amount of halocarbon releases **Data Collection Method** Compliance assessments	1.2.1.2	Report halocarbon releases to appropriate authority. **(Annual)**	Halocarbon release reports	FAB (SDD-SMPSD)/ EMS Committee/ -
1.2.2　Reduce the use of hazardous substances, where feasible, and properly dispose of hazardous waste, by March 31, 2007	1.2.2.1	Use 2003 assessment results to define scope of aspect management. **(March 31, 2005)**	Environmental Management Program for Solid and Hazardous Waste	FAB (SDD-SMPSD)/ EMS Committee/ -
Performance Indicator Percentage of Solid and Hazardous Waste Environmental Management Program targets completed each year	1.2.2.2	Implement targets in the *Environmental Management Program (EMP) for Solid and Hazardous Waste*, and report annually (hazardous waste targets). **(Annual)**	EMP report	FAB (SDD-SMPSD)/ EMS Committee/ -
Performance Measure Number of programs for the disposal of hazardous products **Data Collection Method** Survey and reports	1.2.2.3	Research, prepare, and promote among employees best practices for managing hazardous substances and waste. **(March 31, 2007)**	Guidelines for battery recycling	FAB (SDD- SMPSD)/ - / -

GOAL 2: OUR PROGRAMS DEMONSTRATE SUSTAINABLE SERVICE DELIVERY

Objective 2.1: Enable efficient and innovative program delivery

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
2.1.1 Promote sustainable work and travel arrangements among auditors in the Corporate Audit and Evaluation Branch by March 31, 2007	2.1.1.1	Research opportunities and develop recommendations for efficiency (costs savings, paper savings, GHG savings) in the role of the auditors in the Corporate Audit and Evaluation Branch. **(March 31, 2005)**	Research findings document	FAB (SDD-SMPSD)/ CAEB/Environment Canada
Performance Indicator Percentage of targeted audience who received communications materials **Performance Measure** Percentage of auditors committing to using sustainable work and travel arrangements **Data Collection Method** Survey and reports from training programs	2.1.1.2	Integrate research findings and best practices into existing learning programs/courses for corporate audit and evaluation auditors. **(March 31, 2006)**	Sustainable business travel course and reference materials	FAB (SDD-SMPSD)/ CAEB/-
	2.1.1.3	Deliver learning program/courses to CAEB auditors and evaluate. **(March 31, 2007)**	Learning program/ courses delivered; evaluation report	CAEB/ FAB (SDD-SMPSD)/ -
	2.1.1.4	Explore the extension of the learning program/courses to other branches. **(March 31, 2007)**	Opportunities identified and approved	FAB (SDD-SMPSD)/ CPB/ -
2.1.2 Reduce paper use in tax and benefits program delivery by March 31, 2007	2.1.2.1	Continue to improve/increase electronic service delivery to clients, such as Government on-line. **(Annual)**	Electronic service delivery options	Appeals, ACSB, RCB, and CPB/ - / -
Performance Indicator Increased availability of electronic service delivery **Performance Measure** Reduction of paper use in program delivery **Data Collection Method** Paper purchases for programs	2.1.2.2	Establish process for measuring paper savings (costs and quantities) resulting from electronic service delivery to clients. **(March 31, 2006)**	Established process for measuring paper savings	Paper Committee/ PPB, ACSB, RCB, CPB, and Appeals/ -
	2.1.2.3	Track paper use in programs as feasible. **(March 31, 2007)**	Paper use results	Paper Committee/ PPB, ACSB, RCB, CPB, and Appeals/ -

Objective 2.2: Enhance partnerships to support shared sustainable development objectives

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
2.2.1 Integrate sustainability criteria into negotiations, discussions, partnerships, and decision-making with provinces and territories, and other government agencies/ departments on CRA business by March 31, 2007	2.2.1.1	Establish a definition for 'sustainability criteria for CRA partnerships', and identify opportunities to include the criteria into negotiations with partners. **(March 31, 2005)**	Sustainability criteria and findings report	FAB (SDD-SMPSD)/ CSBD/ -
	2.2.1.1b	Integrate the sustainability criteria in identified guidelines and documents for partnership agreements. **(March 31, 2006)**	Documents that include sustainability criteria	FAB (SDD-SMPSD)/ CSBD/ -
Performance Indicator Percentage of relevant negotiation/ partnership discussions that include consideration of sustainability criteria. **Performance Measure** Percentage of negotiations, discussions, partnerships, decision-making with partners that the sustainability criteria are applied to. **Data Collection Method** Internal reports that identify the number of negotiations that applied the SD criteria.	2.2.1.2	Include sustainable development (SD) criteria in the *Developer's Guide for Collaborative Written Arrangements*. **(December 31, 2006)**	Revised developer's guide and any available written arrangements that have SD clauses.	CSBD, ACSB, RCB, CPB, and Appeals/ - / provinces, territories, other government agencies and departments.

Objective 2.3: Communicate our commitment to sustainable development to the public

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
2.3.1 Convey our sustainable development commitment to the public by March 31, 2006	2.3.1.1	Increase SD clauses on our external Web site pages that service the public. **(March 31, 2007)**	SD messages on external Web site pages	ACSB, RCB, CPB, Appeals, PAB/ - / -
Performance Indicator Increase sustainable development content on the CRA external Web site				
Performance Measures Percentage of public who perceive the CRA as being committed to sustainable development				
Data Collection Method CRA annual survey				

GOAL 3: ALL EMPLOYEES APPLY SUSTAINABLE DEVELOPMENT IN THEIR JOBS

Objective 3.1: Demonstrate leadership and commitment to sustainable development

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
3.1.1 CRA's leaders will demonstrate their support for sustainable development in the workplace by March 31, 2007	3.1.1.1	Promote the inclusion of SD commitments in assistant commissioner, EX, and SM performance agreements, by including SD requirements in their performance agreement guidelines. The SD commitments are to: - communicate SD; - implement, monitor, and report on branch/regional SD commitments; - support a functioning SD committee; and - support CRA-endorsed SD events. Implemented as follows: - 100% assistant commissioner contracts include SD commitments by **March 31, 2005**; - at least 5% EX/SM (EC) contracts include SD commitments by **March 31, 2005**; - at least 10% of EX/SM (EC) contracts include SD commitments by **March 31, 2006**; and - at least 15% of EX/SM (EC) contracts by **March 31, 2007**.	SD requirements in EX/SM performance agreement guidelines. EX/SM performance agreements that include SD commitments	PPB (CPG&MD)/ SD Network/ -
Performance Indicator Percentage of assistant commissioners, EX, SM, and MG contracts that include sustainable development commitment(s) **Performance Measures** Percentage of annual branch/regional sustainable development commitments completed **Data Collection Method** Annual branch/region sustainable development reports	3.1.1.2	Promote the inclusion of SD commitments in MG performance agreements, by including SD requirements in the MG performance agreement guidelines. The SD commitments are for: - paper reduction; - SD Policy; and - Environment Policy. Implemented as follows: - at least 5% of contracts by **March 31, 2005**; - at least 10% of contracts by **March 31, 2006**; and - at least 15% of contracts by **March 31, 2007**.	SD requirements in MG performance agreement guidelines. MG performance agreements that include SD commitments	HRB/ SD Network/ -

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
3.1.2 Integrate SD messages into processes for attracting new employees by March 31, 2006	3.1.2.1	Assess the CRA's employee hiring processes for opportunities to include SD messages. **(March 31, 2005)**	Findings and recommendations report	HRB/ FAB (SDD-SMPSD)/ -
Performance Indicator SD content integrated into certain templates/guidelines in the hiring process **Performance Measure** Number of hiring processes that included SD messages **Data Collection Method** Human resources statistics	3.1.2.2	Where feasible, implement recommendations from the assessment conducted in Activity 3.1.2.1. **(March 31, 2006)**	Employee hiring processes that include SD messages	HRB/ - /

Objective 3.2: Raise the level of employee involvement and support for sustainable development

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
3.2.1 Annually strengthen and support the national SD Network, other SD committees, and grassroots employee efforts in all branches and regions	3.2.1.1	As directed in the *Learning Strategy for Sustainable Development*, provide SD awareness sessions for new members of the SD Network. **(Annual)**	SD awareness sessions	FAB (SDD-SMPSD) / - / -
Performance Indicator Percentage of annual branch/regional sustainable development commitments completed, and other grassroots initiatives reported	3.2.1.2	Hold quarterly meetings with national SD Network. **(Annual)**	SD Network meetings	FAB (SDD-SMPSD)/ SD Network/ -
Performance Measure SD Network's level of satisfaction with support from the SD Division **Data Collection Method** Annual branch/regional SD reports	3.2.1.3	Explore the establishment and funding sources for a SD Innovation Fund. **(March 31, 2006)**	Findings and recommendations document	FAB (SDD- SMPSD)/ FAB (RMD) and SD Network/ -

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
3.2.2　Annually implement the *Learning Strategy for Sustainable Development*	3.2.2.1	Communicate SD to all managers and employees through implementation of a communications strategy. **(Annual)**	Communications materials and activities	FAB (SDD-SMPSD)/ SD Network/ -
Performance Indicator Number of unique hits to the main page of the SD Web site (national knowledge centre for sustainable development at the CRA); and percentage of targeted courses that include sustainable development content	3.2.2.2	Review the SD Communications Strategy. **(March 31, 2007)**	Revised communications strategy	FAB (SDD-SMPSD)/ PAB and SD Network/ -
	3.2.2.2b	Update the national internal and external sustainable development Web sites. **(March 31, 2006)**	Updated SD Web sites	FAB (SDD-SMPSD)/ PAB/ -
Performance Measure Percentage of employees who are aware of the CRA's sustainable development program **Data Collection Method** Employee awareness survey	3.2.2.3	Communicate the social aspect of SD through the CRA's sustainable development, wellness, and other applicable human resources programs. **(March 31, 2005)**	Sustainable development, wellness and human resources messages that promote the social aspect of SD	FAB (SDD-SMPSD), ITB and HRB/ - / -
	3.2.2.3b	Communicate the social aspect of SD to the SD Network. **(March 31, 2006)**	Communication materials, and opportunities identified	FAB (SDD-SMPSD)/ SD Network/ -
	3.2.2.4	Develop and implement an SD learning plan and curriculum to enable SD training. **(March 31, 2005)**	SD learning plan and curriculum	FAB (SDD-SMPSD)/ HRB/ -
	3.2.2.4b	Implement and update an SD learning plan and curriculum to enable SD training. **(March 31, 2006)**	SD learning plan and curriculum	FAB (SDD-SMPSD)/ HRB/ -
	3.2.2.5	Establish baseline figures for SD awareness within the CRA. **(March 31, 2005)**	Baseline figures for SD awareness among CRA employees	FAB (SDD-SMPSD)/ PPB (Statistics)/ -
	3.2.2.6	Conduct follow-up survey to track change in the level of SD awareness among CRA employees. **(March 31, 2007)**	Results of SD awareness survey	FAB (SDD-SMPSD)/ PPB (Statistics)/ -

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
3.2.3 Annually recognize employee and improve opportunities to recognize employee contributions to sustainable development in the workplace by March 31, 2006	3.2.3.1	Review national, branch, regional, and Sustainable Development Division recognition programs for ways to strengthen opportunities for SD recognition. **(March 31, 2005)**	Findings and recommendations	FAB (SDD-SMPSD)/ HRB and SD Network/ -
Performance Indicator Number of recognition programs available for sustainable development **Performance Measure** Number of employees recognized for their SD contributions at the CRA, and type of recognition received **Data Collection Method** Annual branch/regional sustainable development reports	3.2.3.2	Promote findings and opportunities for SD recognition to the SD Network. **(March 31, 2007)**	Communication materials and activities	FAB (SDD-SMPSD) / - /-

GOAL 4: MODERN SYSTEMS THAT SUPPORT AND MAINTAIN SUSTAINABLE DEVELOPMENT

Objective 4.1: Monitor, measure, and report our sustainable development progress

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
4.1.1 Maintain the national online data management system for the *Sustainable Development Strategy 2004–2007*	4.1.1.1	Phase I: Update the SD electronic performance reporting system (PR Tool) to facilitate reporting by the SD Network on their SD action plans, which relate to targets in the SD Strategy 2004–2007. **(May 31, 2004)**	Updated Phase I reporting system	FAB (SDD-SMPSD) / - / -
Performance Indicator Timely CRA sustainable development reports **Performance Measures** Meet reporting timelines of the CRA and the commissioner of the environment and sustainable development **Data Collection Method** Assessment of the data management system	4.1.1.2	Phase II: Complete the design, development, and implementation of a data management system that will manage the status and accountability of targets in the SD Strategy 2004–2007. **(September 30, 2004)**	Updated Phase II reporting system	FAB (SDD-SMPSD) / - / -
	4.1.1.2b	Conduct updates to continually improve the SD electronic performance reporting system (PR tool). **(Annual)**	Updated reporting system	FAB (SDD-SMPSD) / - / -
	4.1.1.3	Input quarterly performance information on SD action plans. **(Annual)**	Quarterly performance reports	SD Network/ - / -
	4.1.1.4	Prepare quarterly SD report cards for the CRA. **(Annual)**	Quarterly report cards	FAB (SDD-SMPSD) / - / -
	4.1.1.5	Prepare annual performance report on sustainable development, and integrate SD input into CRA Annual Report. **(Annual)**	SD input into the CRA annual report, and annual performance report on sustainable development document	FAB (SDD-SMPSD) and PPB (CPG&MD) / - / -

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
4.1.2 Develop and improve upon the CRA's Environmental Management System (EMS) by March 31, 2006	4.1.2.1	Hold quarterly EMS committee meetings. **(Annual)**	EMS committee meetings	FAB (SDD-SMPSD)/ EMS Committee/ -
Performance Indicator System improvement completed as scheduled	4.1.2.2	Update and approve targets for all EMPs at the annual general meeting of the national EMS committee. **(Annual)**	Approved EMPs	FAB (SDD-SMPSD)/ EMS Committee/ -
Performance Measures Timely reporting of Environmental Management Program targets	4.1.2.3	Design, develop, and implement a data management system for all environmental aspects managed within the EMS. **(March 31, 2005)**	Completed data management system for the EMS	FAB (SDD-SMPSD)/ ITB and FAB (SMPSD)/ -
Data Collection Method Environmental Management Program reports and audit results	4.1.2.4	Review the CRA Environment Policy. **(December 31, 2006)**	Environment Policy reviewed and updated as required	FAB (SDD-SMPSD)/ EMS Committee/ -
	4.1.2.5	Identify representatives from program branches as members of the committee for external paper use. **(March 31, 2005)**	Program branch representation on the paper committee	FAB (SDD-SMPSD)/ PPB, ACSB, RCB, CPB and Appeals/ -
4.1.3 Update the *Sustainable Development Strategy* for 2007–2010 by December 31, 2006	4.1.3.1	Update CRA's fourth *Sustainable Development Strategy* for tabling by the Minister of Revenue in the House of Commons. **(December 31, 2006)**	Approved SD Strategy 2007–2010 document	FAB (SDD- SMPSD)/ SD Network/ - / other government departments
Performance Indicator Percentage of recommendations addressed in the internal assessment audit of the SD Strategy 2001–2004	4.1.3.2	Conduct internal assessment of the SD Program based on the audit action plan for SDS 2001–2004. **(December 31, 2006)**	Findings and recommendations document	FAB (SDD-SMPSD)/ SD Network/ -
Performance Measure Favourable review of the SD Strategy by the Commissioner of Environment and Sustainable Development (CESD) **Data Collection Method** Assessment by the CESD and audit	4.1.3.3	Review the CRA Sustainable Development Policy. **(December 31, 2006)**	Sustainable Development Policy reviewed and updated	FAB (SDD-SMPSD)/ SD Network/ -

Objective 4.2: Assess the economic, social, and environmental impacts of our programs, policies and plans

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
4.2.1 Integrate sustainability criteria into CRA programs, policies, and business plans by March 31, 2007	4.2.1.1	Establish sustainability criteria for programs, policies, and plans, and identify opportunities to integrate the criteria into our business. **(March 31, 2005)**	Sustainability criteria, and a recommendations report	FAB (SDD-SMPSD)/ PPB (CPG&MD), FAB (RMD), and SD Network/ -
Performance Indicator Sustainability criteria defined and included in key templates, guidelines, planning tools, etc. **Performance Measures** Number of programs, polices, and plans developed or revised using the sustainability criteria **Data Collection Method** Branch/regional sustainable development reports, and the CRA annual report	4.2.1.2	Integrate the sustainability criteria into specific guidelines, procedures, and directives for CRA programs, policies, and plans. **(March 31, 2006)**	Guidelines, procedures, and directives that include the sustainability criteria	FAB (SDD-SMPSD)/ PPB (CPG&MD), FAB (RMD), and SD Network/ -
	4.2.1.3	Use the sustainability criteria in developing/reviewing CRA programs, policies, and plans. **(March 31, 2007)**	Identified programs, policies, and plans that include sustainability criteria	FAB (SDD-SMPSD), PPB (CPG&MD), and SD Network/ -
	4.2.1.4	Review CRA travel policy/guidelines for opportunities to include sustainable/efficient employee travel criteria. **(March 31, 2005)**	Findings and recommendations document	FAB (AD)/FAB (SDD-SMPSD)/ -
	4.2.1.4b	Assess the feasibility of including the proposed sustainable travel criteria in the revised travel policy for the CRA. **(March 31, 2007)**	Revised travel policy	FAB (FAD)/FAB (SDD-SMPSD)/ -
	4.2.1.5	Promote videoconferencing as a sustainable and efficient meeting option. **(Annual)**	Videoconferences held each year, and national internal communiqué about videoconferencing options	FAB (AD)/ - / -

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
4.2.2 Develop and implement a line of enquiry procedure into corporate audit and evaluation processes to capture information on the level of sustainable development integration in programs and operations by March 31, 2007	4.2.2.1	Develop an SD line of enquiry template and procedures. **(March 31, 2005)**	Internal audit template and procedures that includes SD criteria	CAEB/ FAB (SDD-SMPSD)/-
Performance Indicator Sustainable development line of enquiry procedure included in corporate audit and evaluation processes; and percentage of auditors who received communications materials on the new audit procedure **Performance Measures** Level of sustainable development integration into programs and operations **Data Collection Method** Internal audit reports	4.2.2.2	Promote the use of the SD line of enquiry among auditors of the Corporate Audit and Evaluation Branch. **(March 31, 2006)**	Communication and learning materials and activities	CAEB/- /-
	4.2.2.3	Based on CAEB audit plan, identify and conduct audits that use the SD line of enquiry, and reports results. **(March 31, 2007)**	Audit results based on SD line of enquiry	CAEB/ FAB (SDD-MPSD)/ -

Accountability and Reporting

Sustainable development is everyone's responsibility. At the CRA, we have engrained this responsibility into our Sustainable Development Policy by stating that sustainable development applies to all our employees—at all levels and in all branches and regions.

Successful implementation of the national action plan will require the commitment and involvement of all CRA management and employees. Leadership from CRA's senior executive level sustainable development champions (one for external and one for internal) will move us closer to achieving our vision through strengthened communications and action. The Sustainable Development (SD) Division, the centre of expertise in Headquarters, will continue to be the main driving force for co-ordinating and supporting sustainable development. It will also partner with other government departments and stakeholders to advance shared commitments. The national SD Network, EMS Committee, and various SD committees in all our branches and regions will support the mandate of the sustainable development program. This is how we will effectively reach and influence all employees with our sustainable development actions and messages.

Assistant commissioners of branches and regions have signed the national action plan and are ultimately accountable for their commitments within the plan. The SD Network, which is comprised of an appointed SD representative and Co-ordinator from each branch and region, is responsible for monitoring and reporting performance on commitments in the action plan for their areas of accountability. They are also responsible for using the national action plan as a framework for developing their own branch or regional action plans, and to review and renew their commitments annually.

Annual performance reporting on sustainable development is a shared responsibility. The national SD Network will monitor performance and collect information from each branch and region on a quarterly basis, and will submit the information to the SD Division. The SD Division is responsible for analysing the information from the SD Network, along with additional information on developments with the sustainable development program. It then authors and publishes an annual performance report on sustainable development.

Definitions of Terminology

Vision – A visionary statement that describes what the CRA will look like once it fully adopts sustainable development into its business.

Long-Term Outcome – A high-level statement about the desired results of our actions towards sustainable development. Long-term outcomes are usually close-ended statements that are too high level to measure.

Goal – A statement indicating a desired result that is long-term and strategic, and achievable within a 10 – 15-year period. It focuses on key priorities and is related to those areas where the CRA can make the biggest difference towards sustainable development. Objectives subdivide the goal into focus areas.

Objective – A clear statement that subdivides a goal into focus areas, and is achievable within a 5 – 10 year period. Targets subdivide the objective into specific commitments.

Target – A statement that subdivides an objective into specific commitments. It is SMART (specific, measurable, achievable, results-oriented, and time bound), is usually achievable within a three-year period, and will lead towards achieving objectives. Activities subdivide the target into annual achievements.

Activity – A short-term action that, in combination with other activities, will lead to achieving a target.

Activity Output – The result of an activity, which is often a document or service provided.

Performance Indicators – A qualitative or quantitative interim measurement that demonstrates that meaningful steps are being taken to achieve a target.

Performance Measure – A qualitative or quantitative measurement that determines whether or not a target has been met.

Data Collection Method – A short description of the type of data needed to measure performance towards achieving a target, and the means of collecting the data.

Accountability (OPI/OCI/Partner) – Indicates who is responsible for completing the activity. The group listed first in the "Accountability" column of the action plan is designated as the office of primary interest (OPI). The group listed second in the column is designated as the office of collaborating interest (OCI). The group listed third in the column is designated as a partner. OPIs are responsible for taking the lead in implementing the activity, and are fully accountable for its completion. OCIs are accountable for providing support to the OPI to complete the activity, while the OPI will approach the partner for input.

Legend

ACSB	Assessment and Client Services Branch
Appeals	Appeals Branch
CAEB	Corporate Audit and Evaluation Branch
CPB	Compliance Programs Branch
EMS Committee	National Environmental Management System Committee (some branches and all regions)
FAB	Finance and Administration Branch
FAB (SMPSD)	Finance and Administration Branch (Strategic Management and Program Support Directorate)
FAB (FAD)	Finance and Administration Branch (Financial Administration Directorate)
FAB (AD)	Finance and Administration Branch (Administration Directorate)
FAB (RMD)	Finance and Administration Branch (Resource Management Directorate)
FAB (RPSID)	Finance and Administration Branch (Real Property and Service Integration Directorate)
FAB (Security)	Finance and Administration Branch (Security Directorate)
HRB	Human Resources Branch
ITB	Information Technology Branch
PAB	Public Affairs Branch
PPB	Policy and Planning Branch
PPB (CPG&MD)	Policy and Planning Branch (Corporate Planning, Governance and Measurement Directorate)
RCB	Revenue Collections Branch
SD Network	Sustainable Development Network (all branches and regions)

Feedback

We are very interested in knowing what you think about the *Sustainable Development Action Plan 2004–2007*. Please take a few minutes to complete this short questionnaire, and return it to us. You can contact us at:

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Canada Revenue Agency
555 MacKenzie Avenue, 5th floor
Connaught Building, Ottawa, ON K1A 0L5
Phone: (613) 941-3121
Fax: (613) 957-7613
Email: **SD.DD@cra-arc.gc.ca**

Questionnaire

1. How satisfied are you with the…

	Very dissatisfied	*Dissatisfied*	*Satisfied*	*Very satisfied*
Content of the document?	1	2	3	4
Usefulness of the information?	1	2	3	4

Comments: _____

_____

2. To what extent does the action plan…

	Not at all	*A little*	*To some extent*	*To a great extent*
Inform you about the CRA sustainable development program?	1	2	3	4
Inform you about CRA's sustainable development commitment?	1	2	3	4
Inform you about what the CRA is going to do for sustainable development from 2004–2007?	1	2	3	4

Comments: _____

_____

3. What do you like or dislike about the *Sustainable Development Action Plan 2004–2007*?

Comments: _____

_____

Thank you for your response.