Performance Report on Sustainable Development
April 1, 2003, to March 31, 2004

December 2004

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Message from the Commissioner

Having completed our final year of implementing the sustainable development strategy for 2001-2004, I am happy to present our third and final performance report for the period 2003 to 2004. This is also the last performance report in which we address our sustainable development responsibilities for the customs portfolio. Overall, despite an ambitious agenda in implementing sustainable development practices, we have made significant progress in our commitments and can be proud of our achievements.

These achievements were evident in a number of areas, but particularly in sensitizing employees to sustainable development, building our management framework in this area, greening our internal operations, and exploring our programs for sustainability.

As we acknowledge the progress made over this past year, we also want to reflect on lessons learned and apply them in the months and years ahead. Based on the findings of this performance report, we will continue to focus on better integrating sustainable development into our programs, policies, and plans, on providing employees with useful and consistent messages about sustainable development best practices in the workplace, and on sharpening our targets in our strategy update.

I look forward with keen interest as we continue to integrate sustainable development practices into the daily business of the Agency. The benefits to Canada and Canadians far outweigh the hard work our commitment requires.

Michel Dorais

Executive summary

This performance report represents the final year of implementing the Canada Customs and Revenue Agency's *Sustainable Development (SD) Strategy 2001-2004*. The Strategy had four goals for contributing to SD: preparing managers, enabling employees, greening operations, and enhancing the programs we deliver to the public.

During this third year of implementing our strategy, we worked with our program branches to explore SD opportunities in the services we deliver to the public. Our emphasis was on identifying short-term opportunities for action during the year, while at the same time looking for long-term solutions to become targets in the next SD strategy. We explored improving our electronic services delivery to be more efficient and reduce paper consumption, increasing our leadership and capacity building role with local and international partners, and communicating our SD commitment to clients through e-commerce activities.

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Performance for 2003-2004

For the current reporting period, we had a total of 46 targets due. We completed 36 (78%), progressed on 8 (17%), dropped 1 (2%), and did not start 1 (2%).

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Overall strategy performance for 2001-2004

There were a total of 83 targets in the three-year strategy. We completed 72 (87%), while 9 (11%) were not completed and 2 (2%) were dropped.

Goal 1- Prepare managers to contribute to SD: completed 75% (9 of 12) of targets

Goal 2 - Enable employees to contribute to SD: completed 100% (4 of 4) of targets

Goal 3 - Green operations to contribute to SD: completed 88% (38 of 43) of targets

Goal 4 - Enhance programs to contribute to SD: completed 88% (21of 24) of targets

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We learned that our program areas needed more tools and support to be able to recognize their SD impacts and opportunities. Although Goal 4 recorded commendable achievements, as indicated by the high completion level, SD was not the main driver of these results. Our next strategy will go deeper into exploring and measuring the vast opportunities for SD innovation and change in program delivery. For Goal 3, we dedicated resources, provided support, and developed tools for greening operations. This approach enabled us to meet and in some cases exceed our plans. We feel that a similar approach with the programs will deliver more substantive results for SD.

We made great strides in greening our internal operations and managing our environmental risks and responsibilities as custodians of property. A highlight of our achievements was our partnership with Natural Resources Canada to incorporate ground-source heat pump technology at the new Canada/U.S. border-crossing facility at Osoyoos, British Columbia. This technology solution will be replicated at other border-crossing facilities, where feasible. We also partnered with Environment Canada to become one of the first two federal entities to accept the Leadership Challenge by committing to a plan to reduce our greenhouse gas emissions.

We matured our Environmental Management System (EMS) by completing an EMS manual and a second round of Environmental Management Programs (EMPs) to guide our priorities. The scope of these EMP targets ranged from baselines and inventories and environmental compliance, to training and communications. These EMPs effectively moved the Agency from ad-hoc to systematic environmental management. We established a consultation framework by which all strategic sourcing procurement documents undergo an SD assessment, and we increased the number of hybrid and

alternative fuel vehicles within the Agency. We continued efforts to reduce internal paper consumption, and we completed an extensive assessment of solid waste management practices in our custodial buildings.

With the departure of our customs operations during the year, the Agency is no longer the custodian of border crossing properties, so its environmental responsibilities in property management were reduced. The environmental responsibilities that remain with the Canada Revenue Agency (CRA) are solid and hazardous waste management, procurement, paper consumption, fleet management, outside emissions, and to a lesser significance, storage tank management and halocarbons.

We continued to strengthen our management framework for SD by finalizing the online performance reporting system (PR-Tool), supporting the SD Network, implementing the learning strategy for SD, and delivering SD awareness sessions to employees (particularly in the regions). While we have been successful over the past three years in building a stable management framework (e.g., strategies, plans, policies, systems, and committees) and in making our internal processes more sustainable, we did not succeed in recognizing SD as a corporate value (by integrating it into the mission, vision, and values statements) nor in integrating SD into key corporate management tools to the extent planned. We recognize that accounting for commitments not achieved is just as important as those that were achieved, and that this can help to indicate key barriers. Making SD a corporate value and integrating it into the CRA's annual planning and reporting activities will be brought forward as long-term outcomes in the next SD strategy.

We completed an internal audit on the SD program, which provided timely guidance for developing our third SD strategy for 2004-2007. The audit findings concluded that the management framework for administering SD was working well and that good progress was made on our SD commitments. However, the audit recommended areas of improvement, such as strengthening SD objective setting and planning, monitoring and reporting on commitments, and integrating SD concepts into the Agency's corporate culture.

We spent a significant amount of time developing our third strategy and national action plan for SD. We consulted with stakeholders on a strategic direction for SD, and we worked with our SD Network to finalize individual branch and regional action plans. We used the Treasury Board Secretariat's Results-based Management and Accountability Framework to ensure that we had a solid logic chain of activities leading directly to the long-term outcomes of the strategy.

In conclusion, we are on our path of continual improvement. In the first strategy, we completed 56% of targets. In this second strategy, we improved our results with 87% of targets completed[1]. Our assessment is that we were more successful in this strategy than the previous strategy, as a direct result of assigning resources, building systems and tools, educating employees and management on their SD responsibilities, and encouraging grassroots action toward SD in our branches and regions. The lessons we learned for the reporting period were not new - leadership remains key. We must continue to support and provide guidance to the SD Network, provide employees with useful and consistent messages about SD best practices in the workplace, provide better tools to enable SD integration into the Agency's operations and program development and delivery, and sharpen SD targets and performance measures in our next SD strategy.

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[1] See appendix 3 for performance summary.

Introduction

What is sustainable development (SD)?

SD is choosing to do things in ways that:
- preserve the health (e.g., clean air, water, and land) of the natural environment;
- ensure access to social services; and
- extend the benefits of economic prosperity to broader segments of the population.

SD seeks to meet these goals without jeopardizing the ability of future generations to meet their own needs.

Why an SD strategy?

At the Earth Summit in Rio de Janeiro in 1992 and the World Summit on SD in Johannesburg in 2002, Canada and other countries committed to develop national strategies for SD to reduce the negative impacts of development on the welfare of the earth's peoples. As well, in 1995 the federal government changed the *Auditor General Act* to require certain federal departments and agencies to prepare, table, implement, and update an SD strategy at least every three years.

What is the role of the Office of Primary Interest (OPI) for SD in the CCRA?

The SD Division in the Real Property and Sustainable Development Directorate of the Finance and Administration Branch is the OPI for SD in the CRA. The Division has the key role of:
- preparing the SD strategy;
- developing SD awareness and learning tools;
- co-ordinating SD awareness initiatives and events;
- providing leadership that promotes implementing of the SD strategy throughout the CRA;
- reporting on SD performance;
- developing, updating, and managing the Environmental Management System (EMS) for the CRA; and
- providing technical support and advice on environmental issues.

The SD Network and National Environmental Management System Committee support the work of the SD Division. They consist of representatives and co-ordinators from every branch and region of the CRA. For effectiveness, they have subcommittees to help them plan and implement their SD responsibilities.

Why report performance on SD?

SD performance reporting is important. It helps us assess our progress, provides information on our performance, acts as an accountability tool, provides an opportunity to showcase our successes, and gives us the incentive to improve.

What is the process for SD performance

The starting point for our performance report is the targets that branches and regions have set in the SD strategy. Branches and

reporting?

regions monitor progress on the SD targets and report performance annually to the SD Division. A summary on SD performance is presented to Members of Parliament and interested Canadians in the CRA's annual report. Greater detail is provided to management, employees, and other interested parties in this performance report, which will be posted on the SD Web site for internal and external access.

Audits and reviews are used to verify our performance and ensure continual improvement. During a regular internal audit of their program or operation, managers may have to respond to questions on their SD targets and performance. The SD program and strategy are also reviewed and/or audited by the Commissioner of the Environment and Sustainable Development in the Office of the Auditor General. Findings are reported to the House of Commons in the Commissioner's annual and additional reports.

How well did the reporting process work for 2003-2004?

The main vehicle for SD performance reporting was the online PR Tool launched during the period. The PR Tool significantly improved monitoring and evaluation of our SD performance, and it effectively transformed our reporting from a manual to electronic process. The SD Division issued call letters for performance reporting to the 10 branches and 6 regions that make up the SD Network. The Network was invited to respond using the PR-Tool. We received responses from 9 of 10 branches and all 6 regions.

Performance by target

Goal 1 – Prepare managers to contribute to SD

> We had three targets to complete during the period, one of which was carried over from the previous year. We completed one target, one was in progress, and one was not started.
>
> Goal 1: 33% of targets (1 of 3) completed for 2003-2004

Year in brief:

For Goal 1, we had three main areas of focus: engaging managers to show leadership and commitment to SD in the workplace, strengthening our management system for SD, and recognizing SD as a corporate value.

We finalized the SD learning strategy and began developing the learning plan and curriculum. Part of this work involved designing and piloting an SD module for the core-learning program for all employees in the Management/Gestion group. We provided numerous SD presentations to management teams throughout the Agency. We released the SD Lens - a policy and program development tool - to corporate planners for their use and feedback. We completed our first full year of using the electronic performance reporting system (PR-Tool), which transformed our performance reporting from a manual to an electronic process.

We did not complete the target to make SD a corporate value. We feel that changing our corporate values is too big of a project to be captured by a single target in our strategy. The result would not be a minor output, but rather a significant outcome. We will pursue this commitment in future years by transforming it into a long-term outcome of our SD strategy.

Target:	Accomplishment:
Fully integrate SD in the business planning and reporting processes to support the horizontal nature of SD *Not completed (In progress)* **FAB - CPGBSD**	While the SD strategy is included in annual planning and reporting processes, SD is not yet fully integrated. Given the significance of this target, we have carried it forward into the next strategy. We will commit to strategically integrate sustainability criteria into CRA programs, policies, and business plans through a series of annual activities. The target is also reflected in our long-term outcomes for SD, in which we commit to move the Agency toward triple bottom-line reporting on financial, social, and environmental performance.
Integrate SD considerations into key corporate management tools *BF – Not completed (Not started)* **FAB – CPGBSD**	This target aimed to integrate SD considerations into three corporate tools: the balanced scorecard, risk management policy, and the quality service initiative. We did not make progress on this target. We will re-valuate the Agency's key corporate management tools and carry the work forward into the next SD strategy.

Conduct management review of the SD strategy 2001-2004 and update the SD strategy for 2004-2007 *Completed* **Corporate Audit and Evaluation Branch (CAEB) and FAB (RPSDD)/ branches/ regions/ stakeholders**	The Corporate Audit and Evaluation Branch audited the SD strategy 2001-2004. The audit had two objectives: to assure senior management that the SD management framework was adequate, effective, and would help the Agency fulfil its SD obligations; and to review the progress of the current strategy. The findings and recommendations concluded that the current management framework was working well. This framework consists of the SD policy, environment policy, guidelines and directives, branch and regional SD action plans, and the EMS. However, the audit also highlighted a need to improve SD objective setting and planning, communication, monitoring and reporting on targets, and integrating SD concepts into the Agency's corporate culture. These recommendations were used to develop our SD strategy for 2004-2007.

Next steps: We are satisfied with our current management framework for SD. We have more work to do to reach management with messages about their SD responsibilities. We will address this work through ongoing communications and the learning plan and curriculum for SD. We will continue to use the PR-Tool and update the technology as needed. We will develop a more strategic approach to integrating SD into the business planning process and key corporate documents, and we will continue to work on these targets until we are satisfied that they have become "business as usual."

Goal 2 – Enable employees to contribute to SD

We completed all four targets supporting this goal.

Goal 2: 100% of targets (4 of 4) completed for 2003-2004

Year in brief: Our focus for this goal was on communicating SD to employees to increase the SD knowledge base at the CRA. We believe that SD knowledge is the key to building a sustainable organization.

Throughout the year, the SD Division provided awareness sessions and presentations to SD committees and management teams, while the SD Network (mainly in the regions) focused on general employee awareness. We held a national SD forum for the SD Network to consult on projects and set a direction for updating the SD strategy. We realize that the more we support our national SD Network and SD committees, the more equipped they will be to communicate SD to all employees.

Target:	Accomplishment:
Create opportunities for employees to pledge commitment to SD *Completed* **FAB – RPSDD**	We continued to promote the SD Guarantee–an online pledge form where employees commit to sustainable habits at work, home, and on the road. A total of 482 employees signed the SD Guarantee during the 2003-2004 period. The Pacific Region registered the highest level of participation with 369 employees. In addition, the SD Division held 4 formal SD awareness sessions throughout the year with approximately 80 participants. Each participant pledged to adopt a new sustainable habit at work. The regions held several employee awareness sessions, based on their regional plans and priorities. Most notably, Southern Ontario has so far delivered a one-hour employee awareness session to 5,000 (75%) of their employees through a train-the-

	trainer program. The Pacific region held 41 sessions for a total of 661 employees; the Prairie region provided SD awareness presentations to 140 team leaders and 20 employees; and Quebec region held 3 SD awareness sessions for approximately 130 employees and 2 additional presentations to local management teams. The Atlantic and Northern Ontario regions plan on delivering employee awareness sessions during the coming year.
Create and maintain opportunity for employees to share SD success stories, initiatives, and comments _Completed_ **FAB – RPSDD**	We continued to encourage employees to share their SD success stories and provide comments to the SD Division on various SD initiatives throughout the year. This information was gathered from the national SD Web site, the national SD email addresses, the annual Performance Report on SD, and the SD Network. At the national level, we responded to 83 emails received through our SD Web site and national SD email addresses (excluding email sent directly to staff in the SD Division). The main topics of interest were solid-waste recycling, paper consumption, and employee commuting options. The SD Division held quarterly meetings with the SD Network. The Division also issued two SD quarterly newsletters in September 2003 and January 2004. The articles covered various success stories such as Environment Week results, sustainable border crossing facility design, duplex by default printing initiatives, solid waste management programs, an urban bike program for employees in Montréal, and recognizing employee contributions to SD. In May 2003, we held a national SD forum for the members of the SD Division, SD-Network, and other key stakeholders. The purpose of the forum was to reflect on the Agency's SD journey, map out a future direction for SD, exchange information, build relationships, and consult on the update of the SD strategy for 2004-2007. There were 44 participants at the forum. In a post-evaluation survey, 27 participants gave the forum a perfect score when asked if it met their expectations and if they found it important.
Give employees guidance material to help support environmental management initiatives _Completed_ **FAB – RPSDD**	In an effort to keep employees informed on SD opportunities and stay current with emerging trends, we updated the following information on the internal SD Web site: environmental protocols for sustainable building design, green building and design material selection protocol, development updates on the SD strategy for 2004-2007 development updates, ground-source heat pump guidelines, and procurement and fleet best practices. We developed a national solid waste internal Web site–At Your Disposal-that contains information on the 3Rs, types of waste, and provincial and federal programs. It includes documents such as the No Waste Implementation Guide. We also updated content on the _Paper Talk_ internal Web site, which gives employees practical information on reducing paper use at work. In addition, several branches and regions have dedicated SD Web sites that contain general information on upcoming events, sites of interest, and tips for applying SD in their branch or region.

Encourage participation in CRA-endorsed SD initiatives, such as the annual Commuter Challenge *Completed* **FAB – RPSDD**	Again this year, we participated in Canadian Environment Week (CEW) in June. CEW is the largest SD event supported by the Agency, and it is promoted to all employees through a national email message from the Commissioner and Deputy Commissioner. The main activities we promoted were the Commuter Challenge, Kids' Poster Contest, and the SD Guarantee employee pledge. A total of 2,091 CRA employees registered their participation in the Commuter Challenge across Canada. This represents a 53% increase in participation levels over the 2002 results. Our collective effort diverted over 223,018 km of travel by single-occupant vehicles, which represents 15.3 tonnes of pollutants that were prevented from being released into the environment. The Kids' Poster Contest was promoted to children under 12 years of age who had a parent or relative working at the Agency. We received a total of 49 entries (a decrease from last year). Lower participation could indicate a need to add new components to the contest to make it more interesting. The first-, second-, and third-place winners along with the honourable mention winners each received a prize and all entrants received a certificate of achievement. For the second consecutive year, we celebrated Earth Day in April. The Commissioner and Deputy Commissioner issued an email to all employees that encouraged them to celebrate the event with a theme of "Personal Action, Personal Responsibility." The email directed staff to the SD Web site for more information on specific activities they could host in their offices or communities. We also celebrated Waste Reduction Week (WRW) in October. Several branches and regions sent out messages to their employees encouraging them to participate in the national word match game. Overall, 264 employees submitted answers. The WRW pages on the SD Web site received 9,274 page requests during WRW and 22,829 page requests for the entire month of October. We also promoted the recycling of batteries, and in Headquarters alone we collected 40 kg of alkaline and 13 kg of rechargeable batteries.

Next steps: We were successful in using various communication methods to provide SD information to our employees. We realize we need to be consistent in sending SD messages to employees so that we reach new employees, keep employees current with emerging trends, enable employees to understand how SD applies to their jobs, and ultimately make SD a household-phrase. In this way, SD will truly become ingrained in our corporate culture.

We will achieve our SD learning agenda by implementing a communications strategy and learning plan and curriculum for SD. We will measure the success of these efforts through an SD awareness survey and internal audits, and we will use the results to improve the effectiveness of our communications over time. We will also ensure that the activities in our next SD strategy are closely aligned with our communication and learning strategies.

Goal 3 – Green operations to contribute to SD.

Year in brief: Our focus for Goal 3 was to get our internal house in order by: meeting our environmental responsibilities as custodians of property; working on key fleet, procurement, green leasing, and paper reduction initiatives; partnering with other government departments; and demonstrating leadership among the federal community.

> We had 19 targets in Goal 3 to complete during the period. Of that total, eight were brought forward from the previous two years, eight were ongoing, and three were to be completed in the period. We completed 14, while 5 were not completed.
>
> Goal 3: 74% of targets (14 of 19) completed for 2003-2004

The greening of our operations was primarily managed through our EMS and, more specifically, through our Environmental Management Programs (EMPs). We had 11 EMPs for 2003-2004: one each for solid waste, hazardous waste, fleet, greener procurement, internal use of paper, halocarbons, water quality and conservation, energy, storage tanks, contaminated sites, and environmental assessment. These EMPs had 107 targets due for the period, of which 77% (82) were achieved. The scope of these targets ranged from baselines and inventories and environmental compliance to training, communications, and partnering with other departments on joint initiatives.

During the year our customs operations departed, so we no longer have responsibilities as custodians of property, such as for energy and water quality management. The departure also reduced our responsibilities related to fleet management, storage tanks, and hazardous materials. The environmental responsibilities that will remain with the CRA are fleet management, greener procurement, solid and hazardous waste management, internal paper consumption, outside emissions, halocarbon management, and storage tank management.

We demonstrated our leadership in the federal community by participating in interdepartmental working groups and sharing best practices with other federal organizations, and in committing to the CRA's Leadership Plan for Greenhouse Gas (GHG) Emissions Reductions. The plan outlines opportunities for GHG reductions at the Agency, with a focus on increasing efficiencies in our fleet, employee transportation, and solid-waste management.

Target:	Accomplishment:
Develop/refine appropriate administrative systems to track performance on environmental and SD commitments *BF –Not completed (In progress)* **FAB – RPSDD/ITB**	We assessed the information needs of the Agency's EMPs with the intent to develop and deploy a Web-based data management system. Our work toward this was still in progress at the end of the reporting period. It will be carried forward to the next strategy, although the scope has changed significantly due to the departure of our customs operations.
Continue participation in inter-	We participated in 15 interdepartmental committees, ranging from working groups to steering committees on issues such as: climate change, environmental assessments, water quality management, contaminated sites, storage tank management,

departmental committees, working groups, and initiatives related to the environment and SD *Completed* **FAB – RPSDD**	environmental management systems, sustainable government operations, and the federal SD strategy.

Procurement:	
	During the reporting period, we had no formal SD target due for procurement; however, we did accomplish significant work through targets set out in the EMP for greener procurement. We were able to track and report on green purchases within the Agency. We define green purchases as products and services that have a lesser or reduced effect on human health and the environment when compared with competing products or services that serve the same purpose. Our total procurement budget for the year was $350 million (of which $160 million was on services). We reported just over **Green Procurement of Goods 2003-2004** $415,141 — Alternative Fuel/ Hybrid Vehicles $1,580,592 — Office Supplies (WBRO online ordering) $1,750,000 — Publishing - Recycled Content **Total $3,745,733** $3.7 million on green purchases (e.g., green office supplies, green publications, hybrid vehicles). This total represents approximately 5% of total goods purchased. Other significant achievements include developing a green procurement guideline/procedure, awarding a national paper contract that requires a minimum 30% post-consumer recycled fibre in all office paper purchased, and updating procurement information on the SD Web site to promote and encourage greener procurement.

| **Paper:**	
Develop/revise procedures and standards to help reduce dependence on paper in internal operations: **Electronic document management standards**	In 2000, the Information Management Directorate developed an Electronic Document Management (EDM) policy, guidelines, and procedures. Later in 2002, the Directorate released two documents, "Guidelines on Managing Emails" and the "Email Survival Guide." A strategy for an Agency-wide Information Classification System was also drafted. A strategy is currently being developed to bring together all the components of EDM, including the implementing a management system and developing a corporate file plan. The system will reduce duplication of information and paper dependence and consumption by enabling employees to create, edit, duplicate, and send information electronically.

BF – Not completed (In progress) **FAB – Information Management Directorate (IMD)**	
Increase electronic forms, policies and procedures, and submissions *Completed* **FAB**	Reducing our internal paper consumption continues to be important. We began documenting the amount of paper used in photocopiers and desktop printers at the beginning of this strategy in an effort to measure performance and reduce consumption. The chart below shows internal paper use over the last three reporting periods. In 2001-2002, the CRA spent about $2 million on photocopier and printer paper, which represents about 288 million sheets of paper, or an average of 5,847[2] sheets per employee. In 2002-2003, we spent over $2.4 million to consume over 337 million sheets of paper, which is an average of 7,011 sheets per employee. For 2003-2004, we spent over $2.4 million to consume over 337 million sheets of paper, which averaged out to 7,399 sheets of paper per employee. These results show a 20% increase in paper use per employee between 2001-2002 and 2002-2003, and an increase of 6% in 2003-2004 over 2002-2003. This occurred despite our efforts to promote best practices for internal paper use. In response, we increased communications and launched a "duplex by default" printing initiative as part of our Agency-wide paper reduction campaign. In analyzing the increase, we realized there were many factors that could account for the rise. Without a study, we would not be in
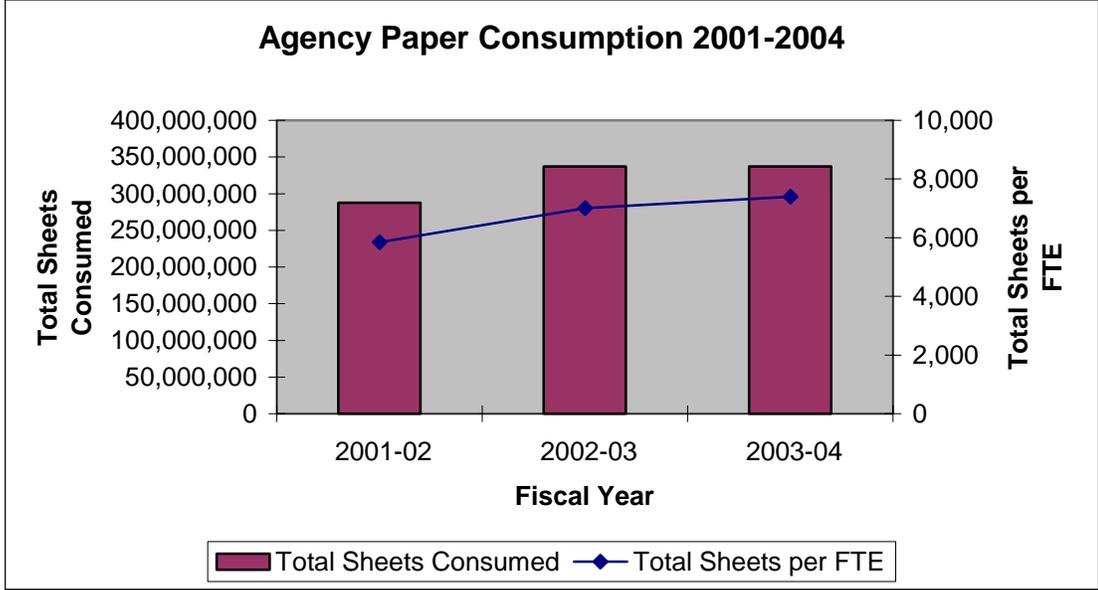
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[2] The amounts for total and average sheets used by employees have been revised from last year's report.

	a position to confirm the factors that caused the increase. However, we discovered inconsistencies in the use of the data repository system that tracked paper purchases[3]. This compromised the integrity of our paper consumption results over the last three reporting periods. Fortunately, the new National Contract for Paper Supply Management that came into effect in February 2004 on Web-Based Rapid Order (WBRO), the CRA's electronic procurement system eliminated the shortcomings of the former system. WBRO provides comprehensive and useful information on paper purchases, such as type, quantity, and amount. Consequently, we will revise our internal paper consumption baseline for the 2004-2005 reporting period. In the short term, we will intensify our promotion of best practices for paper reduction. In the long term, we will continue to analyze changes in paper consumption and assess our options for greater intervention. During the reporting period, the Agency worked on the Employee Self-Service (ESS) and Manager Self Service (MSS) initiatives, due for launch in Spring 2004. The ESS is a web portal that employees can use to view and manage their personal data. Eventually, they will also be able to use it to apply for and receive management approval (through e-signature) of time sheets (e.g. vacation leave). This is expected to significantly reduce the need for printed time sheets. The Agency reduced the paper distribution of *Interaction*, its bilingual quarterly newsletter for employees, by 8,000 copies and also reduced the number of pages per issue. Branches continue to increase electronic communication by converting hard-copy information to electronic format. The SD Division implemented a "Think Before you Print" pop-up box for downloadable documents on the national SD Web site, and the Division targeted branch and regional SD Web sites. The purpose of this pop-up was to discourage printing and encourage employees to read documents online and store them electronically, where possible.
Electronic submission of documents to the National Archives/ National Library BF - Completed **FAB – IMD**	Library and Archives Canada accepts documents in a variety of media, from electronic to hard copy. A significant portion of our communication with this institution is done electronically. While we have not made any submissions over the last three years, electronic submission has been enabled and future submissions will be electronic. The Multi-Year Disposition Plan is being reviewed by Library and Archives Canada. There were no actual paper submissions made during the period of the strategy. We finalized the Legal Deposit Policy. In addition, we submit monthly electronic reports on the bibliographic holdings of the Agency's network of libraries, which updates the National Library's catalogue and facilitates resource sharing among libraries. Requests sent and received for interlibrary loan transactions are always submitted electronically using email or the Amicus catalogue.

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[3] Paper purchases used to be included in office supplies purchases and tracked in assigned GL accounts in the CRA's Corporate Administration System.

	We continued to consult extensively with professionals in the field of library management to develop the policy on retaining and preserving library collections. SD considerations in the draft policy include preserving collections, recycling, responsible disposal of publications, reducing acquisition and storage for print collections, and minimizing photocopying and printing requirements. The CRA Headquarters (HQ) Library co-coordinated shipping 55 boxes of books and periodicals selected from the HQ Library and other CRA office collections to the Canadian Book Exchange Centre (CBEC). Libraries in Canada and developing countries share resources through the CBEC.
Waste management:	
Divert an average of 50% solid waste from landfill in priority CRA-owned facilities *BF – Not completed (In progress)* **FAB – RPSDD**	Last year, the Agency achieved an average waste diversion rate of 43% at its priority custodial facilities, based on the waste audits conducted in 2002 at the border crossings at Douglas and Pacific Highway, B.C., and St-Bernard-de-Lacolle, Quebec. In 2003-2004, we were not able to increase this diversion rate; therefore we did not achieve our target of 50% waste diversion. The main barriers to achieving this target were the composition of the waste and security issues. Approximately 40%-50% of the waste our border crossings facilities send to landfill is compostable paper towels and food waste. Although composting programs can yield excellent results, this type of initiative is more difficult to implement and service providers are often not available in remote areas where many of our border crossings are located. Also, travellers at border crossings generate approximately 25% of the waste that is sent to landfills. While the Agency would want to encourage travellers to recycle as much of this waste as possible, we must consider the possibility that some travellers may use recycling stations as drop-off and pick-up areas for smuggling goods across the border.
Implement best management practices for waste management including recycling at remaining CRA-owned facilities *Completed* **FAB – RPSDD**	We developed and completed a waste management questionnaire for all Agency-owned facilities. We received a 95% response rate (99 of 104 questionnaires). The survey results indicated that 89% of the facilities have recycling programs. Of these facilities, 74% recycle paper and the remaining 15% recycle other materials. Waste diversion rate data is available for 41 custodial facilities, and the average diversion rate at these locations is 34%.
Divert an average of 70% solid waste from landfill in priority leased	We achieved a 79% diversion rate in our priority-leased facilities. This percentage was determined using detailed waste diversion data for two of the seven priority facilities and qualitative information about all seven of the priority-leased facilities. The information was obtained from questionnaires, waste audit reports, and

facilities *Completed* **FAB – RPSDD**	interviews. All the priority facilities have recycling programs for paper, metal, glass, plastics, batteries, and/or toner cartridges. Work will continue to develop and implement a three-year plan for waste management in additional leased facilities.
Implement best practices and initiatives related to the disposal (recycling/reusing) of obsolete or surplus goods - Implementation of surplus uniform disposal program and study/donation report *BF - Completed* **FAB – MMD**	In August 2003, the MMD issued the third revision of the Communiqué for Disposal of Used and/or Obsolete Clothing Components. The MMD also led the consolidation of 11 regional clothing centers into 1 location in Ottawa. After careful consideration, the MMD determined that the most cost-effective and ecological way to dispose of approximately 29,000 obsolete shirts was to ship them to a Montréal-based company to shred and transform into material for car door insulation fibre. In addition, they donated to charity 37,360 items of clothing weighing 9,082 kg. The Agency also donated 17 seized vehicles to the City of Calgary Fire Department for training purposes. A review of the policy, guidelines, and procedures for obsolete and surplus goods and published materials was rescheduled to the next period.
Energy:	
Continue to participate in federal climate change initiatives *Completed* **FAB – RPSDD**	In August 2003, we prepared the CRA's Leadership Plan for GHG Emissions Reduction, which marked our official acceptance of Environment Canada's Leadership Challenge. The purpose of the challenge is to encourage federal departments to assess, develop, and implement strategies for reducing their GHG emissions. With the federal pilot of the Transit Pass Project now complete, the Agency will review the results and determine the feasibility of offering the program to CRA employees. The program encourages public transit use among federal employees. The transit company offers participants a 15% discount on a 12-month transit pass, paid through monthly payroll deductions administered by the employer. Employees continue to express interest in the program and although it is not yet implemented in the Agency, volunteers in several Vancouver facilities administer their own Transit Pass Program. During 2003-2004, we also identified Outside Emissions[4] as an environmental aspect at the Agency and committed to develop an Outside Emissions EMP by fiscal year 2005-2006.
Implement energy and water conservation measures associated with	While we continued our efforts to implement energy and water conservation measures in facilities associated with the Federal Buildings Initiative (FBI), we were not able to complete this commitment. We worked with stakeholders to develop an acceptable statement of work for an energy service contract for select border crossing facilities. Upon further analysis, we concluded that there were no practical water conservation

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[4] Defined as GHG and other air emissions not directly attributable to operations, but result from work-related activities such as business travel and employee commuting.

the Federal Buildings Initiative (FBI) when an energy assessment has demonstrated that it is cost-effective *BF – Not completed* *(In progress)* **FAB – RPSDD**	measures to pursue as part of the FBI project. We partnered with Natural Resources Canada to complete an energy baseline study for 81 Agency-owned facilities. Improvements are still needed to capture good data and work more closely with our service provider, Public Works and Government Services Canada. Both the FBI and energy baseline projects will move over to Canada Border Services Agency.

Land use management:

Implement measures to "green" new capital construction projects *Completed* **FAB – RPSDD**	On our internal Web site, we posted environmental protocols for sustainable building design, green building and design material selection protocol, and ground-source heat pump guidelines. We also published an article on the Osoyoos ground-source heat pump project in the Natural Resources Canada (NRCan) "Heads Up" Federal House In Order newsletter. We developed an environmental fact sheet on the newly built Canada/U.S. Coutts/Sweetgrass border crossing, and we assessed the use of photovoltaic technology for the Douglas, Armstrong, and Stanstead construction projects. Also, we negotiated and signed two memorandum of agreement with NRCan to purchase and install solar photovoltaic technology.
	We reviewed all projects submitted to the SD Division for environmental assessment (EA) under the Canadian Environmental Assessment Act (CEAA). We conducted six EAs, one of which is still in progress, and submitted our yearly statistical summary to the Canadian Environmental Assessment Agency. We also identified 24 employees for training on the CEAA. Four employees received training, while the remainder of the training was deferred to the following year. EAs under the CEAA will continue to be pursued by the Canada Border Services Agency for border crossing projects.
Assess and remediate contaminated sites consistent with best practices *Completed* **FAB – RPSDD**	We continued implementing our three-year contaminated sites management plan by performing work at six different border crossings, and we updated the plan to ensure that we reach our objective to remediate and/or risk-manage all known contaminated sites by fall 2006. We also completed the annual costing liability estimate on contaminated sites for reporting to the Treasury Board, and we participated in interdepartmental working groups on contaminated sites. Responsibility for contaminated sites management will move to the Canada Border Services Agency.

Ozone depleting substances:

**Manage inventories to reduce releases of ODS consistent with the *Federal*	We completed compliance assessments at 13 of 15 (87%) priority custodial facilities to examine compliance with the 2003 Federal Halocarbon Regulations (FHRs) and the CRA Standard Operating Procedure (SOP) for halocarbon–containing systems. This verification enabled us to identify cases of non-compliance and make

Halocarbon Regulations | Completed | **FAB – RPSDD**	recommendations to ensure compliance with the current legislation. These recommendations will be communicated to the regions for implementation. We completed most of the halocarbon inventory at the Crown-owned facilities the Agency leases. However, this is a challenging task due to the size of the inventory and the decentralized purchasing of halocarbon-containing systems. In 2004-2005, we will start work to develop an inventory of halocarbon systems at privately-owned facilities that the Agency leases. We reviewed the new FHR (2003) and updated the CRA's SOP for halocarbon-containing systems. Halocarbon-containing system forms and labels were also updated based on these regulatory changes. We provided training to 30% of the employees responsible for implementing the SOP. This training included an overview of the FHR 2003 and the original SOP, and guidance on how to manage regional halocarbon inventories.
Fleet:	
Continue reporting on compliance with the *Alternative Fuels Act* | Completed | **FAB – MMD**	The Agency continued to exceed the requirements for alternative transportation-fuel (ATF) vehicles under the *Alternative Fuels Act*. The Act requires that, where cost effective and operationally feasible, 75% of the motor vehicles purchased will operate on alternative fuels. Of the 54 new vehicles purchased during the 2003-2004 period, it was deemed cost-effective and operationally feasible to purchase 6 alternative fuel vehicles. We exceeded the requirement of the Act by purchasing 13 ATF vehicles[5]. Due to the departure of our customs operations, the Agency's fleet has been significantly reduced from 750 vehicles to approximately 130 vehicles. The Agency purchased five hybrid vehicles, one of which was piloted at the Montréal TSO. The vehicle was used mainly in downtown Montréal and for short trips to surrounding areas. Overall results of the pilot were positive, and use of the vehicle increased from 6,758 km in 2002 to 16,330km in 2003.
Water management:	
Strengthen protocol for water quality management | BF- Completed | **FAB – RPSDD**	As part of our national potable water-monitoring program for 2003-2004, 76 custodial border crossings that use non-municipal sources of water were sampled against previous risk assessment results. We also designed remedial action plans for 36 of 85 border crossings (27 in Quebec, 1 in Manitoba, and 8 remote sites). Of these 36 sites, we implemented action plans for nine sites (one in Manitoba and eight remote sites, nationally). We continued to select prioritized Potable Water Risk Assessment recommendations to adopt in the design of remedial action plans for the remaining 49 sites. We almost completed work to formalize the *National Communications Protocol* document that outlines stakeholder responsibility for water management at our custodial border crossings.

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[5] We only needed to purchase 5 ATF vehicles to comply with the 75% requirement of the Act.

	We took a leadership role in the developing of a water management guidance document in areas of federal jurisdiction, through our participation in the Interdepartmental Working Group on Drinking Water. Water quality management will continue to be pursued by the Canada Border Services Agency.
Incorporate water conservation measures into major construction and renovation projects, where feasible *Completed* **FAB – RPSDD**	In 2003-2004, we incorporated water conservation measures into the two major construction projects, the Coutts facility and the design phase of the Andover facility. We also demonstrated leadership by completing work on a Water Conservation Cost-Benefit Analysis software tool, which we presented at Parks Canada's National EMS Conference. Water conservation measures will continue to be pursued by the Canada Border Services Agency.
Hazardous materials management:	
Develop strategies and action plans, as required *Completed* **FAB – RPSDD**	We worked on hazardous materials management through the action plan and targets set out in the 2003-2004 EMP for hazardous waste. We completed a detailed hazardous materials inventory and compliance audit at eight representative facilities. In general, we found the Agency properly handles, stores, and uses hazardous materials and waste. Some gaps identified include keeping material safety data sheets and disposal records. We determined that we have no obligations with respect to the National Pollution Reports Inventory. Our next step is to develop an action plan to address recommendations from the compliance audit. We found that batteries are the most frequent hazardous materials that we use in our daily operations. This led us to develop an action plan for battery recycling; however, there is no formal policy in place yet. We will continue to work on this program in our next SD strategy.
Strengthen protocol for Workplace Hazardous Materials Information Systems (WHMIS) *BF- Not completed (Dropped)* **FAB – MMD**	Upon further investigation of this target, we decided it was not necessary to establish a formal EMP for WHMIS, as we have determined that it is a health and safety subject. Consequently, it will not be pursued in the next SD strategy.
Next steps for Goal 3	

We take great pride in the accomplishments we made toward Goal 3 during the year and throughout the current SD strategy. We moved from ad hoc to systematic management of our environmental responsibilities, and we did this largely by developing and implementing the EMS and the annual EMPs, and plans. The departure of customs marked the last year in which we worked on these environmental responsibilities as custodians of facilities. The environmental programs and associated human and financial resources relating to customs were transferred to the new Canada Border Services Agency for their continued management under their new mandate. These custodial responsibilities include managing contaminated sites, storage tanks, environmental assessment, capital construction and renovation, halocarbons, hazardous materials, energy efficiency, and water quality and conservation.

The remaining environmental responsibilities for the CRA-including procurement, paper, solid and hazardous waste, halocarbons, storage tanks, and fleet management-will continue under our EMS and be brought forward into the update of the SD strategy. In addition, we have started planning for an EMP to manage GHGs resulting from employee commuting and business travel.

Overall, we have established an appropriate environmental management system to meet our legislated responsibilities. We will continue to strengthen protocols for hazardous waste, complete our inventory of halocarbon-containing systems in leased facilities, and increase employee awareness and training related to greener procurement. We will investigate the reasons for our increase in internal paper consumption, update our internal paper consumption report, and begin collecting data on external paper use. We will continue to improve our electronic document management/information management services, and we will increase the versatility and use of electronic forms. Lastly, we will further engage branches and regions in activities and targets within the EMPs.

Goal 4 - Enhance programs to contribute to SD

We had a total of 20 targets to complete during the period. Two were brought forward from the previous period, and two are ongoing. We completed 17 and had 3 in progress.

Goal 4: 85% of targets (17 of 20) completed for 2003-2004

Year in brief: Our focus for Goal 4 was to explore our SD opportunities in our programs, namely the services we deliver to the public. We realized that we had a strong economic and social development role, but we also wanted to explore our environmental role more fully.

This goal enabled us to showcase our role in economic and social development, both locally and globally, and in using technology to advance e-commerce. Most targets in this goal involve two central themes: increasing electronic options for clients to reduce paper consumption, and capacity building with provinces, territories, First Nations, other government departments, and our international partners. Though good results were achieved, the SD strategy was not their main driver. Highlights for the year included increased acceptability and use by the public of our e-filing options and other e-commerce initiatives. We also worked diligently with other government departments to protect the health, safety, and security of Canadians through our border operations, and we demonstrated leadership in international tax organizations and shared knowledge and technology with tax administrations around the world.

Target:	Accomplishment:
Explore ways to communicate our commitment	The performance measure for this target was to establish new commitments for the SD strategy for 2004-2007. The SD Division consulted with the program branches to

to SD to clients, partners, and stakeholders – commitments in SDS 2004-2007 *Completed* **Program branches**	determine meaningful activities, targets, and long-term-outcomes for the update of the strategy. Goal 2 of the new strategy commits our programs to demonstrate sustainable service delivery, and the corresponding long-term outcome commits to efficient and innovative programs, policies, and plans. Program branches have committed to: • promote sustainable work and travel arrangements among mobile internal auditors; • reduce paper use in delivering tax and benefit programs; • integrate sustainability criteria into negotiations with partners; • convey our SD commitment to the public; and • integrate sustainability criteria into CRA programs, policies, and business plans. Branches will achieve their targets by completing a series of annual activities over the next three-year period. We added the "Sustainable development" link to the main page of CRA Web site, demonstrating to clients that we support SD. Also, throughout the development stages of the SD strategy for 2004-2007, we updated the SD section of our Web site and invited client feedback. However, no significant feedback was recorded. We also added our sustainable development and environment policies to our Web site, to inform the public and potential vendors of goods and services.
Encourage compliance with Canadian laws, protect the health and safety of Canadians, and promote eco-efficiency – AMPS results *Completed* **Customs Branch**	The Administrative Monetary Penalty System (AMPS) uses a graduated penalty system to address instances of non-compliance with customs requirements. Overall compliance with customs requirements remains high. Take-up rates for pre-approval programs continue to grow. From the launch of the AMPS program in October 2002 until March 2004, there were 15,603 AMPS penalties. For more information, see the CRA annual report.
Encourage compliance with Canadian laws, protect the health and safety of Canadians, and promote eco-efficiency – Quarantine and Travel Health Program (formerly the Migration health	As part of our modernization of partnerships with other key government departments, we have expanded the use of MOUs to strengthen our collective ability to manage threats to the health, safety, and security of Canadians. We completed the Quarantine MOU with Health Canada; however, it has yet to be signed due to delays with the customs transition to the Canada Border Service Agency (CBSA). We participated in developing Health Canada's National Pandemic Influenza Plan, which is consistent with the Quarantine MOU. We conducted SARS screening from May to August 2003. In total, 6.5 million travellers were screened and 9,100 were refused entry or referred for further assessment. The CBSA will continue to work with Health Canada as they draft a new Quarantine Act, which may require changes to policies and procedures. For

program) results ☐ *Completed* **Customs Branch**	more information, see CRA's annual report
Encourage compliance with Canadian laws, protect the health and safety of Canadians, and promote eco-efficiency – Pre-approval permit programs results ☐ *Completed* **Customs Branch**	We provided customs and border services at hundreds of locations across Canada. We have a number of ongoing initiatives to ensure that low-risk travellers and goods pass quickly through our borders. These include permit programs such as CANPASS and NEXUS, and pre-approval programs such as Free and Secure Trade (FAST). Results of the CANPASS program are as follows: • 7,229 applications have been processed since its implementation in March 2003 • 5,963 active members as of March 31, 2004 • Sites that are fully operational include Vancouver International Airport, Halifax International Airport, Pearson International Airport, and Pierre Elliott Trudeau International Airport • Officially launched CANPASS Air at Halifax International Airport • Calgary airport has had 9 passages as of January 7, 2005 Results of the NEXUS program are as follows: • 59,000 members as of March 31, 2004 • Ongoing discussions with the Vancouver International Airport regarding NEXUS Air pilot project due for November 2004 • Implemented three NEXUS Highway expansion sites and one additional enrolment centre Results of the Commercial Driver Registration Program are as follows: • 81,889 drivers are in the system • 51,831 have received their cards Result of the Customs Self-Assessment (CSA) initiative: • 931 importers have applied for CSA, of which 13 were approved • 957 carriers have applied for CSA, of which 313 were approved Results of the FAST program are as follows: • 19 FAST passage sites and 10 FAST Driver Enrolment Centres were opened, and an additional 10 to 14 sites are due to open by 2005 • 34,356 FAST drivers are in the system and 15,650 have received their cards For more information, see the CRA's annual report.
Integrate SD into program management tools and practices – SD in service management	Service Management Frameworks (SMFs) are arrangements with the provinces and territories for strengthening the Agency's accountability for administering provincial taxes and programs. They also enable improved federal-provincial/territorial partnerships in revenue administration. The framework builds on current areas of co-operation, and it signals a collective commitment to work to improve government

framework *Completed* **Policy and Planning Branch (PPB) (formerly the Policy and Legislation Branch)**	efficiency and cut administrative expenditures. We currently have SMFs with Alberta, Newfoundland and Labrador, New Brunswick, the Northwest Territories, Nova Scotia, Nunavut, Prince Edward Island, Saskatchewan, and the Yukon.
Integrate SD into program management tools and practices - Business Development Strategy *BF - Completed* **PPB**	The Business Development Strategy seeks to promote greater understanding of the current and future needs of the Agency's partners and to determine how to appropriately address these needs. The strategy includes principles of sustainability when identifying and addressing business opportunities that may be pursued with partners. In February 2004, the Agency Management Committee approved the Guidelines for Building Partnerships with Provinces and Territories.
Explore ways to measure and report performance results of programs on all three aspects of SD - Performance measures in SD strategy 2004-2007 *Completed* **Program branches**	During our consultations with the program branches to develop meaningful performance measures for their commitments in the new SD strategy, we explored assigning each target a series of measures based on their economic, social, and environmental impacts. After much deliberation, we determined that we would strive for this type of triple bottom-line reporting as a long-term outcome of SD. In the new strategy, program branches will report on: • the percentage of internal audit employees who receive communications material on sustainable work and travel options; • the increased availability of electronic service delivery; • the inclusion of SD criteria in negotiation/partnership guidelines; • the increase of SD content on the external Web site; and • the sustainability criteria defined and included in key templates, guidelines, and planning tools. The SD Division also began discussions with the corporate reporting group on including SD measures in developing an online performance reporting system for the Agency. Work will continue on these initiatives into the next period. The program branches will also report on: • the percentage of internal auditors using sustainable work and travel arrangements; • the reduction of paper use in program delivery; • the number of negotiations with partners that include SD criteria; • the percentage of the public who perceive the CRA as being committed to SD; and • the number of new programs, policies, and plans developed using sustainability criteria.

Incorporate SD considerations into consultations with partners – SD content in Memoranda of Understanding with partners *Completed* **PPB**	We realize that there are SD opportunities in our partnerships with provinces and territories, other government departments and agencies, and international partners. We incorporated social and economic principles of SD in our MOUs with partners by striving for efficiency, assessing the economic impacts of our decisions, and assessing the social impact of our decisions on our partners and the public. We have partnership arrangements and agreements with provinces and territories on: • exchanging information; • administering income tax/tax collection; • administering provincial benefit programs related to tax collection agreements; • sharing proceeds of collections; and • the Ontario Home Property Tax Credit for Seniors We also have a wide variety of partnership arrangements and agreements with other federal departments and agencies on exchanging information, disclosure and release of information, and data capture. The Agency also seeks international partnerships and business development opportunities. We pursue social and economic development by sharing best practices, assisting with study tours, chairing international meetings, and providing technical assistance to international partners. For example, in November 2003 our work on the Canadian International Development Association's India Project was recognized with an Agency Award of Excellence under the Partnership category. The project encompassed re-engineering business processes of revenue administration and supporting technology to improve internal capacity and promote India's self-sufficiency. Other international partnerships to build capacity include: • our role as trainers in the Outreach Program of Cooperation with non-OECD economies to promote OECD standards, guidelines, and best practices; • partnering with France's Direction générales des Impôts to share best practices; • capacity building for various tax administrations in Africa; • providing technical assistance to Lebanese tax administrations; • an MOU on creating the Joint International Tax Shelter Information Centre (Canada, USA, Australia, UK); • chairing the Inter-American Centre of Tax Administrations Steering Committee on code of conduct and best practices in Bolivia in March 2004; • co-ordinating international assignment opportunities with Indonesia, the U.S., and Jamaica; and • developing visitor programs for study tours by officials from foreign tax administrations in Zambia, Brazil, Cuba, and Egypt.

Incorporate SD considerations into consultations with partners – SD considerations in Voluntary Sector Joint Initiative action plan *Completed* **PPB**	The Voluntary Sector Initiative is jointly led and managed by the federal government and the voluntary sector. The Agency is a member of the Joint Steering Committee that oversees the initiative. The 2004 Federal Budget committed \$12 million in annual funding to improve the regulation of charities. In addition, regulatory reform will address the recommendation of the Joint Regulatory Table (an advisory body created under the initiative) for improving the legislative and regulatory environment in which charities operate. These recommendations embody sustainable development principles by striving for: • enhanced education, communication, and outreach to the charitable sector and the public; • reduced regulatory burden on charities; • increased accessibility and transparency of regulations; • an improved appeals process; and • more proactive measures to improve compliance by the sector and to improve the Charities Directorate. For more information, see the final report of the Joint Regulatory Table, *Strengthening Canada's Charitable Sector: Regulatory Reform.*
Incorporate SD considerations into consultations with partners - Annual consultation process within the Registered Plans Division (PPB) *Completed* **PPB**	The Registered Plans Division continues to promote a new method of filing through which 10.7% of all submitters provide RSP/RIF listing on CD rather than paper. This is a 47% increase over the previous fiscal period.
Continue to work with other government departments in support of SD – the identification of health and safety issues *Completed* **Customs Branch**	We continued to pursue the social and economic components of SD by working with other government departments in support of health and safety. The Customs Branch renewed an MOU with the Department of Citizenship and Immigration Canada and completed the Quarantine MOU with Health Canada; however, they have yet to be signed due to delays with transition to the Canada Border Service Agency (CBSA). Customs participated in developing Health Canada's National Pandemic Influenza Plan. The CBSA will continue to work with Health Canada as they draft a new Quarantine Act.
Continue to work with other government	In July 2003, the Customs Branch implemented the World Customs Organization (WCO) Data Model through the G7 Service Options for Import One Step and Export Data Interchange Export options. Customs will continue to work on the option for

departments in support of SD – increase in paper-free international customs transactions for APEC and FTAA *Not completed (In progress)* **Customs Branch**	cargo, rail, air, and highway (due for Fall 2005). The newly established performance measures in the Asia-Pacific Economic Cooperation (APEC) Trade Facilitation work plan commit member economies to reduce transaction costs by 5% by 2005.
Advance the use of electronic service delivery options and/or streamline paper-based transactions with the aim of reducing the use of paper: **Implement electronic service delivery options** *Completed* **Assessment and Collections Branch/ Information Technology Branch**	Our Assessment and Collections Branch and Information Technology Branch continued to partner to make extensive enhancements to the electronic delivery of services to the public. Major initiatives include increased marketing efforts to promote electronic filing, eliminating automatic mail-outs, more customized (i.e., smaller) products, improved inventory control, and improved Internet products. Our Internet site offers easier navigation, increased search capabilities, and improved access to information to better meet the needs of clients such as seniors, tax professionals, charities, non-residents, and self-employed individuals. The use of our Internet site by the public has increased from 28 million in 1999 to 250 million in 2004. Since 1990, 75 million returns have been submitted using EFILE, TELEFILE, and NETFILE. Given that the average return is 40 pages, electronic filing has saved over 3 billion sheets of paper. Each year, our target is to receive 1 million more electronic returns. In addition, people who file electronically are no longer sent the guides and forms in the following year, resulting in further paper savings. We send personalized T1 guides to between 7 million and 8 million clients each year. The T1 guide is posted on the Internet, and the paper version is used as a marketing tool to promote electronic filing. We continue to use television ads to promote electronic filing. Currently, our T1 electronic filing participation rate is 44%. Our goal is to reach 75% by 2006. We have also updated our IT mail-out systems to reduce correspondence sent to clients. For example, the T1 Remits "failure to pay" letters were once automatically mailed at predefined intervals to all clients with balances owing. Upon reviewing the process, we were able to reduce the number of letters from 3.3 million to 910,000 annually, while still ensuring clients were aware of their obligations. After implementing these enhancements, the Collections Call Centre generated a gross annual savings of $9.2 million in letter issuance and a 37% reduction in accounts received at tax services offices. The Assessment and Collections Branch has reviewed certain forms and publications for Internet posting and has improved paper management practices. For example, Client Services authors more than 1,400 different forms, guides, and remittance slips for the public. Approximately 144 of these products are no longer commercially

	printed and are now "Internet only" products. Since 1999, there has also been a 42% decrease in use of paper copies for the *Business and Professional Income*, *Farming Income*, and *Rental Income* guides.
Implement Correspondence Issue Management System *Not completed (In progress)* **PPB (Registered Plans Division)**	We are currently implementing the Correspondence Issue Management System, which will enable our Policy and Planning Branch to efficiently manage information by scanning data. Scanned data can be shared without additional copying, which results in less paper use. Although the system is not yet finalized, it is already saving paper—paper consumption related to correspondence and issues management has been reduced by an estimated 25%.
Play lead role in global e-commerce industry by promoting e-filing and tele-filing. **Assessment and Collections Branch** *Completed*	In Canada, we have applied technology to the full range of our services to enable our clients to self-serve, where appropriate. As leaders in the Government On-Line (GOL) initiative, we are expanding our electronic delivery options to Canadians and offer three main electronic tax-filing options: EFILE, TELEFILE, and NETFILE. EFILE permits authorized tax professionals to send individual income tax return information to the CRA by Internet. TELEFILE is an interactive computer program that allows eligible individuals to electronically file their tax return for free using a touch-tone telephone. NETFILE allows Canadians to file their personal income tax and benefit return directly over the Internet. We were awarded a Government Technology Distinction Award for e-learning in the category of Enabling E-government in Canada. We published a Technical Information Bulletin on e-commerce on the Agency's Web site in July 2002, and we assisted with the data collection process for a comprehensive catalogue of e-commerce issues, which was completed during 2003-2004. We continued to play a lead role in the e-commerce industry. Globalization, with its multinational business operations and electronic flows of capital and intellectual property, increases the potential for aggressive tax planning and abusive transactions. Improper transfer pricing arrangements and the proliferation of tax havens pose a potentially significant threat to the tax base. Through our tax treaty partnerships and our participation in international organizations—such as co-chairing the OECD Tax Information Exchange Systems and the Pacific Association of Tax Administrations, and our presidency of the Centro Interamericano de Administraciones Tributarias—we develop international tax strategies and share information and best practices to mitigate the risk of international tax non-compliance.
Develop e-filing of objections through the Internet *BF – Not*	Our Appeals Branch continued to review a number of options for modifying how objections are processed. Clients will be able to file their objections through the Internet starting in 2004-2005.

progress) **Appeals Branch**	
Develop Web-based training on blueprint initiatives *Completed* **Customs Branch**	The blueprint initiatives were developed as proposals for the future under the Customs Action Plan in consultation with clients, employees, unions, business, and other federal government organizations. As part of the Web-based training on blueprint initiatives, the Customs Branch developed and posted a learning package on InfoZone for the commerce officer developmental program. The branch also provided Web-based training for CANPASS and AMPS, and the customs orientation course is being converted to a CD-based product.
Review forms and publications and expand use of the Web site for distribution of information to clients *Completed* **Customs Branch**	The Anti-Dumping and Countervailing Directorate now posts decision notices on the Internet, which ensures timely dissemination of information to clients and reduces paper burden. The Directorate also requested fewer hard copies of submissions from parties to the *Special Import Measures Act* proceedings. The following information is also available on the Directorate's Web pages: • FAST program and application data • Advanced Passenger Information (API) and Passenger name Record (PNR) Fact Sheet • Advanced Commercial Information program and policy • G7 post application data • information on new Import One Step and Electronic Data Interchange processes We are currently improving the Small and Medium Size Enterprises Web site.
Convert archival information onto software *Completed* **PPB (Income Tax Directorate)**	All technical income tax publications (Interpretation Bulletins, Information Circulars, and Income Tax Technical News) have been converted and posted on the Internet, resulting in savings. There are 65 Information Circulars, 301 Interpretation Bulletins, 11 current technical news, and 21 archived technical news dating from 1994 available on the site. As well, Income Tax Rulings uses its internal research database, FITAC, and its file tracking system, CS-CIMS, to ensure efficiency and reduce internal paper use.
Reduce paper in charities tax package (T3010 information return) by approximately 33% *Completed* **PPB (Charities Directorate)**	We developed a shorter version of the T3010 charities tax return, reducing it in length by 70% (from 13 pages to approximately 4). We estimate this initiative has saved approximately 723,789 sheets of paper.
Next steps for Goal 4:	

By exploring SD opportunities in our programs, we advanced toward our SD goals and contributed to the Agency's two strategic outcomes: innovation, and moving towards a leading-edge service organization. Overall, we found we were able to identify social and economic components of our business, but identifying the environmental impacts and opportunities was often difficult and required more tools and dedicated resources.

During the year, we planned to focus on paper consumption, procurement, and waste reduction in our service delivery; however, we found that we ended up focusing mainly on paper consumption. We realize that we still have much work to do in exploring and measuring the potential for savings in these areas.

Our next steps are to establish a baseline for paper use in the delivery of our tax and benefits programs, and to further explore reducing waste. We want clearer sustainability criteria for developing programs, policies, plans, and partnerships. As well, the internal audit of the SD program recommended that we should be communicating our SD success to the public. These next steps will be addressed in the update of the strategy.

Regional and branch highlights

Our regions and branches are at the heart of the network that drives SD at the Agency. They each have an action plan that directly supports the targets of the national SD strategy, and their collective efforts are reflected in the progress outlined in this report.

Branches and regions have met national targets, and in many cases they have exceeded national requirements by implementing many of their own initiatives. Most of these initiatives have raised SD awareness and involvement among employees—through partnerships, best practices, learning and awareness, recognition, committees, and events—and increased support from senior management.

The following are highlights from regional and branch performance reports.

Regions	
Pacific	✓ <u>Partnerships</u>: Formed regional partnerships by participating in the Pacific Federal Council discussions, the Federal Family Green Mobility Team meeting, and the Go For Green Coordinator Training Course hosted by Better Environmentally Sound Transportation; attended a seminar on Securing our Wealth: Investing in the Environmental Quality of Canadian Cities, presented by the National Round Table of Environment and Economy; and attended the Buildex Conference and Exposition to view green products ✓ <u>Best practices</u>: Facilitated sustainable renovations of the main floor at 1166 West Pender, including refitting used doors, using ergonomic furniture; and re-using partition walls ✓ <u>Learning and awareness</u>: SD information included in the Jumpstart to Management – Learning Events and Resource Guide, which is a regional publication for managers ✓ Conducted 41 SD awareness sessions across the region, with participation by 661 employees ✓ Published a quarterly regional SD newsletter that was emailed to employees and featured articles on topics such as the Honda Hybrid vehicle, the Vancouver TSO's Green Machine, the no junk mail initiative, rechargeable battery recycling, and SD best practices ✓ Held a presentation on the newly purchased Honda Hybrid vehicle for employees at the Vancouver TSO ✓ <u>Recognition</u>: Two employees in the procurement office received regional recognition awards for developing halocarbon-containing equipment faxes that request manufacturer information and help update inventories ✓ <u>Committees</u>: Formalized the newly created SD committee at the Vancouver TSO ✓ Formed the Pacific Region Paper Reduction Committee to perform a program paper review; revised the distribution list of *Interaction* (reducing copies from an annual total of 24,636 to 4,720); and reviewed paper use in revenue collections ✓ <u>Events</u>: Celebrated Environment Week by issuing national

	communications, having 1,187 staff register for the commuter challenge, (which is almost half of the national total), and encouraging employees to fill out the SD Guarantee, which resulted in 369 registered participants (77% of the national total) ✓ Celebrated Earth Day by sending an Assistant Commissioner message to all employees; featuring various environmental information on the regional Web site; displaying intercepted endangered species collection and lunch and learn videos at the Burnaby-Fraser TSO; organizing presentations by a master gardener at the Vancouver TSO; promoting International Year of Freshwater – 2003 at the Surrey TC; holding a coloring contest that received 96 entries by children of staff in the Surrey Campus; and holding random prize draws ✓ Celebrated Waste Reduction Week by sending a series of daily emails with challenges to employees from the regional Assistant Commissioner, promoting the regional word scramble activity, which received more than 700 submissions and 523 correctly answered puzzles
Prairie	✓ <u>Best practices</u>: Calgary Research and Library Services developed a "how to" bulletin for e-services for telephone directories, and replaced their internal phone directory using an electronic version, thereby saving 1,761 hard copies (70,440 pages) for a total cost savings of $8,536 ✓ Winnipeg TC staff participated in a clean desk day and promoted the Salvation Army Blue Bag clothing donation program. The SD committee runs a recycling program twice per year to collect and donate used clothing articles. In total, the building-wide clean-up resulted in recycling of 6897 kg of paper waste and sending 27 kg of clothing to the Salvation Army. The WTO also collects used eyeglasses for re-use in developing countries. ✓ The Winnipeg TSO held a "no plate/no cake" initiative during their Canada Day BBQ. There were 150 employees who brought their own plate, representing about 38% of the total attendance (400 employees). ✓ Calgary reduced hard-copy TOM manuals from 4,083 to 2,128 copies ✓ The Calgary TSO implemented a paper recycling program that resulted in 15,427 kg of paper being recycling in 9 months. ✓ Through funds raised from their spring 2003 compost sales, the Calgary SD committee donated $400 to a local non-profit group, Child and Youth Friendly Calgary. ✓ Edmonton started a blue box program where approximately 1,000 employees now have recycling at their desk. ✓ Starting in March 2003, the Saskatoon SD Committee started a composting project in their office and invited all staff to participate. They emptied their two compost bins 4 times during the summer, for a total of about 28 cubic feet of finished compost. The initiative supplied 12% of staff with good-quality compost. The Winnipeg TC replaced their cleaning solutions with Super Green, which is an eco-logo certified product, and they refill containers rather

	than repurchase.
	✓ <u>Learning and awareness</u>: Provided SD awareness presentations to 140 team leaders and 20 employees throughout the region, and Calgary held two SD orientation sessions for new employees
	✓ Used email and Web site updates to promote to all employees how to print multiple mainframe screens
	✓ Most major locations in the region held Green Defensive Driving courses, and the Winnipeg TSO shared information on fleet best practices and a directive on ethanol use with all their management employees.
	✓ The Winnipeg TC developed an SD kiosk that included re-usable banners and posters. They also promoted SD tips of the month, the SD Evergreen Web site, lunch and learn video presentations, and included recycling initiatives in the Employee Orientation booklet.
	✓ The Winnipeg TSO and Saskatoon TSO each launched an SD Web site.
	✓ Three members of the Calgary SD committee attended the Recycling Council of Alberta's Fall Conference.
	✓ Calgary held their 4th annual Environmental Expo two-day event.
	✓ Edmonton held a green fair at their Canada Place location to increase awareness among their employees.
	✓ Edmonton held an awareness session to promote Earth Friendly Living Tips. They used a Christmas theme and promoted reusing and recycling during the holidays, and approximately 80 employees visited the booth.
	✓ <u>Recognition</u>: The new Sweetgrass/Coutts Port of Entry was nominated for and won the GSA Environmental Award.
	✓ The Regional Finance and Administration Director was awarded with a Certificate of Recognition by the SD Division for his continual leadership and support for SD in the Prairie region.
	✓ <u>Events</u>: Celebrated Earth Day, Environment Week, and Waste Reduction Week: The Winnipeg TSO and TC sold approximately 3,000 white spruce tree-growing kits and collected $2,815, which they donated to the Trees for Canada Foundation. Also, the Regina TSO placed third in the City of Regina Commuter Challenge 2003.
Northern Ontario	✓ <u>Best practices</u>: The Thunder Bay TSO has reduced the number of telephone books ordered by staff by 36% since 2002. Also, the TSO donated all old phone books to the Thunder Bay Horticultural Society who used them for pressing flowers.
	✓ During May 2003, the Thunder Bay TSO held its third clothing drive for the Salvation Army and collected over 304 kg of clothing. The Peterborough TSO also held a clothing drive and donated the collection to the Brock Mission and Cameron House charity.
	✓ The Thunder Bay TSO collected 12 pairs of eyeglasses for donation to a local optometrist where they will be refurbished and provided to people in need.
	✓ At the Ottawa Technology Centre, the current waste diversion rate is 90% relative to the baseline year.

	✓ The Belleville TSO implemented a paper save program that included collecting scrap non-classified paper and out-dated forms for re-use as scratch pads and notepaper, and educating staff on how to use the double-sided feature on copiers. ✓ The Belleville, Sudbury, and Peterborough TSOs implemented a battery-recycling program for employees, and the Thunder Bay TSO collected approximately 26 kg of batteries for recycling, which is a 120% increase from last year. ✓ The Peterborough TSO initiated a toner and remanufactured printer cartridge recovery program for the office; the Belleville TSO has acquisition cardholders bring used toner cartridges to Materiel and Offices Services for return to the manufacturer or supplier or pick-up by a local recycling company; and the Thunder Bay TSO sent 23 used toner cartridges to Grand & Toy for recycling. For each cartridge sent, the company donated funds to the paediatric ward of the new Thunder Bay District Regional Hospital. ✓ The Common Services Procurement Unit at the Belleville TSO has incorporated green procurement into their performance management objectives for purchasing officers. They have also trained acquisition cardholders to procure environmentally friendly products whenever possible. ✓ Events: Belleville TSO employees participated in the following events: 14 participants walked, jogged, and carpooled over 350 km for the Commuter Challenge; 33 employees participated in the Ecological Footprint questionnaire for Earth Day; and several employees participated in the Office-wide Clean-Up Day held in December. In addition, the Peterborough TSO celebrated Earth Day by collaborating with the Otonabee Regional Conservation Authority to clean up Jackson Park. ✓
Southern Ontario	✓ Partnerships: Initiated four SD partnerships with PWGSC, SDGO, OFC Sustainable Communities Network, and Environment Canada. The Regional SD Co-ordinator attended 14 interdepartmental committee meetings. All local offices have successfully initiated working partnerships with property management. Regional SD and Paper Baselines were completed in the second quarter of 2003-2004. ✓ Best practices: A 10% regional paper reduction goal established for 2003-2004, and a 33% reduction (surpassing the national goal of 2%) was achieved, amounting to $147,000 in savings. Paper reduction best practices were developed, implemented, and shared with all regional SD leads, HQ, and other regions. Best practices were posted on local Web pages and the national Web site. ✓ In support of the national duplex strategy and as result of the lessons learned at the pilot sites, 100% of all regional duplex capable printers (with the exception of dedicated ELCS printers) default to duplex. ✓ Electronic communication and information sharing has become the regionally endorsed medium of choice. About 50% of all

responsibility centres have successfully reduced the number of hard-copy local and Agency-wide publications (for *Interaction*, a 93% reduction was achieved), regional and local newsletters, and all-staff and divisional communiqués.

✓ Integrated SD into presentations/meetings for local volunteer programs, outreach, and tax practitioner groups, resulting in a reduction of 30,000 sheets of paper

✓ As a result of an employee suggestion, the CAS system is being amended to reduce the amount of paper consumed when procuring goods and services.

✓ Duplex-capable printer stickers developed in Hamilton have been shared and endorsed by HQ as a national best practice.

✓ Two offices have developed a method to multi screen print from the mainframe. This best practice has been shared regionally and nationally.

✓ 98% of all surplus equipment is tendered or donated to Computers for Schools.

✓ Developed, shared, and implemented SD best practices with all regional SD leads, HQ, and other regions; best practices are posted on local Web pages and the national Web site. Total savings attributed to SD initiatives for 2002-2004 was $223,000.

✓ F&A has established a used furniture warehouse as a one-year pilot project to support diversion from landfill. As of March 31, savings of $40,000 have been realized.

✓ <u>Learning and awareness</u>: Commitment to SD appears in 100% (80) of senior manager (EX/SM) performance expectations and accountability agreements.

✓ 100% of RMT members recommended and supported development and implementation of local SD programs; SD leads identified at all responsibility centres

✓ SD Lens developed by HQ and distributed to regions in the third quarter of 2003-2004; all SD leads (15) provided with lens to help advise senior managers on integrating SD into business plans and proposals; SD appears as SMT standing agenda item at 75% of responsibility centres

✓ SD awareness presentation delivered to 95% of SOR senior managers

✓ SD considerations have been integrated into regional procurement training (WEBRO, WHMIS), new employee orientation packages, and local IT end-user training, and has appeared in employee information packages developed in support of major renovation and construction projects (Hamilton and St. Catharines). Local SD leads continue to work with local training co-ordinators to reduce the amount of hard-copy training materials produced.

✓ SD leads identified for 100% of SOR responsibility centres; senior management champions identified at 80% of all responsibility centres

✓ A Train the Trainer strategy was developed to ensure all offices would

	be engaged by March 31, 2004, and as a means to share the best practices developed in our 2002-2003 pilot sites (Hamilton and London). A Train the Trainer session was held on February 3, 2004, and this strategy has been shared with Atlantic and NO regions. ✓ Through the identification of SD leads, a regional network was established. ✓ Local SD committees (including representation of all program and business lines) were established at 78% of SOR's major offices; remaining offices will establish committees in the first quarter of 2004-2005; regional CV&S committee established in the fourth quarter of 2003 ✓ Local action plans developed for 78% of SOR's major offices; remaining offices to develop and implement local programs in the first quarter of 2004-2005 ✓ Local SD committees ensure employees are provided opportunities on an ongoing basis; local action plans identified opportunities and measurement criteria; through implementation of local SD initiatives opportunities to participate and commit are provided to employees. ✓ By March 31, 2004, approximately 5,000 employees (including all employees at 5 of the 9 major offices) had received SD awareness training through town hall information sessions and team meetings; SD leads (Train the Trainer) at remaining offices will deliver presentations in the first quarter of 2004-2005. As part of SD employee awareness presentation, employees were encouraged to visit the national SD Web site and complete the SD pledge. ✓ 75% of local Web sites (9 of 12) have created SD Web pages; employees notified of dedicated SD information sites, email SD points of contact and/or electronic suggestion boxes at 8 of 9 major offices ✓ Recognition: A regional SD recognition program was established, and seven regional SD recognition awards were presented in 2003-2004. In addition, SD reps have successfully integrated SD recognition into existing local awards and recognition programs. In London, all local awards are now environmentally friendly products and/or reflect SD. ✓ Sharing best practices through Train the Trainer, regional SDS and SD employee awareness presentations; all local SD representatives provided pilot final reports and SD implementation checklist to assist in developing local SD action plans; best practices communicated electronically and posted on local and national SD Web sites ✓

Quebec	✓ <u>Partnerships</u>: Regional fleet authorities worked with the SD Coordinator to explore Communauto, a car-sharing program in Quebec. The region signed an agreement with Communauto to officially launch the program over summer 2004 ✓ Partnered with PWGSC to implement a waste recycling program at the container examining centre in Montréal ✓ Participated in the Groupe de travail interministériel fédéral en développement durable (GIFDD), a sustainable transportation committee, and also participat ✓ An employee at the Laval TSO partnered with a local school to donate mini-containers of milk and cream for school crafts ✓ <u>Best practices</u>: Starting in June 2003, several employees in downtown Montréal participated in the Share a Bike program, along with partners such as Bell, Hydro Quebec, Gaz Métropolitain, and Environment Canada. Employees shared bikes for work or leisure during lunch hours. To date, the program has 57 bikes, which have saved 1740 kg of carbon dioxide emissions. ✓ Implemented mini-bin recycling for all the offices in Montérégie, with assistance from PWGSC ✓ Client Services, in collaboration with the Social Committee, decided to cease purchasing Styrofoam cups, and employees were asked to bring their own mugs to work. ✓ The region considered installing a wind energy system as part of the renovation project at the Shawinigan TC. A decision on the project will be made in the coming year. ✓ <u>Learning and awareness</u>: The region worked with the SD Division to train 12 real property officers on the new Standard Operating Procedure for halocarbon-containing systems. ✓ Held three SD awareness session for approximately 130 employees, and held two additional presentation to local management teams ✓ Issued regional emails to employees encouraging them to participate in Earth Day and Environment Week ✓ Ensured that all participants at the Expanded Management Meeting received recycled-content participant gifts ✓ Montérégie created a permanent display to promote various SD initiatives to employees. They also reduced the use of Styrofoam cups in their office by purchasing 250 ceramic cups. ✓ The local SD representative at the Laval TSO promoted SD regularly to employees through posters (e.g., think green) and activities such as clothing drives. ✓ Piloted the Agency's new Prius hybrid vehicle, and evaluated its overall performance to assist with future hybrid vehicle purchases
Atlantic	✓ <u>Partnerships</u>: The region partnered with local committees on shared SD initiatives, including: Ecology Action Centre to discuss the TRAX program, a trip reduction initiative adopted by the Ralston Building;

	municipality contacts to promote Waste Reduction Week; Canadian Diabetes Association for recycling laser printer cartridges; donated $475 to Adopt-a-Family using proceeds from refundable containers; CleanNS; Newfoundland Labrador Environmental Association; ThINK Food; rechargeable Battery Recycling Corporation; and Interdepartmental Pan-Atlantic SD Committee. In addition, Bolands presented the Waterford Foundation (Evergreen Recycling) with a donation of $3,072 collected from recycling paper (approximately 65 tonnes) from the TC, TSO, and Donovans (Newfoundland) ✓ Best practices: Implemented a green move (e.g., reuse of materials, tiles, furniture) and office design for the new Purdy's Wharf office ✓ Committees: Established and trained the regional SD committee and finalized their regional action plan and performance measures for SD ✓ Established the regional SD Steering Committee to provide guidance to the SD committee ✓ Established an SD and environment committee for the Ralston and Purdy's Wharf office ✓ Events: Promoted Earth Day at various buildings in the region, for example the Ralston Building promoted SD Trivia questions with employees ✓ For Environment Week, the region developed a campaign to raise awareness among employees across the region. Communications included hosting contests and exhibits at the regional office, promoting the SD Guarantee, and promoting the regional SD Web site, which contains checklists, guidelines, and local resource information ✓ For Waste Reduction Week, the region promoted the event to employees at the TSO and TCs by: displaying posters, exhibits, guest speakers, distributing electronic fact sheets and email messages to employees, hosting a workspace clean-up contest, and publishing waste management articles in the regional newsletter. In addition, 20 employees at Donovans and 40 employees at the TC (Newfoundland) attended a lecture on composting.
Branches	
Appeals	✓ Best practices: A solid waste recycling program was implemented at Albion Towers, Headquarters ✓ Arranged to install additional bicycle racks outside Albion Towers ✓ Learning and awareness: Published an "SD participation" article in the Appeals Branch newsletter, *The Appellant* ✓ The branch SD Committee held a raffle for 23 trees donated by an employee and raised $100 for the Tree Canada Foundation. ✓ Recognition: The HR and Learning Division achieved first place in the public sector (population 1–50) category of the 2003 Commuter Challenge campaign in Ottawa. ✓ An employee was presented with a certificate of achievement for outstanding contributions to SD.

Assessment and Collections	✓ <u>Best practices</u>: Branch IT support reprogrammed 145 LAN printers to duplex by default printing ✓ Waste recycling programs are available at all five Headquarter buildings occupied by the branch. ✓ 73% of all paper purchased during the year contained recycled content, which is an increase in 21% over last year. ✓ <u>Committees</u>: The Enviro-Source committee regularly met throughout the year to discuss and take action on branch SD and wellness initiatives. ✓ <u>Events</u>: Participated in Waste Reduction Week by displaying posters and issuing branch-wide emails about local waste collection programs ✓ The SD Committee of Vanier Tower C in Headquarters celebrated Earth Day in the following ways: set-up an SD kiosk in the lobby and attracted over 150 visitors; encouraged 35 employees to sign onto an email list to receive information on upcoming events; obtained 11 employee signatures on a document supporting the purchase of environmentally friendly products; organized 13 volunteers who collected 15 bags of garbage during a lunch time clean-up of Riverain Park; collected funds from the sale of Tree Kits and individual donations, and the proceeds were donated to the Tree Canada Foundation on behalf of the Agency.
Corporate Audit and Evaluation	✓ <u>Best practices</u>: The branch's Pacific region led the internal audit on the sustainable development program. ✓ Ensured that sustainable development is a generic line of enquiry as part of regular internal audits, and are working on developing a SD audit program ✓ <u>Committees</u>: Formalized its SD committee with representation from Headquarters and the regions ✓ <u>Events</u>: The branch SD Committee distributed information on Earth Day and Environment Week to their employees. A total of 52 employees participated in the Commuter Challenge, which is an increase in 17 people (or 49%) from last year. The SD committee presented 19 prizes to registrants (T-shirts and pens).
Customs	✓ <u>Best practices</u>: Circulated to all directorates in Headquarters the National Implementation Strategy for Duplex Printing, and where possible, purchased duplex printers as replacements ✓ Waste recycling programs were implemented at the Sir Richard Scott, Isabella, and Metcalfe locations at Headquarters ✓ The Partnerships Division started a "Fair Trade coffee club," whereby Fair Trade, organic, and shade-grown coffee is purchased monthly, contributing to increased income for farmers in developing countries as well as environmental health and sustainability ✓ The Admissibility Programs Division conducted an after-work survey of workstations where computers, monitors, and lights were left on all night, and then shared information with employees on the financial and

	environmental benefits to being energy conscious at work.
	✓ <u>Learning and awareness</u>: SD Lens was circulated to all directorates in headquarters, to be used as a tool for business planning
	✓ Partnerships Division at Headquarters issued a smog newsletter to employees, highlighting information on idling
	✓ <u>Events</u>: Promoted Earth Day, Environment Week, and Waste Reduction Week by circulating information to staff and setting up a SD display on reducing waste at work
Finance and Administration	✓ <u>Best practices</u>: FAD collected more than 10,000 sheets of paper for the 2nd life program for re-use of one-sided printed paper
	✓ Established FAD baseline of letter and legal size paper purchased, in order to benchmark progress on paper reduction targets
	✓ IMD participated in bulk purchasing or site licensing of publications to obtain better prices
	✓ IMD sent 40 boxes of surplus library material to the Canadian Book Exchange Centre for the potential benefit of libraries worldwide
	✓ IMD co-ordinated the purchase of 163 e-books through the Council of Federal Libraries Consortium, making a total of 836 commercially published e-books available to employees. The collection enables us to provide our employees and clients with current information, while saving on physical storage space.
	✓ The Materiel Management Directorate (MMD) updated the procurement certification program to include environmental considerations and green content.
	✓ The MMD IT contracting group has started asking vendors for their SD policies and plans at the Request for Proposal stage of contracting.
	✓ Resource Management Directorate provided advice to the SD Division on the creation of a new SD indirect Activity Type (AT). This new AT will be available for use by any CRA employee to record time spent on SD activities.
	✓ Security Directorate mostly completed the implementation of an electronic security incident report (.pdf fillable form)
	✓ Security Directorate implemented a limited deployment of secure email to the security administrator and some senior CRA officials, which reduces the need for encrypted fax transmission and paper use
	✓ The Telephony and Program Support Directorate continued to co-ordinate teleconference and videoconference services for the Agency, thereby reducing employee travel, lodging, and conference costs.
	✓ <u>Learning and awareness</u>: The Financial Administration Directorate (FAD) SD co-ordinator attended Industry Canada's workshop on Corporate Sustainability Reporting in Canada and developed a report for the CRA entitled Sustainability Reporting – Triple Bottom Line, November 2003
	✓ Enhanced the FAD internal Web site by adding an SD page
	✓ The Revenue Accounting and Reporting Division SD co-ordinator provided 90% of staff (35 employees) with an SD awareness.

	✓ The Information Management Directorate management team attended a presentation on sustainable development to further strengthen the link between the sustainability and information management programs. ✓ The MMD co-ordinated green defensive driver training for target employees groups ✓ MMD fleet and procurement experts presented at the Agency's national Environmental Management System committee meeting ✓ Resource Management Directorate assisted with developing questions and measures for the SD employee awareness survey due to be launched in 2004 ✓ Recognition: The FAD SD co-ordinator was formally recognized for his contributions to SD in the first SD quarterly newsletter published by the SD Division. In addition, FAD recognized two of its employees for their efforts in reducing usage of printer toner, and for establishing a coffee club resulting in 50% reduction of Styrofoam waste (46,000 cups per year). ✓ Events: The FAD SD committee celebrated Earth Day by holding their second annual Earth Day Challenge to test employees knowledge of the information on the SD Web site through a 20-multiple-choice e-questionnaire. For the second consecutive year, the Financial Policy Systems and Control Division (FPSCD) were the highest achievers for the Earth Day challenge within FAD. ✓ The branch celebrated Environment Week by holding the following activities: Finance and Administration: The SD committee celebrated Environment Week by holding an internal commuter challenge for the divisions of FAD. For the second year running, RARD won the competition with a commuting total of 3,230 km, or an average of 179 km per participant for the week. In addition, the FPSCD logged 2,036 km, or 145 km per participant. Information Management: The SD committee in Headquarters organized Environment Week activities, including the Commuter Challenge, Bring Your Mug to Work, a luncheon draw for employees at the Albion Executive Tower, and an essay contest.
Human Resources	✓ Best practices: The Executive Personnel Programs Directorate (EPPD), the organization in charge of managing training programs within the Agency, now provides documents and information on CD to participants attending training conferences. ✓ For the Career Assignment Program/Executive Development Program conference, the organizers used e-communications and CD ROMs to send information to participants. ✓ All human resources policies are available online. ✓ A waste recycling program was implemented in June 2003 at 99 Metcalfe St. at Headquarters ✓ Learning and awareness: At the November 2003 Middle Management

	Trainee Program conference, each participant received information on the CRA's SD program, and the organizers ensured no "paper" circulation of the presentation by making it available online. ✓ SD information is included on the Manager's Gateway and the Manager's Corner Web sites. ✓ <u>Events</u>: The branch celebrated Environment Week by issuing an Assistant Commissioner email message to employees. EPPD used funds from a three-month "Wear Your Jeans Fridays" campaign to purchase a maple tree to plant on National Capital Commission land. Also, Training and Learning, Strategic Branch Management, and Program Support displayed posters and promoted local take-it-back initiatives.
Information Technology	✓ <u>Best practices</u>: Used the Green Move Protocol to relocate staff to new IT campuses throughout the year ✓ Incorporated SD considerations into branch procurement of IT hardware, printers/ photocopiers (duplex-capable), and energy efficient monitors; recycled toner cartridges, diskettes, and CDs ✓ Reduced the number of printers, photocopiers, and fax machines on each floor to conserve energy and paper use (for example, the branch now has a ratio of 40 employees to 1 printer) ✓ <u>Learning and awareness</u>: Hosted regular lunch and learn session on various SD topics ✓ Promoted SD and wellness to employees through information provided on the branch Wellness Web site ✓ As an employees SD awareness activity, the branch collected 470 disposable cups in two days from five floors of the Fitzgerald Campus, and used the cups to make a Paper Cup Man to display in the foyer of the campus. ✓ <u>Events</u>: Hosted its fourth annual National Public Service Week BBQ. Approximately 2,100 employees attended the "waste free" event where employees used Frisbees as plates to minimize waste. At the end of the day, the branch BBQ only generated three bags of garbage.
Policy and Planning	✓ <u>Learning and awareness</u>: 89% of the Branch Management Committee (8 out of 9) has included SD in their performance agreements. This represents a 22% increase over 2002-2003 results. ✓ In December 2003, the Planning and Management Services Division added to their divisional Web site a link to the national SD Web site. ✓ <u>Best practices</u>: The Excise GST/HST Rulings Directorate voluntarily collects pop can tabs for donation to the Queensway-Carleton Hospital. Black garbage bins are identified throughout the business centres, and the tabs are collected on a regular basis for submission to the hospital. In June 2003, the directorate made its first donation to the hospital of 2.3 kg of tabs. ✓ The branch purchased 14 new duplex-capable printers. ✓ All directorates/divisions use some form of electronic document

	management. ✓ Charities consolidation project – 400 statements of policy were posted on the Charities Web site ✓ Health and Fitness Program in branch continues to thrive ✓ Performance Measurement Program System (PMPS), an application developed in-house integrating CRA IT architecture, used to gather performance data from all branches in Agency
Public Affairs	✓ <u>Best practices</u>: Where possible, branch IT support recycles all computer parts and printers through the Computers for Schools program. Only a small portions of items (e.g., connecters and cables) are not recycled. ✓ The branch IT policy requires that all new printers purchased be duplex-capable. Four new duplex-capable printers were purchased for the Albion Tower at Headquarters. ✓ The Resource Information Kit (approximately 120 pages) for the 2003 tax year was developed on CD-ROM. ✓ The branch now distributes electronic versions of press clippings to communications advisors, as opposed to paper copies. ✓ To improve the printing and distribution practices for *Interaction*, Public Affairs worked with branches and regions to update mailing lists. In addition, the magazine is printed using vegetable inks and 30% post-consumer content paper ✓ The Electronic and Print Media Directorate participated in the Warehouse Rationalization exercise and assisted with the elimination of warehouse stocks. ✓ The Ministerial Correspondence Unit has implemented a best practice of editing documents online. ✓ Improved the publishing practices of the widely distributed corporate plans and reports by considerably reducing the size, production, and distribution of brochures, and making the information available on InfoZone and the Internet.

Next steps

This report represents the final year of reporting on our commitments in the SD strategy for 2001-2004. We are pleased with our results, namely our management framework for SD, and our move from ad-hoc to systematic environmental management.

Areas left to strengthen include communicating SD to all employees, which is a large task given the size (over 40,000 employees) and location of our employees all across Canada. We also need to move from the exploratory to action stage in integrating SD into our programs. Finally, we need to maintain SD leadership within the Agency and continue to support our SD Network.

Our SD strategy for 2004-2007 will lead us into our next phase of SD commitments at the CRA. This third strategy will be similar to the previous strategy, except with a more strategic approach to achieving our SD outcomes. The focus of the strategy will be to: reduce the effects of our operations on land, air, and water; demonstrate sustainable delivery of our programs; have all employees apply sustainable development in their jobs; and ensure modern systems that support and maintain SD at the CRA.

Appendix 1: Status of targets distributed by goal
April 1, 2003, to March 31, 2004

	Goal 1	Goal 1	Goal 1	Goal 1	Total
Total targets (2001-2004)	**12**	**4**	**43**	**24**	**83**
Targets for 2003-2004	3	4	19	20	**46**
Completed	1	4	14	17	**36**
Not completed (in progress)	1	0	4	3	**8**
Not completed (not started)	1	0	0	0	**1**
Not completed (dropped)	0	0	1	0	**1**
Percent completed	**75**	**100**	**74**	**85**	

Notes:

1. The SD strategy for 2001-2004 has a total of 83 targets. Of that number, 35 were scheduled for completion at the end of March 2002, 14 at the end of March 2003, 19 in March 2004, and 1 in March 2005. In addition, there are 14 targets to be completed annually, which are referred to as "ongoing".

2. During 2003-2004, we completed 36 of 46 targets (78%), 1 of which had a due date for 2005. Another eight were not completed, and one was dropped. This includes our 14 ongoing targets and the 11 brought over from 2001-2003.

3. Overall, we completed 72 of 83 (87%) targets for the SD strategy for 2001-2004.

Appendix 2: Status of targets distributed by branch
April 1, 2001, to March 31, 2004

Performance on SD Targets by OPI
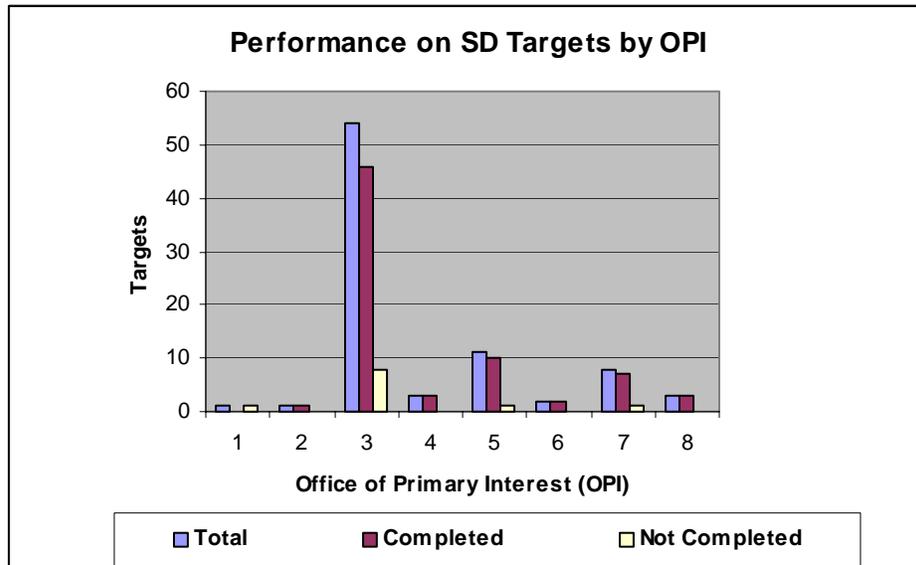
OPI	Total	Completed	Not completed	% Completed
1. Appeals	1	0	1	**0**
2. ACB/ITB	1	1	0	**100**
3. FAB	54	46	8	**85**
4. HRB	3	3	0	**100**
5. PPB	11	10	1	**91**
6. CAEB	2	2	0	**100**
7. Customs	8	7	1	**88**
8. Programs*	3	3	0	**100**
Total	**83**	**72**	**11**	**87**

* All program branches share accountability for these commitments – Appeals, ACB, Customs, and PPB

Legend:
Appeals - Appeals Branch
ACB - Assessment and Collections Branch
ITB - Information Technology Branch
FAB - Finance and Administration Branch
HRB - Human Resources Branch
PPB - Policy and Planning Branch
CAEB - Corporate Audit and Evaluation Branch

Appendix 3: Status of 2001-2004 action plan commitments

		Completed	Status Not completed		
			In progress	Not started	Dropped
	Goal 1: Prepare managers to contribute to SD				
1.1	**Objective: Demonstrate leadership and commitment to SD**				
1.1.1	Recognize SD as a corporate value				✔
1.1.2	Finalize the SD policy	✔			
1.1.3	Fully integrate SD into the business planning and reporting process to support the horizontal nature of SD		✔		
1.1.4	Link our commitment to SD with appropriate messages in the CCRA Leadership Program	✔			
1.2	**Objective: Increase practice of balanced decision-making related to programs, policies, and operations**				
1.2.1	Develop and implement guidelines for integrating SD into the development of business plans and proposals to ensure that all aspects of SD are considered	✔			
1.3	**Objective: Raise the level of SD awareness; increase SD skills and knowledge**				
1.3.1	Develop/implement a SD learning strategy for management	✔			
1.3.2	Review ongoing learning programs to identify SD awareness/training opportunities	✔			
1.3.3	Provide managers with guidance material to support environmental stewardship and compliance	✔			
1.4	**Objective: Measure, monitor, and promote continuous improvement for SD results**				
1.4.1	Integrate SD considerations into key corporate management tools:				
1.4.1.1	• balanced scorecard				
1.4.1.2	• risk management policy			✔	
1.4.1.3	• quality service initiative				
1.4.2	Perform periodic reviews of SDS implementation and report findings to senior management in conjunction with regular audit program	✔			
1.4.3	Conduct a management review of the SDS 2001-2004 and update the SDS for 2004-2007	✔			
1.4.4	Close significant gaps in the management and control system for the SDS in particular, documenting procedures and implementing a process for non-conformance and corrective action	✔			

		Completed	Not completed		
			In progress	**Not started**	**Dropped**
	Goal 2: Enable employees to contribute to SD				
2.1	**Objective: demonstrate leadership and commitment to SD**				
2.1.1	Create opportunities for employees to pledge commitment to SD	✔			
2.2	**Objective: Raise the level of SD awareness; increase SD skills and knowledge**				
2.2.1	Create and maintain opportunity for employees to share SD success stories, initiatives, and comments	✔			
2.2.2	Provide employees with guidance material to help support environmental stewardship initiatives	✔			
2.2.3	Encourage participation in CRA-endorsed initiatives, such as the annual commuter challenge (ongoing)	✔			
	Goal 3: Green operations to contribute to SD				
3.1	**Objective: Demonstrate leadership and commitment to SD by continuing to develop and implement an environmental management system consistent with the ISO 14001 standard**				
3.1.1	Finalize CRA Environmental Policy	✔			
3.1.2	Develop environmental management programs for all identified environment aspects: - Procurement - Paper - Solid waste management - Land use management - Energy - Water quality and conservation - Fleet - Ozone depleting substances	✔			
3.1.3	Fully implement all elements of a performance measurement framework for:	✔			
3.1.3.1 3.1.3.2	• Storage tanks • ODS management	✔			
3.2	**Objective: Increase practice of integrated decision-making related to programs, policies, and operations**				
3.2.1	Develop and pilot the use of SD guidelines for integrating SD into the development of operational resource proposals to ensure all aspects of SD are considered	✔			
3.3	**Objective: Measure, monitor, and promote continuous improvement**				

		Status			
		Completed	**Not completed**		
			In progress	**Not started**	**Dropped**
3.3.1	Develop/refine appropriate administrative systems to track performance on environmental and SD commitments		✔		
3.4	**Objective: Enhance or develop new partnerships to support shared SD objectives**				
3.4.1	Continue participation in interdepartmental committees, working groups and initiatives related to the environment and SD (ongoing)	✔			
3.5	**Objective: Meet or exceed federal environmental legislation and regulations and implement best management practices for environmental issues:**				
3.5.1	**Procurement**				
3.5.1.1	Review/assess current Material Management Certification courses for green content	✔			
3.5.1.2	Pilot green procurement training program with Headquarters' procurement officers; share results of pilot with others	✔			
3.5.1.3	Introduce environmental specifications into National Individual Standing Offers	✔			
3.5.1.4	Increase the number of clauses that give consideration to SD-green procurement into the contractual process, including selection criteria for Requests for Proposals (RFPs)	✔			
3.5.2	**Paper**				
3.5.2.1	Develop/revise procedures and standards to help reduce dependence on paper in internal operations:				
3.5.2.1.1	• Issue electronic document management standards		✔		
3.5.2.1.2	• Increase availability of forms, policies, and procedures on the Intranet (ongoing)	✔			
3.5.2.1.3	• Enhance and administer the protocol for submissions to the Agency Management Committee and Board of Management to help reduce paper use	✔			
3.5.2.1.4	• Implement an initiative to submit documents electronically to the National Archives/National Library	✔			
3.5.3	**Waste management**				
3.5.3.1	Divert an average of 50% solid waste from landfill in priority custodial facilities		✔		
3.5.3.2	Implement best management practices for waste management including recycling at remaining custodial facilities	✔			

		Status			
		Completed	Not completed		
			In progress	Not started	Dropped
3.5.3.3	Divert an average of 70% solid waste from landfill in priority leased facilities	✔			
3.5.3.4	Integrate the requirement for contractor to provide waste reduction plans into all major construction, renovation and demolition projects in custodial and leased facilities (carry-over commitment)	✔			
3.5.3.5	Implement best practices and initiatives related to the disposal (recycling/reusing) of obsolete or surplus goods:				
3.5.3.5.1	• Develop national disposal guidelines for publications no longer required	✔			
3.5.3.5.2	• Review existing disposal guidelines for opportunities to integrate SD considerations	✔			
3.5.3.5.3	• Assess/implement surplus uniform donations program	✔			
3.5.4	**Energy**				
3.5.4.1	Develop and communicate best management practices for energy efficiency	✔			
3.5.4.2	Continue to participate in federal climate change initiatives (to be done in conjunction with the federal climate change initiative)	✔			
3.5.4.3	Negotiate the inclusion of energy efficiency measures at leased facilities	✔			
3.5.4.4	Implement energy and water conservation measures associated with the Federal Buildings Initiative (or other programs) when an energy assessment has demonstrated that it is cost-effective		✔		
3.5.4.5	Incorporate energy efficiency measures, including the use of renewable energy alternatives, into major construction and renovation projects where feasible and cost effective with life-cycle payback	✔			
3.5.5	**Land use management**				
	Compliance assurance related to CEAA				
3.5.5.1	Strengthen protocol to monitor/report on follow-up activities recommended by environmental assessment screening reports	✔			
	Capital construction/renovation				
3.5.5.2	Implement measures to "green" new capital construction projects (ongoing)	✔			
	Compliance assurance with the _Canadian Environmental Protection Act_ (CEPA): Storage tank regulation				
3.5.5.3	Strengthen protocol to demonstrate compliance with CEPA's Federal Storage Tanks Regulation	✔			
	Compliance with federal policy on contaminated sites				

		Status			
		Completed	**Not completed**		
			In progress	**Not started**	**Dropped**
3.5.5.4	Strengthen protocol to demonstrate compliance with the federal policies for contaminated sites	✔			
3.5.5.5	Assess and remediate contaminated sites consistent with best practices (ongoing)	✔			
3.5.6	**Ozone depleting substances (ODS) management**				
3.5.6.1	Manage inventories to reduce releases of ODS consistent with the Federal Halocarbon Regulations	✔			
3.5.6.2	Implement management plan to convert / replace ODS inventories with alternative substances or technologies	✔			
3.5.7	**Fleet management**				
3.5.7.1	Reduce fleet emissions by increasing the number of alternative fuel vehicles in compliance with the *Alternative Transportation Fuels Act (ATF)*	✔			
3.5.7.2	Continue reporting on compliance with the *Alternative Fuels Act* (annually)	✔			
3.5.7.3	Co-ordinate fleet awareness training as opportunities arise through the government initiatives on climate change	✔			
3.5.8	**Water management**				
3.5.8.1	Strengthen protocol for water quality management	✔			
3.5.8.2	Develop and communicate best management practices for water conservation	✔			
3.5.8.3	Incorporate water conservation measures into major construction and renovation projects where feasible	✔			
3.5.9	**Hazardous substances management**				
3.5.9.1 3.5.9.2	Review hazardous materials management Develop strategies and action plans as required	✔			
3.5.9.3	Strengthen protocol for Workplace Hazardous Materials Information System (WHMIS)				✔
3.5.10	**Environmental emergencies**				
3.5.10.1	Strengthen protocol for environmental emergencies	✔			
	Goal 4: Enhance programs to contribute to SD				
4.1	**Objective: Demonstrate leadership and commitment to SD**				
4.1.1	Explore ways to communicate our commitment to SD to clients, partners, and stakeholders and encourage their support	✔			

		Status			
		Completed	**Not completed**		
			In progress	**Not started**	**Dropped**
4.1.2	Implement specific initiatives that help encourage compliance with Canadian laws, protect the health and safety of Canadians, and promote eco-efficiency:				
4.1.2.1	• Administrative Monetary Penalty System (AMPS)	✔			
4.1.2.2	• Migrant health program	✔			
4.1.2.3	• Pre-approval permit programs	✔			
4.2	**Objective: Increase practice of integrated decision-making related to programs, policies, and operations**				
4.2.1	Integrate SD into program management tools and practices:				
4.2.1.1	• negotiate inclusion of SD considerations in the Service Management Framework arrangements with provinces and territories to articulate CRA's commitment to SD	✔			
4.2.1.2	• Incorporate SD in the CRA Business Development Strategy	✔			
4.2.1.3	• Integrate environmental considerations into the Customs Self-Assessment initiative to reduce waiting times, trucks idling at borders	✔			
4.2.2	Integrate consideration of SD into development of new program proposals and initiatives	✔			
4.3	**Objective: Measure, monitor, and promote continuous improvement**				
4.3.1	Explore ways to measure and report performance results of programs on all three aspects of SD	✔			
4.4	**Objective: Enhance or develop new partnerships to support shared SD objectives**				
4.4.1	Incorporate SD considerations into consultations with partners:				
4.4.1.1.1	• E-commerce conference	✔			
4.4.1.1.2	• Memoranda of Understanding (MOU) with partners	✔			
4.4.1.1.3	• Voluntary Sector Joint Initiative Action Plan	✔			
4.4.1.1.4	• Annual consultation process	✔			
4.4.2	Continue to work with other government departments in support of sustainable development:				
4.4.2.1	• Identify health and safety issues for trade and border compliance plan	✔			

		Status			
		Completed	Not completed		
			In progress	Not started	Dropped
4.4.2.2	• Harmonize customs procedures and electronic systems in support of Asia Pacific Economic Cooperation and Free Trade Area of the Americas trade facilitation initiatives		✔		
4.5	**Objective: Implement best management practices for environmental issues in program delivery:** • **paper consumption** • **procurement** • **waste**				
4.5.1	Advance the use of electronic service delivery options and streamline paper-based transactions with the aim of reducing the use of paper:				
4.5.1.1	• Implement electronic service delivery options (ongoing)	✔			
4.5.1.2	• Implement the Correspondence Issue Management System (due March 31, 2005)		✔		
4.5.1.3	• Play lead role in global e-commerce industry by promoting e-filing and telefiling	✔			
4.5.1.4	• Negotiating the filing of RRSP listing to reduce need for paper filing	✔			
4.5.1.5	• Develop e-filing of objections through the Internet		✔		
4.5.1.6	• Develop Web-based training on blueprint initiatives	✔			
4.5.2.7	• Review forms and publications and expand use of Web site for distribution of information to clients	✔			
4.5.1.8	• Convert archival information onto software	✔			
4.5.1.9	• Reduce paper in charities tax package (T3010) by approximately 33%	✔			

Appendix 4: List of abbreviations

AMPS	Administrative Monetary Penalty System
ACB	Assessment and Collections Branch
APEC	Asian - Pacific Economic Coorperation
AWICS	Agency-wide Classification System
BFTSO	Burnaby-Fraser Tax Services Office
Appeals	Appeals Branch
CAEB	Corporate Audit and Evaluation Branch
CAS	Corporate Administration System
CBSA	Canada Border Services Agency
CEAA	Canadian Environmental Assessment Agency
CEW	Canadian Environment Week
CIDA	Canadian International Development Agency
CIMS	Correspondence Issue Management System
CPB	Corporate Business Plan
CPE	Customs Port of Entry
EDM	Electronic Document Management
EMP	Environmental Management Program
EMS	Environmental Management System
EPPD	Executive Personnel Programs Directorate
ESS	Employer Self-Service
FAB	Finance and Administration Branch
FAST	Free and Secure Trade
FIHO	Federal House In Order Initiative
FPSCD	Financial Policy Systems and Control Division
HRB	Human Resources Branch
IMD	Information Management Directorate
MMD	Materiel Management Directorate
MSDS	Material Safety Data Sheets
MSS	Manager Self-Service
ITB	Information Technology Branch
OECD	Organisation for Economic Co-operation and Development
OPI	Office of Primary Interest
PATA	Pacific Association of Tax Administrations
PPB	Policy and Planning Branch
PWGSC	Public Works and Government Services Canada
PWRA	Potable Water Risk Assessment
RARD	Revenue Accounting and Reporting Division
SD	Sustainable development
SDS	Sustainable development strategy
SDGO	Sustainable Development Government Operations
SIMA	*Special Import Measures Act*
SMF	Service management framework
TPSD	Telecommunications and Program Support Directorate
TC	Tax centre

TSO	Tax services office
VSI	Voluntary Sector Initiative
WHMIS	Workplace Hazardous Materials Information Systems
WCO	World Customs Organization