

**Canada Revenue Agency
Performance Report on Sustainable Development
April 1, 2005 to March 31, 2006**

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COMMISSIONER'S MESSAGE

I am pleased to present to you the Canada Revenue Agency's (CRA) *Performance Report on Sustainable Development 2005-2006*. This report provides detailed information on the performance made against the commitments contained in the CRA's *Sustainable Development Strategy for 2004-2007*.

During the period the Agency completed 41 of 49 scheduled activities and achieved an 89% *weighted* implementation performance score. In doing so, we continued to improve the sustainable development (SD) program in the following areas:

- environmental management, especially in the areas of paper use reduction and green procurement;
- sustainable development integration into several areas of program delivery; and,
- increased employee awareness and engagement.

This past year, the Agency's commitment to excellence in pursuit of sustainable development was acknowledged by the Commissioner of the Environment and Sustainable Development in her 2005 Report to the House of Commons. The Commissioner reported that the CRA achieved the highest rating for the quality of its 2004-2007 SD Strategy out of 24 federal departments and agencies assessed.

The Agency's SD accomplishments could not have been achieved without the ongoing commitment to the program throughout the CRA. Leadership within the Agency's management and at the grass roots is responsible for our successes to date, and will be essential as we move forward with this important commitment.

I also strongly encourage each CRA employee to participate in regular sustainable development practices. Your involvement requires only a little effort, but could go a long way to improve the social, economic and environmental landscape for generations to come.

For more information on our *Sustainable Development Strategy 2004-2007*, I invite you to visit the Agency's sustainable development website at www.cra-arc.gc.ca/sds.



Michel Dorais
Commissioner

1. INTRODUCTION

This document reports on the performance during the 2nd year of implementation of the Canada Revenue Agency's (CRA) *Sustainable Development (SD) Strategy for 2004-2007*¹. The SD Strategy outlines the CRA's 4 broad goals for contributing to SD:

1. Environmental excellence in operations;
2. Sustainable service delivery;
3. Employee engagement; and,
4. Modern sustainable development management.

Each of these goals supports the CRA's SD vision of being "a globally recognized organization for best practices for sustainable development" and guides our SD program to help us achieve the following expected results by March 31, 2007:

- Systematic management of the effects our operations have on the environment;
- Increase sustainable service delivery by systematically measuring paper savings, influencing our negotiations with partners, and piloting sustainable employee work travel;
- Achieve stronger leadership and greater buy-in from management and employees; and,
- Complete our SD framework and move to fully electronic reporting systems for SD.²

This performance report begins with a description of the CRA's framework for SD, including the National Action Plan, our governance model, and overall approach to monitoring and reporting on performance. Performance for the 2005-2006 period is presented in Section 5, and is followed by an analysis in Section 6. Conclusions as well as next steps are outlined in Section 7.

2. NATIONAL ACTION PLAN

The *National Action Plan for 2004-2007*³ provides the framework for implementation of the SD Strategy and consists of 22 targets, and 82⁴ activities to be completed over the 3 year implementation period. The National Action Plan is supported by individual branch and regional plans that are developed through a consultative process and approved by respective Assistant Commissioners. It is through the national, branch and regional action plans that SD is implemented Agency-wide.

The National Action Plan is also supported by environmental management programs (EMPs). EMPs are individual work plans used to manage the CRA's environmental aspects through the identification of opportunities, establishment of targets and systematic implementation, monitoring, and reporting on results. EMPs are used to chart a course of action to manage and reduce the Agency's environmental impacts, and as

¹ For more information on the *CRA SD Strategy for 2004-2007*, please see www.cra.gc.ca/sds.

² Source: National Action Plan for 2004-2007 (<http://www.cra-arc.gc.ca/agency/sustainable/plan/2005/menu-e.html>).

³ *ibid.*

⁴ Activities are updated annually to keep current with the changing operating environment of the CRA. To accomplish the Agency's SD goals, 13 new activities were added for 2005-2006.

such are linked mainly to activities found in Goal 1 of the National Action Plan. In 2005–2006, the CRA managed 8 EMPs addressing fleet, green procurement, solid and hazardous wastes, internal paper, outside emissions, halocarbons, and storage tank management.

3. SUSTAINABLE DEVELOPMENT GOVERNANCE

The Sustainable Development (SD) Division of the Finance and Administration Branch (F&A) has the primary responsibility for managing the CRA's SD Strategy. It also plays a major role in implementing, monitoring, measurement and reporting to stakeholders on SD progress. Other responsibilities include responding to audits initiated by the Commissioner of the Environment and Sustainable Development (CESD), developing tools and communication materials, and developing and delivering learning programs to approximately 40,000 personnel of the CRA (i.e., management and employees). The SD Division also represents the CRA on several federal committees including:

- The Interdepartmental Network for Sustainable Development Strategies; and,
- The Interdepartmental Committee on Greening Government Operations.

The work of the SD Division is steered by senior management SD champions who form the Sustainable Development Steering Committee (SDSC). The SDSC provides ongoing support and direction to the SD Division. The SDSC reports to the Agency Management Committee on the implementation of the Strategy and on CRA plans for making operations and service delivery more efficient and environmentally responsible.

The Division is supported by the Sustainable Development Network and the National Environmental Management System Committee (NEMSC). The SD Network consists of representatives and coordinators in all CRA branches and regions and enables SD management throughout the Agency. The majority of SD coordinators have established committees, and in some cases subcommittees, that support the implementation of local SD plans. The NEMSC approves targets and monitors progress on identified environmental issues of importance to the CRA. Representation on this committee is CRA-wide and function specific.

4. MONITORING AND REPORTING ON PERFORMANCE

Both the SD Network and SD Division report performance quarterly through a web-based Performance Reporting (PR) Tool designed for the SD program. Mechanisms for regular reporting are also in place for all EMPs through the Environmental Management System (EMS).

SD performance is summarized and presented to management in various fora including the SDSC, the Agency Management Committee and the Board of Management, through a number of reports. For example, SD performance is included in CRA in-year reports, such as Agency quarterly reports and the Finance and Administration Branch's functional business plan reports, and the CRA's Annual Report to Parliament. The annual *Performance Report on Sustainable Development* (i.e., this report) represents the CRA's most detailed report on SD performance.

One important audience for the CRA's SD performance information is the Commissioner of the Environment and Sustainable Development (CESD). The CESD has a mandate to monitor federal departments and agencies implementation of their SD Strategies. Audits are one tool used by the CESD to assess performance against expected results. Audit results are normally the subject of the Commissioner's Annual Report to the House of Commons and provide important directional information for the CRA.

5. PERFORMANCE SUMMARY

5.1 Progress on Implementation

As noted in the *Performance Report on Sustainable Development for 2004-2005*, we planned to research a methodology to weigh and score the activities, targets, and goals of the National Action Plan in 2005-2006. The resulting draft *Index of Sustainable Development Progress (ISDP)* weighted activities based on their potential to achieve environmental improvements, and whether the impacts of activities on the environment are direct or indirect.⁵ As Goal 1 of the SD Strategy contains a majority of activities that directly impact the environment it is the most heavily weighted.

For the 2005-2006 fiscal year 13 activities were added to the National Action Plan, and a total of 41 of 49 activities (84%) were completed during the period. This translates into a *weighted* implementation score of 89% against our projected score for the period ending March 31, 2006. Table 1 below shows implementation performance for each goal in the SD Strategy for 2005-2006.

Table 1: Implementation Performance by SD Goal

Goal	Activities completed/scheduled (%)
1. Environmental excellence in operations	21/23 (91%)
2. Sustainable service delivery	2/6 (33%)
3. Employee engagement	10/11 (91%)
4. Modern sustainable development management	8/9 (89%)

The lower level of completion of Goal 2 activities can be attributed to a number of factors. These include corporate restructuring that led to the disruption of one activity, and a generally more complex delivery structure for Goal 2 activities. Lastly, a greater priority was put on delivering those activities that have a more direct and immediate impact on reducing the effects of our operations on the environment (i.e., Goal 1 activities).

Notable results during the period include the addition of approximately 140 new green products made available for purchase by CRA employees. Internal paper use decreased by 11%, and there was a 238% increase in videoconferencing. These results suggest

⁵ See *The [Draft] CRA Index of Sustainable Development Progress (ISDP)*, Lisa Vandehei, Sustainable Development Division, Canada Revenue Agency, September 2005

environmental and cost savings for the CRA, however additional research will be needed to tie these results with precise environmental and financial benefits.

During the period process changes within the Human Resources Branch led to candidates being exposed to SD messaging in 100% of internal and external competitive selection processes. A Sustainable Development Innovation Fund was also established to provide resources to CRA employees for investigating areas of environmental improvements and cost savings. Detailed information on the results for each of the Agency's SD activities for 2005-2006 can be found in Appendices 1 and 2 of this document.

5.2 Measuring Baselines

To effectively measure progress, it is essential to have access to relevant performance data. An important part of the work of the 2004-2007 SD Strategy is to establish baseline data for all targets of the strategy by March 31, 2007. We had anticipated establishing baselines for 20 of the 22 targets by the end of year 2 of our strategy; to date we have established baseline results for 16 targets. The remaining 4 baseline results could not be established due to 3 targets being deferred to the 2006-2007 fiscal year, either because of a lack of resources, or due to changing priorities.

5.3 Commissioner of Environment and Sustainable Development Audits

The CRA received positive assessments in all 3 areas examined by the Commissioner of the Environment and Sustainable Development (CESD) in her 2005 report. The report cited the Agency as having taken significant steps towards, and adopting a systematic approach for greening its procurement. The CRA also received full marks from the CESD on finalizing its environment policy.

In terms of the quality of our 2004-2007 SD Strategy, the CESD reported that the CRA was "meeting expectation" in 7 of 8 categories, and "meeting expectation to some degree" in 1 category. This latter category assessed whether the role of the strategy and how it fits with other plans and strategies was clearly indicated. Overall, the CRA ranked the highest in terms of the quality of its SD Strategy among the 24 departments and agencies assessed by the CESD.⁶

In 2005 the CESD began an audit of the CRA's target to integrate sustainability criteria into negotiations, discussions, partnerships, and decision making with provinces and territories, and other government agencies/departments on CRA business. The results of this audit will be revealed in the CESD's 2006 report.

5.4 Program Costs and Benefits

During the 2005-2006 fiscal year the Agency invested approximately \$1.3 million in direct costs (personnel and operating) for the SD Division in Ottawa and regional offices to implement the Sustainable Development program (see table 2).

⁶ See the *2005 Report of Commissioner of the Environment and Sustainable Development to the House of Commons* (http://www.oag-bvg.gc.ca/domino/reports.nsf/html/c2005menu_e.html)

Table 2: Sustainable Development Program Costs (2005-2006 fiscal year)

Expenditure Overview	Resource Type		
	Salary	O&M	Total
Headquarters	807	187	994
Regions	300	18	318
Total:	1,107	205	1,312

Many of the initiatives in the CRA’s SD Strategy, while aimed at environmental improvement, had the added benefit of improving the Agency’s economic efficiency, or conferred benefits to other areas of society. Examples during the period include:

- Reducing greenhouse gas emissions by improving fleet fuel efficiency also reduced fuel expenditures;
- The CRA’s ‘No Waste Program’ helped to extend the life of municipal landfills and contributed to local recycling programs; and,
- Increased use of e-forms and internal paper reduction initiatives reduced the Agency’s paper costs.

Measuring these benefits in dollar terms is a challenging endeavour. However, the CRA has taken steps to improve its understanding in this area, and we will continue to improve our knowledge of the full range of costs and benefits associated with our SD Strategy in the future.

6. LESSONS LEARNED AND CORRECTIVE ACTIONS

6.1 *Measuring Progress: Strategic Considerations*

Extensive research was undertaken to develop an approach to weighting the results of our strategy. The result was the creation of an *Index of Sustainable Development Progress (ISDP)*. The ISDP was applied to the 2005-2006 results, however, before it can be fully adopted the methodology must be validated. Among the criteria to be used to assess the methodology is whether it provides reproducible results, is cost effective, and provides genuine insight into the CRA’s SD performance. Assessment of the ISDP methodology will continue in 2006-2007.

The development of data sources to measure progress on SD is expected to be an ongoing challenge. Measurement of results is directly linked to the availability of data, and data quality. In consideration of the high cost of developing new data sources, it is anticipated that more effort will be needed to develop existing data sets to extract the information needed for effective measurement of SD progress.

6.2 *Project Management Considerations*

A total of 13 activities were added to the SD work plan in 2005-2006. Some of these were deferred from 2004-2005, while others were added as a result of a closer examination and logical breakdown of existing activities, primarily in Goal 1. While these additional activities did not impose an excessive burden, when combined with some staff turnover during the period, the increase in the volume of work did pose challenges to full completion of scheduled SD activities.

The CRA's branch SD Coordinator function is staffed on a part-time, volunteer basis. In addition to their regular duties, an employee in each branch is given responsibility for implementation and coordination of the branch's customized SD action plan. To address the high turnover rate of SD Coordinators, a training program was implemented to familiarize new SD Coordinators with their roles and responsibilities.

6.3 Report of the Commissioner of the Environment and Sustainable Development

The CESD's 2005 report confirmed that the CRA is moving in the right direction in its approach to sustainable development. Effective partnerships between functional organizations with the CRA has proven very important in moving forward with green procurement. We will continue to expand our green procurement program, and will apply the lessons learned regarding effective partnerships in other areas.

Leadership among senior management ranks was essential for ensuring adoption of the CRA's environmental policy. Keeping the environment and sustainable development on the agenda will be necessary for continued progress. The CESD reported that there was room for improving how the CRA articulates the role and fit of the SD Strategy with other Agency strategies and plans. The CRA will examine options for improving these linkages during the development of its 2007-2010 SD Strategy.

7. NEXT STEPS

Based on the progress made on implementation of scheduled activities, the results achieved during the period, and the favourable assessment of all 3 areas of the CRA's SD program examined by the CESD, we conclude that good progress was made during the period.

For 2006–2007, a major focus for the CRA will be the development of our next SD Strategy (2007-2010). Research and consultations will require significant effort, and input will be necessary from a number of internal stakeholders. To ensure completion of the activities in the current SD Strategy by March 31, 2007, the National Action Plan will be updated to reflect the reallocation of resources to priority commitments. The following are among the initiatives that will be pursued during the 2006-2007 fiscal year:

- Measure waste diversion rates in priority facilities;
- Continue to research new opportunities and promote best practices for waste and paper reduction;
- Implement new program commitments including the SD Innovation Fund;
- Develop a methodology to establish a baseline for outside emissions;
- Promote SD events and opportunities to recognize employee contributions to SD;
- Revise the CRA's SD website;
- Explore ways to strengthen data acquisition and results-based reporting;
- Update the *Sustainable Development Policy* and the *Environment Policy*; and,
- Integrate sustainability criteria into CRA programs, partnerships, policies and business plans.

Appendix 1 – Performance by National Action Plan Target, 2005–2006

Targets	Description	Status	Summary
Goal 1 – Reduce the effects of our operations on land, air, and water Target 1.1.1 (4 Activities)	Annually continue to reduce gasoline consumption by the CRA on-road fleet (annual)	Completed	<p>The CRA continued to manage its fleet of 94 vehicles in a sustainable manner. In 2005-2006, the Agency exceeded the requirements of the <i>Alternative Fuels Act</i> by purchasing 20 additional alternative fuel vehicles, bringing the total of Agency alternative fuel vehicles to 26. The Agency also purchased 1 hybrid vehicle, bringing total hybrids owned by the CRA to 6.⁷</p> <p>We also worked to continue reducing gasoline consumption by developing and disseminating an anti-idling communication package to Agency fleet operators in March 2006. The communications package included pamphlets, posters, communications material, decals and directions that promoted the anti-idling campaign.⁸</p> <p>Four of four activities completed</p>
Target 1.1.2 (3 Activities)	Reduce outside emissions (GHGs) as a result of employee travel (March 31, 2007)	Completed	<p>We began systematic investigation of opportunities to reduce outside emissions through:</p> <ol style="list-style-type: none"> 1) Completion of a draft commuter and business travel strategy. The strategy includes an analysis of the development of an outside emissions baseline. The strategy will be completed in 2006-2007.⁹ 2) Participation in the federal Transit Pass Program (TPP) in the National Capital Region (NCR). 3) Development of a Local Business Travel Pilot Project to encourage employees in the NCR to consider public transit instead of taxis for local business travel. The pilot will run from June 2006 to May 2007. 4) Promotion of the ‘One-Tonne Challenge’ to CRA employees.¹⁰ <p>Three of three activities completed</p>

⁷ The Agency had six hybrid vehicles in 2004-2005, however one of those cars was transferred to another federal department.

⁸ Source: *2005-2006 Environmental Management Program Report for Fleet*.

⁹ Source: *2005-2006 Environmental Management Program Report for Outside Emissions*.

¹⁰ The ‘One Tonne Challenge’ program was cancelled in April 2006.

Targets	Description	Status	Summary
Target 1.1.3 (3 Activities)	Divert solid waste from landfill by an average of 60% in selected facilities occupied by the CRA (March 31, 2007)	Completed	<p>As part of our waste action plan, we implemented the 'No Waste' solid waste management program in 11 more priority facilities, bringing our total to 26 out of 29 priority facilities. Due to operational requirements, we were unable to implement the program in the final 3 facilities as planned, however plans are in place to implement the program in April 2006 in 2 of the remaining 3 facilities (in coordination with Earth Day) and in May 2006 in the last remaining facility, after the facility is renovated.¹¹</p> <p>A library of 150 photographs of waste items and templates for recycling signage and guides, were developed and posted on the 'At Your Disposal' webpage on Infozone with instructions on how to use them. These tools are accessible to the Branch and Regional SD Coordinators as part of the 'No Waste' program.</p> <p>Other waste diversion initiatives were implemented throughout the year, including:</p> <ul style="list-style-type: none"> • Four branches Finance and Administration Branch (F&A), Information Technology Branch (ITB), Assessment and Client Services Branch (A&CSB), and Compliance Programs Branch (CPB) reported having implemented waste management initiatives during their National Public Service Week BBQs; and 3 branches (F&A, CPB, and ITB) collected data and made observations that were sufficient to estimate the waste diversion rates achieved (i.e., 86%, 97%, and 100% respectively). • Three organizations also reported having integrated waste management initiatives within their Government of Canada Workplace Charitable Campaign events. They are: CPB 'Coffee with the Commissioner'; F&A 'Bring Your Own Utensils Spaghetti Lunch'; and F&A/SD Division's 'Used Goods Auction'. • Waste management initiatives were implemented during SD Division meetings and conferences. <p>Completed three of three activities</p>
Target 1.1.4 (3 Activities)	Strengthen implementation of the CRA Acquisition of Goods Policy and Green Procurement Guidelines/Procedures (March 31, 2007)	Completed	<p>To continue strengthening green procurement within the CRA, we:</p> <ul style="list-style-type: none"> • Established 3 strategic sourcing contracts that included SD requirements and evaluation criteria: T1 Tax program; tax related flat forms; and, long service awards; • Reviewed and updated the green classification of products available through WBRO.¹² As a result, approximately 140 additional items were identified as 'green'; • Developed a rechargeable battery promotion package and disseminated this package to all CRA acquisition card users; • Updated the 'WBRO User's Guide' and the 'WBRO Training Ordering and Goods Receipt' classroom training products to strengthen green procurement;

¹¹ Source: 2005-2006 Environmental Management Program Report for Solid and Hazardous Waste.

¹² WBRO is the CRA's web-based procurement tool.

Targets	Description	Status	Summary
Target 1.1.5 (2 Activities)	Annually improve electronic capabilities of internal forms and publications (annual)	Completed	<ul style="list-style-type: none"> Developed and issued a green procurement communications package (Advisor #79) on March 17, 2006 to targeted stakeholders with responsibilities for purchasing. <p>The SD Division also integrated green procurement components in the online version of acquisitions card training. The product defines green procurement, provides examples of green products and promotes green procurement as one vehicle to pursue SD.¹³</p> <p>Three of three activities completed</p> <p>The Electronic and Print Media Directorate (EPMD) (Public Affairs Branch) collaborated with the SD Division to review procedures for eliminating obsolete forms and to explore opportunities to improve procedures. As a result, EPMD finalized the second iteration of a CRA publishing plan automated tool for tracking and forecasting registered publications. Data from this tool indicate that in 2005-2006, 92% of the CRA's 1852 registered forms had electronic capabilities (i.e., the form is available in an electronic format such as PDF or Word). This data will be used as the CRA's baseline for registered forms.</p> <p>The Chief of Correspondence Control (Public Affairs Branch), in collaboration with the SD Division, discussed proposals for integrating SD more fully into the existing Ministerial correspondence system. These proposals support paper reduction and include: duplex printing of the final correspondence; preparing paper versions of the final response after its approval by the 'official respondent'; electronic transmission of drafts; and sending electronic versions of the response via email through the use of the 'c.c.' function.</p> <p>The Security, Risk Management and Internal Affairs Directorate (F&A Branch), in collaboration with the SD Division prepared the <i>Sustainable Development and Security Best Practices For Ministerial Correspondence Systems</i> document, which was sent via email to all branch representatives dealing with Ministerial correspondence. For now, integration of these initiatives will be limited to enquiries received at the Assistant Commissioner level and below while we pilot the new processes.^{14 15}</p> <p>Two of two activities completed</p>

¹³ Source: 2005-2006 Environmental Management Program Report for Procurement.

¹⁴ Source: 2005-2006 Environmental Management Program Report for Paper.

¹⁵ Note: activity 1.1.5.1 (Implement Shared Travel Services Initiative (STSI) to enable travel claims to be processed electronically by March 31, 2007) has been deferred indefinitely due to continued requirements for hard-copy approval signatures as per Section 34 of the Financial Administration Act.

Targets	Description	Status	Summary
Target 1.1.6 (4 Activities)	Reduce internal consumption of paper (printing and photocopying) by 2% per employee based on the national baseline year (2001–2002) (March 31, 2007)	Completed	<p>Internal paper consumption analysis results for 2005-2006 indicate that paper use has decreased by 11% per employee in the past year (from 7,234 in 2004-2005 to 6,407 in 2005-2006). This may be a result of the following paper reduction activities:</p> <ul style="list-style-type: none"> Expanding and updating the <i>Report on CRA's Internal Consumption of Paper</i> to include a profile of CRA's employee demographics, an analysis of paper use trends, and proposed paper reduction initiatives for future consideration. This year's updated paper reduction campaign was launched within the Paper Talk website in time for Earth Day (April 22nd, 2005). The website received 6,220 hits (up 38% compared to 2004-05) and 950 employees participated in the Paper Smart Challenge (up 30% compared to 2004-05). Updating the <i>Success Report on CRA's Duplex by Default Initiative</i> by including branch and regional data for 2004-2005. As of March 31st, 2005, the Agency had a total of 4,730 networked printers, with only 67% (3,153) being duplex capable. More work will be completed with information technology groups in 2006-2007 to achieve our goal of having all duplex capable networked printer drivers set to duplex by default by March 31st 2007.¹⁶ <p>Four of four activities completed</p>
Target 1.2.1 (2 Activities)	Annually prevent the release of halocarbons into the atmosphere (annual)	In progress	<p>A national inventory is used to manage the halocarbon containing systems belonging to the CRA. 86% (132/153 facilities) of CRA facilities have completed inventories, a 33% increase over that completed in 2004-2005. A total of 1,310 systems are currently included in the inventory. The remaining systems are expected to be inventoried in 2006-2007.</p> <p>During 2005-2006, 2 halocarbon releases totalling 1.8 kg. were reported.¹⁷ These releases were from air conditioning units; both units were repaired.</p> <p>One of two activities completed</p>
Target 1.2.2 (2 Activities)	Reduce the use of hazardous substances, where feasible, and properly dispose of hazardous waste (March 31, 2007)	In progress	<p>We continued to work towards reducing the use of hazardous substances and to properly dispose of hazardous waste by implementing targets set out in the Environmental Management Program and by responding to employee enquiries.</p> <p>The task of preparing formal guidelines for battery recycling was not completed due to a lack of resources and will be addressed in 2006-2007. Although the CRA has not yet developed formal guidelines for the implementation of battery recycling programs, several regional and branch SD coordinators have implemented battery recycling programs in some of their facilities. This was done with SD Division guidance pending development and approval of formal guidelines.</p> <p>One of two activities completed</p>

¹⁶ Source: 2005-2006 Environmental Management Program Report for Paper.

¹⁷ Source: 2005-2006 Environmental Management Program Report for Halocarbons.

Targets	Description	Status	Summary
Goal 2 – Our programs demonstrate sustainable service delivery			
Target 2.1.1 (2 Activities)	Promote sustainable work and travel arrangements among internal auditors in the Corporate Audit and Evaluation Branch (March 31, 2006)	In progress	The SD Division developed an on-line training tool (Sustainable Business Travel) that promotes sustainable local and long distance business travel and alternatives to travel. The SBT tool was piloted with 19 Corporate Audit and Evaluation Branch (CAEB) staff over January and February 2006. Results indicate that overall, the tool is useful in supporting auditors to adopt sustainable business travel practices while performing the audit function. Of the 19 auditors who participated in the pilot, 15 completed a ‘travel challenge’. About 93% (14 out of 15) of the challenge participants agreed to participate in more sustainable local business travel practices and 100% (15 out of 15) agreed to participate in more sustainable long distance business travel practices. The SD Division and CAEB will roll out the tool to the entire branch in 2006-2007. ¹⁸ One of two activities completed
Target 2.1.2 (2 Activities)	Reduce paper use in tax and benefits program delivery (March 31, 2007)	In progress	In 2005-2006, the CRA’s website registered more than 30 million visits, an increase of 25% over the previous year. Marketing activities continue to be aimed at reaching a greater number of individuals and businesses, and to further increase take-up rates for electronic filing. In 2005-2006, the CRA achieved a rate of 49% for our income tax filing season, the same figure achieved in 2004-2005. About 10% of corporate (T2) returns were processed, nearly doubling the 5.94% proportion from the previous year. In addition to T2 Internet-filing, GST/HST Internet filing increased by over 32% from 2004-2005, T4 Internet filing rose by 17% from the previous year, and electronic payments increased by 20%. ¹⁹ A process for measuring paper savings (costs and quantities) resulting from electronic service delivery to clients was established. We developed a working paper that established a framework that defines, outlines and estimates paper consumed in service delivery to clients (now referred to as taxpayers). This framework may be used as a baseline to measure ongoing paper savings. One of two activities completed
Target 2.2.1 (1 Activity)	Integrate sustainability criteria into negotiations, discussions, partnerships, and decision-making with provinces and territories, and government departments/agencies on CRA business	In progress	During 2005-2006, a working group was established to develop sustainability criteria and to develop tools and guidelines for integrating them into CRA business practices. During the period a document was developed that included a set of sustainability criteria, identified a number of opportunity areas, and proposed a strategic approach to implementation. During the development of this document it was decided that, due to the special nature of

¹⁸ Source: Performance Reporting Tool, Sustainable Development Division Quarter 4, 2005-2006.

¹⁹ Source: 2005-2006 Canada Revenue Agency Annual Report.

Targets	Description	Status	Summary
	(March 31, 2007)		partnership agreements with external clients, these criteria should be treated as distinct from internal policies. A separate set of criteria were therefore drafted as a result. However, due to a organizational realignment announced in January 2006 ²⁰ , the criteria was not integrated into partnership agreements as planned. Zero of one activity completed
Target 2.3.1 (1 Activity)	Convey our sustainable development commitment to the public (March 31, 2006)	In progress	Only 1 in 5 branches was successful in placing SD messages on their external website page. The others were unable to do so in 2005-2006. As a result of the low implementation this activity was moved to 2006-2007 for further assessment. In 2005-2006, the CRA purchased 4 questions in the 3 rd wave of the 2005 EKOS' 'Rethinking Government' to determine the percentage of public who perceive the CRA as being committed to SD. ²¹ Results indicate that 42% of respondents believe the CRA is committed to pursuing sustainable development through environmentally responsible operations and service delivery. ²² These survey results will be communicated to staff in an upcoming article in <i>In the Public Eye</i> and will be used to inform planning for external communications in the upcoming <i>Sustainable Development Strategy for 2007-2010</i> . Zero of one activity completed
Goal 3 – All employees apply sustainable development in their jobs			
Target 3.1.1 (2 Activities)	CRA leaders will demonstrate their support for sustainable development (SD) in the workplace (March 31, 2007)	Completed	One way to strengthen leadership for SD in the CRA is including SD commitments in the performance agreements of our executives and managers. We exceeded this target in year 1 of the SD Strategy and continue to refine and incorporate SD clauses in management performance agreements. Two of two activities completed
Target 3.1.2 (1 Activity)	Integrate SD messages into processes for attracting new employees (March 31, 2006)	Completed	An analysis completed in 2004-2005 revealed that the most effective way to convey our SD commitment to the public was to post simple messages on key career pages of the CRA's intranet and external websites. Hence, the Human Resources Branch has integrated this analysis into their recruiting documentation and included the message "The CRA is committed to sustainable development" on both internal and external Agency career webpages. Candidates were exposed to SD messages in 100% of internal and external competitive selection processes. One of one activities completed

²⁰ On January 24, 2006 an organizational realignment split in two the responsibility centre charged with integrating and applying the criteria in partnership arrangements.

²¹ 1,502 interviews were completed with Canadian residents 16 years of age and older from October 12-26, 2005.

²² Source: Performance Reporting Tool, Sustainable Development Division 2005-2006, Quarter 4.

Targets	Description	Status	Summary
Target 3.2.1 (3 Activities)	Annually strengthen and support the national Sustainable Development Network, other SD committees, and grassroots employee efforts in all branches and regions (annual)	Completed	<p>Our support for the Sustainable Development Network includes quarterly meetings, SD awareness sessions, workshops, the provision of orientation, and other services. The turnover of SD representatives and coordinators continues to offer challenges in maintaining corporate memory and consistency in program delivery and reporting. The SD Division held four quarterly national meetings with the Network and provided 10 SD awareness sessions to approximately 150 new branch and regional network members, including their new local committee members.</p> <p>The annual survey of the SD Network on the level of satisfaction with the services offered by the SD Division revealed a 76% satisfaction level.²³ In addition, funding was secured to implement an SD Innovation Fund that will provide financial support to employees to implement innovative SD ideas at the CRA.</p> <p>Three of three activities completed</p>
Target 3.2.2 (4 Activities)	Annually implement the Learning Strategy for Sustainable Development (annual)	Completed	<p>Numerous activities were completed as part of implementing the Learning Strategy for Sustainable Development. These include:</p> <ul style="list-style-type: none"> • Continuing to deliver key courses on SD to various audiences (e.g. information sessions to Public Affairs Branch employees and call centre managers in Ontario Region; the Sustainable Business Travel course to Corporate Audit and Evaluation Branch auditors, and the Management/Gestion Leadership Program SD module to MGs). • Implementing activities to support the Communications Strategy, including 3 national events (Earth Day, Environment Week, and Waste Reduction Week) and issuing quarterly SD newsletters; • Offering various information sessions to staff, including the Transit Pass Program; • Updating SD website and starting a website redesign to be completed in 2006-2007; • Marketing the Campus Direct office software courses; • The SD Division hosted a kiosk at the Finance and Administration Branch's Diversity Day event to highlight how appreciation of all cultures supports social sustainability; • Issuing a communiqué to the SD Network about the social pillar of SD; • Including SD as a topic the in online Acquisition Card training module; • Including SD in 'A Good Start', the CRA's employee orientation course; and, • Integrating green procurement information in the 'WBRO User's Guide' and the 'WBRO Training Ordering and Goods Receipt' classroom training products. <p>Four of four activities completed</p>

²³ Source: Performance Reporting Tool, Sustainable Development Division Quarter 4, 2005-2006.

Targets	Description	Status	Summary
Target 3.2.3 (1 Activity)	Annually recognize employees; and improve opportunities to recognize employee contributions to sustainable development in the workplace (March 31, 2006)	In progress	Some progress has been made on the development of a sustainable development toolkit such as developing an initial list of toolkit components and drafting an interpretation of how SD fits with existing recognition program categories. In addition, the former Southern Ontario Region has implemented their own Region-wide SD award. Further work is expected to be completed in 2006-2007. ²⁴ Zero of one activities completed
Goal 4 – Modern systems that support and maintain sustainable development			
Target 4.1.1 (4 activities)	Maintain the national online data management system for the Sustainable Development Strategy 2004–2007 (March 31, 2006)	Completed	The Division continued to improve the web-based reporting system (PR-Tool) by updating individual branch and regional action plans to reflect the work of the current strategy and by making minor functionality modifications. Using the reports submitted through the PR-Tool, the SD Division prepared 4 quarterly SD report cards, and finalized and published the <i>2004–2005 Sustainable Development Annual Report</i> . Four of four activities completed
Target 4.1.2 (2 Activities)	Develop and improve the CRA's Environmental Management System (EMS) (March 31, 2006)	Completed	Our Environmental Management System (EMS) is a strategic and systematic way of planning, implementing, reporting, and reviewing our activities related to environmental issues in order to reduce the negative impacts of our business activities. We are currently implementing eight environmental management programs including: procurement, internal paper, fleet, solid and hazardous wastes, outside emissions, halocarbons and storage tanks. 2005-2006 saw the EMS program mature and gain positive recognition: <ul style="list-style-type: none"> ▪ The Environmental Management Programs (the action plans for the EMS) are now better linked to the SD Strategy's goals, objectives and targets. ▪ The National EMS Committee Terms of Reference was updated. ▪ The Commissioner of the Environment and Sustainable Development's (CESD) 2005 audit of the CRA recognized the Agency's use of its EMS to make "ongoing advancements" in green procurement.²⁵ ▪ In the CESD's formal assessment of Environment Policies, CRA's Environment Policy received the highest assessment rating.²⁶ Three meetings of the National Environmental Management System Committee (NEMSC) were held, including the annual general meeting where the annual environmental management programs were approved. During the period 3 meetings of the Paper-Subcommittee of the NEMSC were also held. We trained 4 new members of the NEMSC and used an Intranet tool for reporting against EMP targets. Two of two activities completed

²⁴ Source: Performance Reporting Tool, Sustainable Development Division Quarter 4, 2005-2006.

²⁵ For more information, please refer to <http://www.oag-bvg.gc.ca/dominio/reports.nsf/html/c20050906ce.html>.

Targets	Description	Status	Summary
Target 4.2.1 (2 Activities)	Integrate sustainability criteria into CRA programs, policies, and business plans (March 31, 2007)	In progress	<p>We have begun to integrate sustainability criteria into various CRA corporate programs and policies as evidenced by the following:</p> <ul style="list-style-type: none"> • Promotion of video and audio conferencing as a sustainable and efficient meeting option. • Nation-wide in 2005-2006, 501 video and audio conferences were held totalling approximately 2.2 million minutes, and involving approximately 6900 participants. The increase in participation represents an increase of 238% from 2004-2005. • SD criteria was included in the CRA's new Project Management Policy. • The Human Resource Branch was scheduled to pilot the use of SD criteria during their policies update however the exercise was not completed in 2005-2006. • SD criteria was included in guidance documentation for corporate policy development. <p>One of two activities completed</p>
Target 4.2.2 (1 Activity)	Develop and implement a line of enquiry procedure into corporate audit and evaluation processes to capture information on the level of sustainable development integration into programs and operations (March 31, 2007)	Completed	<p>As noted in our 2004-2005 Performance Report, we have been developing a line of enquiry procedures to be incorporated into corporate audit and evaluation processes. During the period these procedures were finalized, incorporated into the <i>Internal Audit Manual</i>, and communicated to Corporate Audit and Evaluation Branch employees. Results on the effectiveness of the new procedures will be monitored in 2006-2007.</p> <p>One of one activities completed</p>

²⁶ For more information, please refer to <http://www.oag-bvg.gc.ca/dominio/reports.nsf/html/c20050907ce.html>.

Appendix 2 – Performance Measures: Year to Year Comparison

Targets and measures		2005-2006	2004-2005
1.1.1.1	Litres per km. of gasoline consumed ²⁷ and reduction in GHG emissions	Unavailable ²⁸	0.113 litres/Km. 0.276 Kg. GHG _{eq} /Km.
1.1.2	Percentage reduction of GHG emissions	Unavailable	Unavailable
1.1.3	Average solid waste diversion rates at participating facilities	Not applicable ²⁹	66% ³⁰
1.1.4	Percentage of green products bought	7.4% ³¹	5%
1.1.5	Paper saved through Agency-wide electronic forms, publications, and systems ³²	448,000 sheets ³³	5,000,000 sheets ³⁴
1.1.6	Reduction in internal paper consumption	6,407 sheets per employee	7,234 sheets per employee. ³⁵
1.2.1	Annual number and amount of halocarbon releases	2 releases (1.8 kg total)	1 release (0.004 kg)
1.2.2	Number of hazardous substances and hazardous wastes managed under best practices	Responded to 13 inquiries on 7 types of hazardous and potentially hazardous materials ³⁶	Unavailable
2.1.1 ³⁷	Number of internal auditors who agree to undertake specific actions to become more sustainable local/long distance business travelers	14 auditors (local business travel) 15 auditors (long distance business travel) ³⁸	Not applicable ³⁹

²⁷ Includes diesel, propane, E10 and E85 fuels.

²⁸ Reports have not yet been generated.

²⁹ Due to their high costs waste audits are only conducted every 3 years. Solid waste diversion rates will be audited in participating facilities in 2006-2007.

³⁰ Results based on survey data (i.e., not waste *audits*) from 29 facilities.

³¹ Percentage of expenditures on green products purchased made through the CRA's on-line purchasing tool (WBRO), fleet vehicles, and publishing.

³² The figures are not necessarily comparable year-to-year as we report on new paper saving initiatives each year.

³³ This figure is based on the elimination of 28,000 hardcopies of *Interaction* between 2005-2006 and 2004-2005. Each issue of *Interaction* is 16 pages long.

³⁴ This figure is based on the paper savings associated with converting 'employee time and activity record forms' to electronic format.

³⁵ A calculation error was detected in the FTE paper consumption analysis for 2004-2005: the actual annual consumption rate per FTE for 2004-2005 is 7,234 sheets per employee and not 7,055 sheets per employee as indicated in the 2004-2005 report.

³⁶ Hazardous and potentially hazardous materials are: batteries, fluorescent lights, electronic waste, Polaroid film, toner cartridges, used oil, and butane bottles.

³⁷ In the 2004-2005 Performance Report, the measure for Target 2.1.1 reads "Reduction in travel and administration costs". After review it was determined that results could not be determined for this measure due to the nature of activities associated with the target. We have therefore changed the measure associated with Target 2.1.1 to "Percentage of internal auditors committing to using sustainable work and travel arrangements."

³⁸ Please note that both number of auditors listed for Target 2.1.1 is based on one training course that was attended by 19 participants. Of the 19 auditors who participated in the pilot, 15 completed a 'travel challenge' where they were asked to agree to undertake specific actions to become more sustainable business travellers. 93% (14 out of 15) of the challenge participants agreed to participate in more sustainable **local** business travel practices and 100% (15 out of 15) of the challenge participants agreed to participate in more sustainable **long distance** business travel practices.

³⁹ Project not yet started.

Targets and measures		2005-2006	2004-2005
2.1.2	Reduction in paper consumption in program delivery	Unavailable ⁴⁰	Unavailable
2.2.1	Number of negotiations, discussions, partnerships, decision-making with partners that included sustainability criteria	Not applicable ⁴¹	Not applicable ⁴²
2.3.1	Percentage of public who perceive the CRA as being committed to sustainable development	42%	Not applicable ⁴³
3.1.1	Percentage of annual branch/regional sustainable development commitments completed	48% (36% branches, 61% regions)	47% (37% branches, 58% regions)
3.1.2	Number of new employees exposed to sustainable development messages in the hiring processes (i.e., internal and external competitive selection processes)	100%	Not applicable ⁴⁴
3.2.1	Sustainable Development Network's level of satisfaction with support from the Sustainable Development Division	76%	76%
3.2.2	Percentage of employees who are aware of the CRA's Sustainable Development Program	Not applicable ⁴⁵	70%
3.2.3	Number of employees recognized for their sustainable development contributions at the CRA, and the type of recognition received.	Unavailable ⁴⁶	Unavailable
4.1.1	Meet reporting timelines of the CRA and the CESD (CRA annual report, performance report, CESD audits)	66% met	66% met
4.1.2	Timely reporting of Environmental Management Program targets (CRA annual report, performance report, CESD audits)	66% met	66% met
4.1.3	Favourable review of the Sustainable Development Strategy by the CESD	Favourable evaluation	Favourable evaluation
4.2.1	Number of new programs, policies, and plans developed using sustainability criteria	2 ⁴⁷	Unavailable
4.2.2	Level of sustainable development integration into programs and operations	Unavailable	Unavailable

⁴⁰ The External Paper Subcommittee has been disbanded and as a result, there is no current process for measuring this target.

⁴¹ Addition of SD criteria to guideline document expected in 2006-2007, data acquisition on application is anticipated in 2007-2008.

⁴² Project started in 2004-2005; no data expected.

⁴³ First survey of public opinion planned for 2005-2006.

⁴⁴ Implementation planned for 2005-2006.

⁴⁵ Cost prohibits annual surveys; an employee awareness survey is planned for 2006-2007.

⁴⁶ The national employee recognition toolkit was still in development at the end of 2005-2006.

⁴⁷ Figure not based on complete baseline survey.