

Performance Report on Sustainable Development

April 1, 2009 to March 31, 2010

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Canada Revenue
Agency

Agence du revenu
du Canada

Canada



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Message from the Sustainable Development Steering Committee

We are pleased to present this *Canada Revenue Agency (CRA) Performance Report on Sustainable Development for 2009-2010*. The report summarizes the accomplishments of our 2007-2010 SD Strategy. It confirms that the CRA continued to realize strong results from its Sustainable Development Program. The measurable successes all served to improve our environmental performance and further integrate sustainable development into our business.

With the tabling of a Federal Sustainable Development Strategy, the CRA will align its accountability mechanisms to meet the requirements of the Federal strategy. We will update our own SD strategy to incorporate the federal SD targets that will involve the CRA. We will also continue to modernize the SD Program to support our dynamic operating environment.

We recognize the contribution of our employees across the Agency who make daily decisions in support of sustainable development. Their collective commitment is the key driving force behind the success of sustainable development at the CRA. As we move forward, we will continue to use the principles of sustainable development to realize even greater efficiencies for the CRA and for Canadians.

Sustainable Development Steering Committee

Filipe Dinis – A/Chief Financial Officer and Assistant Commissioner, Finance and Administration Branch (F&A)
Peter Poulin – Assistant Commissioner, Information Technology Branch – Internal Champion
Arlene White – Assistant Commissioner, Assessment and Benefit Services Branch – External Champion
Michael Walker – Director General, Strategic Management and Program Support Directorate, F&A
Natalie Rowe – A/Director, Sustainable Development Division



Executive Summary

This report outlines the Agency's performance against commitments in the Canada Revenue Agency (CRA) *Sustainable Development (SD) Strategy 2007-2010*. It focuses on the period from April 1, 2009 to March 31, 2010 and provides details on the activities that support the four goals of the Strategy:

- Goal 1: Reduce the effects of our operations on land, air, and water
- Goal 2: Demonstrate sustainable service delivery of tax and benefit programs
- Goal 3: All employees apply sustainable development practices in their job
- Goal 4: Use modern systems that support and maintain sustainable development

In addition, the report also outlines performance on the nine 2009-2010 Environmental Management Programs (EMPs) that support Goal 1. Each EMP addresses an environmental aspect that is of significance to the CRA. They are energy conservation, fleet, hazardous waste, halocarbons, outside emissions, paper, procurement, solid waste, and storage tanks.

Overall, we achieved **87%**¹ of the planned progress on CRA SD Strategy 2007-2010. During 2009-2010, we completed **82%** of the planned work on 47 activities, and met/mostly met **82%** of targets in the Agency's nine EMPs. The performance highlights by goal are as follows:

Goal 1 highlights: Reduce the effects of our operations on land, air, and water

The CRA maintained compliance with all applicable environmental legislation and met four of our seven environmental targets – the remaining three targets are still in progress. We exceeded the planned progress in the areas of solid waste management, green procurement and office paper use. With **90%** of employees having access to the *No Waste* recycling program, we diverted an average **84%** of solid waste from landfill. We increased our purchase of green products to **21%**, and reduced our use of office paper by **29%** from 2004-2005 levels. We also increased to **47%**², the percentage of our fleet vehicles that are considered green.

Goal 2 highlights: Demonstrate sustainable service delivery of tax and benefit programs

We continued to expand the availability of electronic service options to taxpayers and benefits recipients. The percentage of taxpayers that filed electronic Individual (T1) tax returns increased to **56%**, while the electronic filing of corporate (T2) returns increased to **29%**. Similarly, electronic deposits under the *Canada Child Tax Benefits* and *Universal Child Care Benefits* programs increased to **76%** and **63%**, respectively. We continued to apply the SD lens to specific program achievements. For example, between 1990 and 2009, an estimated **5.3 billion** sheets of paper were saved through the CRA EFILE and NETFILE services for Individual (T1) tax returns – including **639 million** sheets of paper in the 2009 tax year alone.

Goal 3 highlights: All employees apply sustainable development practices in their job

CRA senior management continued to show strong support for the SD Program. Almost all (**99%**) of the Executive/Cadre (EC) Group and **82%** of the Management/Gestion (MG) Group included SD commitments in their performance agreements – an increase from 68% and 43% respectively at the beginning of the strategy. We also awarded \$43,000 under the *Sustainable Development Innovation Fund*³ to enable the expansion of three projects across the Agency.

¹ This excludes two activities – one activity was dropped and the other activity was deferred for the next period.

² A total of 45 of our 95 fleet vehicles are hybrids and alternative transportation fuel vehicles.

³ The Sustainable Development Innovation Fund (SDIF) provides financial support for projects proposed by employees that contribute to corporate efficiencies and sustainable development.



Goal 4 highlights: Use modern systems that support and maintain sustainable development

The SD Program maintained the highest performance rating of “strong” from the CRA Board of Management for having processes in place that ensure that SD is embedded in the way we do business. We also strengthened the SD framework through program reviews and reporting, and by providing enhanced tools to the SD Network.

Federal Sustainable Development Strategy

The Agency participated in interdepartmental consultations to prepare a Federal SD Strategy. The Strategy, which is a requirement of the Federal Sustainable Development Act (2008), provides a whole-of-government approach to federal actions to achieve environmental sustainability. We assessed the new Federal requirements to table and report on CRA SD strategies through the Reports on Plans and Priorities (RPP) and Departmental Performance Report (DPR) processes. We concluded that the Agency is well-positioned to meet the new requirements of the Federal strategy. We shared our best practices and provided guidance in several key areas to the Office of Greening Government Operations, Public Works and Government Services Canada. We also prepared a transition-year SD National Action Plan to maintain the SD momentum at the CRA and to ensure that the Agency fulfill the requirements of the Federal SD Strategy.

Conclusion and Next Steps

CRA SD Strategy 2007-2010 enabled us to build on the achievements of our three previous SD strategies. We continued to reduce our environmental footprint, further integrated SD into our business, and improved the management of the SD Program. Overall, we met or exceeded 8 of the 16 targets and we will continue to pursue the 8 remaining targets in the next period. The CRA will participate in interdepartmental consultations to ensure that the Agency is well-positioned to meet the requirements of the Federal SD Strategy. We will also carry out internal consultations to finalize a detailed internal SD strategy for 2011-2014.



1.0 Introduction

1.1 Purpose and Structure of the Report

The purpose of this report is to provide stakeholders with information on the Agency's performance in implementing CRA Sustainable Development (SD) Strategy 2007-2010. It addresses the period from April 1, 2009 to March 31, 2010 and provides a summary of the overall performance of the three-year strategy.

The report provides background information on the context for the CRA SD Strategy. It addresses the legal requirement for the Agency's SD program and outlines our strategic approach to SD. It continues with a briefing on the Agency's compliance with applicable legislation and regulations. This is followed by highlights of results achieved through the implementation of the SD National Action Plan and the Environmental Management Programs (EMPs). It also describes CRA contributions to Government-wide SD priorities, identifies SD program costs and benefits, and summarizes the results of the SD Program assessment.

1.2 Background

The term "sustainable development" attained global prominence with the publication of *Our Common Future* a report published by the United Nation's World Commission on Environment and Development in 1987. The document defined sustainable development as:

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

Sustainable development calls for an approach to decision making that balances the needs of the environment, society, and the economy. The approach also recognizes the importance of environmental protection in sustaining both society and the economy. Some have likened sustainable development to living off nature's interest, while leaving the principal intact for future generations.

From 1995 to June 2008, the *Auditor General Act* required certain departments and agencies to table sustainable development strategies and to update them at least every three years. The *Act* also empowered the Commissioner of the Environment and Sustainable Development (CESD) to audit and report on the extent to which departments meet their SD commitments.

In June 2008, the mandate for departments and agencies to table SD strategies was superseded by the *Federal Sustainable Development Act*. Until the tabling of the first Federal SD Strategy, departments and agencies may continue to pursue the commitments in their current SD strategies, while preparing to align to the requirements of the *Act*.



1.0 Introduction

1.3 Sustainable Development at the CRA

CRA SD Vision: *To be a globally recognized tax and benefits organization for best practices in sustainable development.*

With a workforce of approximately 40,000 employees, working in over 135 facilities across Canada, the CRA has a large operational footprint. Managing the environmental impacts of our operations is therefore a key focus of our SD Strategy. By optimizing the delivery of our services; the CRA protects the environment, conserves natural resources, and reduces operating costs.

To move us towards achieving our SD vision, the 2007-2010 SD Strategy established four primary goals. These goals are:

1. Reduce the effects of our operations on land, air and water;
2. Demonstrate sustainable service delivery of tax and benefit programs;
3. All employees apply sustainable development in their jobs; and
4. Use modern systems that support and maintain sustainable development.

The four SD Strategy *goals* are supported by nine key *objectives*, which include 16 concrete *targets*. These targets are then supported by 65 *activities* that are outlined in the 2007-2010 SD National Action Plan.

The figure below shows how the strategy is organized into a hierarchical structure of six levels.



To support the environmental protection aspects contained in Goal 1, we continued to maintain and improve our Environmental Management System (EMS) that is modeled after the ISO 14001 EMS standard. The CRA EMS includes nine distinct Environmental Management Programs (EMPs) that address key environmental aspects concerning the CRA. The nine EMPs are: energy conservation; fleet; hazardous waste; halocarbons, outside emissions, paper, procurement, solid waste, and storage tanks. The EMPs are detailed annual operational plans that support the objectives of Goal 1 of the SD strategy. Both the SD National Action Plan and the EMPs are updated annually to reflect new priorities and opportunities.

The main business of the CRA is to deliver tax, benefits, and related programs on behalf of the governments across Canada. Therefore Goal 2 of our SD strategy is dedicated to pursuing more sustainable delivery of these programs.

People are also key considerations in our SD Strategy because they are vital partners and agents of change in our organization. Goal 3 seeks to engage CRA employees – from entry level to senior management - in the practices of SD. And finally Goal 4 addresses processes and controls and is dedicated to developing and improving the necessary infrastructure (e.g., tools, systems) to support the implementation of the SD program. See **Appendix A** for information on the CRA governance structure for sustainable development.



2.0 Meeting Legal Requirements

The CRA is subject to Federal legislation and various regulations designed to promote SD and protect the natural environment. In cases where Federal legislation and regulations do not apply directly to the Agency, we take a due diligent approach to managing our operations in an environmentally responsible manner as a best practice. The following section outlines how the CRA managed its legal obligations in 2009-2010.

2.1 *Alternative Fuels Act*

The *Act* requires that 75% of vehicle acquisitions have alternative transportation fuels (ATF) capability, where cost effective and operationally feasible. All CRA vehicles purchased in 2009-2010 were ATF capable, where operationally feasible.

2.2 *Auditor General Act (1995)*

In addition to the requirement that certain departments and agencies table SD strategies in Parliament every three years, the *Auditor General Act (1995)* required that Ministers report annually on SD performance. The *Federal Sustainable Development Act (2008)* superseded these provisions of the *Auditor General Act (1995)* by requiring that SD strategies be tabled through departmental Reports on Plans and Priorities (RPPs) and performance be reported through Departmental Performance Reports (DPRs). Until the provisions of the SD *Act* take effect with the tabling of the Federal SD Strategy in 2010, the CRA continued to report SD performance through our *Annual Report*. We also published a detailed *Annual Performance Report on SD for 2008-2009* on the CRA Internet Website.

2.3 *Canadian Environmental Protection Act (CEPA 1999)*

2.3.1 *Federal Halocarbon Regulations*

The regulations prohibit the release of halocarbons into the environment and outline specific requirements for managing halocarbon-containing systems - from the purchase of the systems through to disposal. As of March 2009, the CRA had complete halocarbon inventories in 93% (127/136) of facilities, which include over 1,425 halocarbon-containing systems⁴. We recorded two halocarbon releases originating from air conditioning units. As required under the Regulations, we reported one of the releases to Environment Canada, given that it was over 10 kg (22.68 kg). The other release (2.27 kg) was reported internally.

2.3.2 *Storage Tank Systems for Petroleum Products and Allied Petroleum Products Regulations*

These Regulations require that all storage tank systems be formally registered and be maintained in order to reduce the risk of soil and ground water contamination due to spills and leaks from these systems. The CRA owns and manages three storage tank systems (nine tanks in total) that are used to store fuel for back-up electricity generators. Work is ongoing to ensure continued compliance with the Regulations.

2.4 *Conclusion*

The CRA maintained compliance with all applicable environmental legislation and regulations. In keeping with the principle of continuous improvement, we will strengthen our systems and practices to ensure that we continue to meet our legal obligations related to environmental protection.

⁴ At the CRA, halocarbon-containing equipment consists mainly of refrigeration and air-conditioning systems.



3.0 Sustainable Development Strategy Results

This section highlights the results of our interventions to reduce our impact on the natural environment, enhance our services to Canadians, and to modernize our internal systems to support balanced decision-making. It details progress made against commitments outlined in the CRA SD National Action Plan, and the supporting Environmental Management Programs (EMPs). **Appendix B** provides details on performance against activities and targets in SD National Action Plan.

3.1 Goal 1: Reduce the effects of our operations on land, air and water

The targets and activities that support Goal 1 seek to reduce the environmental impacts of the Agency's operations. Key areas of focus include solid waste management, green procurement, paper reduction, emission reduction, energy conservation and managing hazardous substances. We exceeded three of the six targets and made appreciable progress towards the remaining targets. The details are as follows:

Solid Waste

To reduce the amount of solid waste that is sent to landfill from CRA facilities, we expanded and improved the *No Waste* recycling program in **47** CRA facilities⁵ over the last three years. With the program now operating in 97 of 135 CRA facilities, about **90%** of CRA employees now have access to the program – thereby exceeding our target of 75%. The Agency also conducted waste audits in 15 selected facilities across the country. The results showed that on average, the CRA diverted **84%** of its office waste from landfills – again exceeding the target of an average waste diversion rate of 70%. We will build on these positive results and expand the program to all CRA facilities, while continuing communications to maximize waste diversion.

Green Procurement

Buying environmentally preferred goods and services is another way in which the Agency minimizes its environmental impacts. By including environmental specifications into more contracts and procurement decision-making processes we spent **\$28.7 million** on green products during the period. This accounted for **21.4%** of total spending on products, thereby exceeding our target of 20%. We also included environmental specifications in nine strategic sourcing contracts that were issued during the period. These contracts covered purchases of headsets and handsets; battery recycling services; enterprise content management software; telephone set cleaning and refurbishing services; office and boardroom chairs; end user devices; media monitoring services; primary rate interface services; and commercial/consumer credit reports.

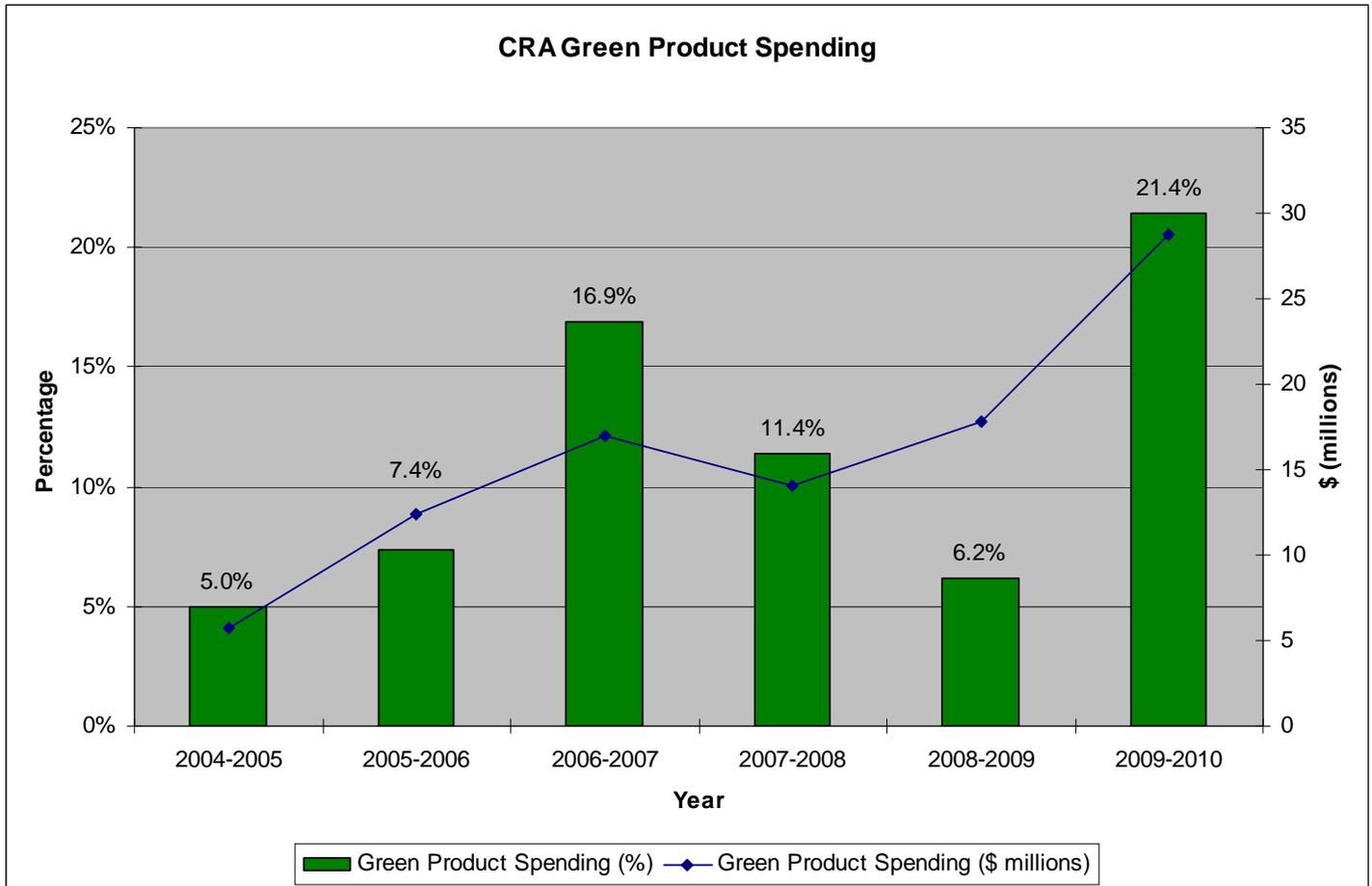
Figure 1 shows a significant increase in the percentage of green products bought by the Agency in 2009-2010 compared to previous years. The increase is largely due to the increased number of contracts that include environmental specifications, and the availability of more comprehensive information to determine green products purchases.

⁵ This includes six facilities that implemented the *No Waste* program during 2009-2010.



3.0 Sustainable Development Strategy Results

Figure 1: CRA Green Product Spending



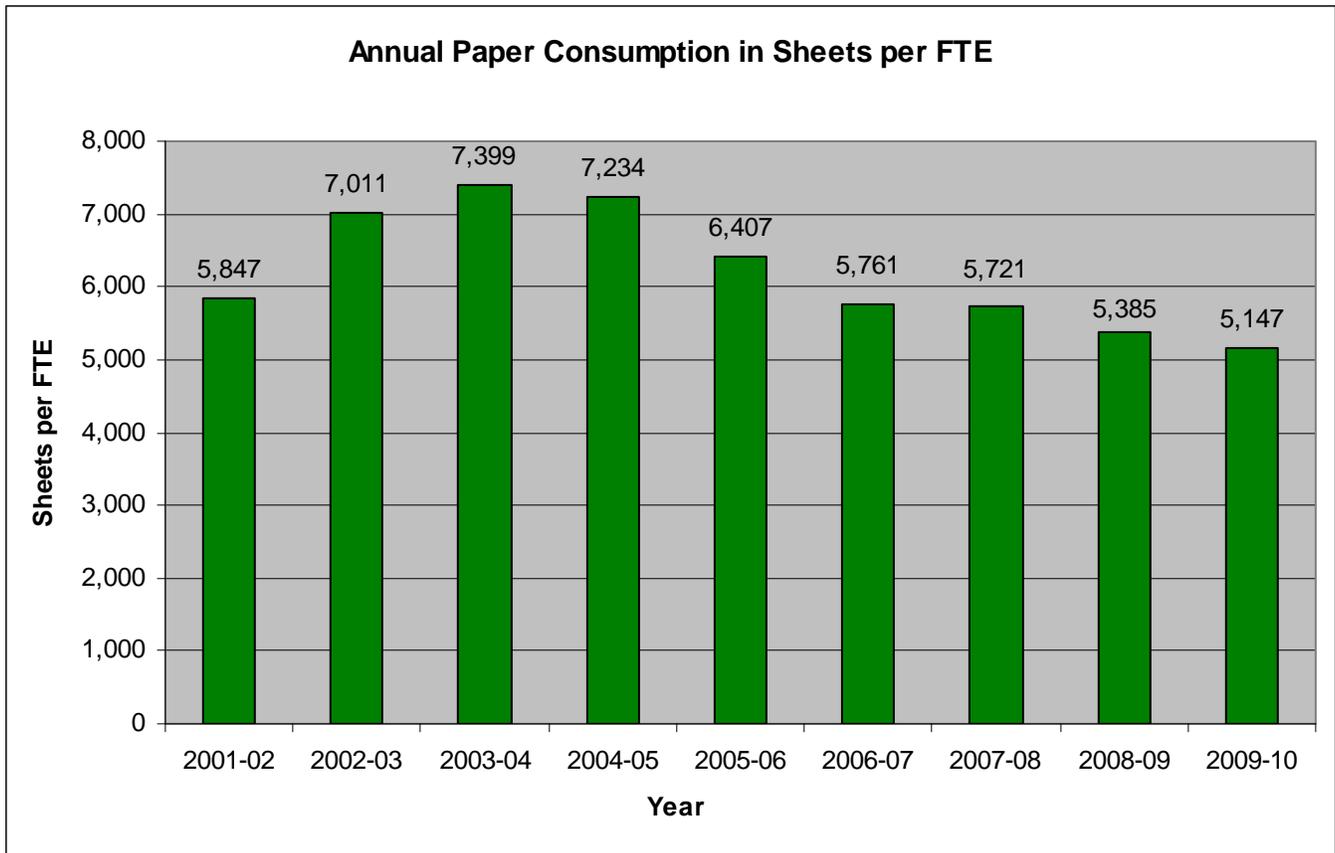


3.0 Sustainable Development Strategy Results

Multi-purpose Office Paper

By reducing the amount of paper used in our operations and in delivering CRA services, the Agency conserves natural resources and saves money. Internally, employees on average used **238** fewer sheets of paper for printing and photocopying compared to 2008-2009. **Figure 2** shows that in 2009-2010, each CRA employee used an average of **5,147 sheets** of office paper. This represents a **29%** reduction in multi-purpose office paper use per employee compared to the base-year of 2004-2005 – surpassing the target of a **22%** reduction.

Figure 2: Multi-purpose Office Paper Consumption



In providing services to taxpayers and clients, the CRA saved an estimated **639 million** sheets of paper through the electronic filing of Individual (T1) tax returns and reductions in the number of printed tax guides.

CRA Business Travel

The CRA processes an average of 100,000 employee travel claims annually. We have a significant opportunity to promote sustainable business travel options to reduce pollution and save money. These options involve choosing teleconference or videoconference over face-to-face meetings, when appropriate; and using more sustainable modes of transportation and lodging when travel is required. Our aim is to implement sustainable business travel practices to increase efficiency and reduce greenhouse-gas (GHG) emissions. We first established a baseline measuring the amount of GHG emissions resulting from employees travelling for CRA business⁶. The results showed that, in 2007-2008, the CRA employees made approximately 150,000 business trips, travelled 93 million km and generated 17,000 tonnes of GHGs.

⁶ Data sets do not include business travel using active transportation, local taxis or local public transportation.



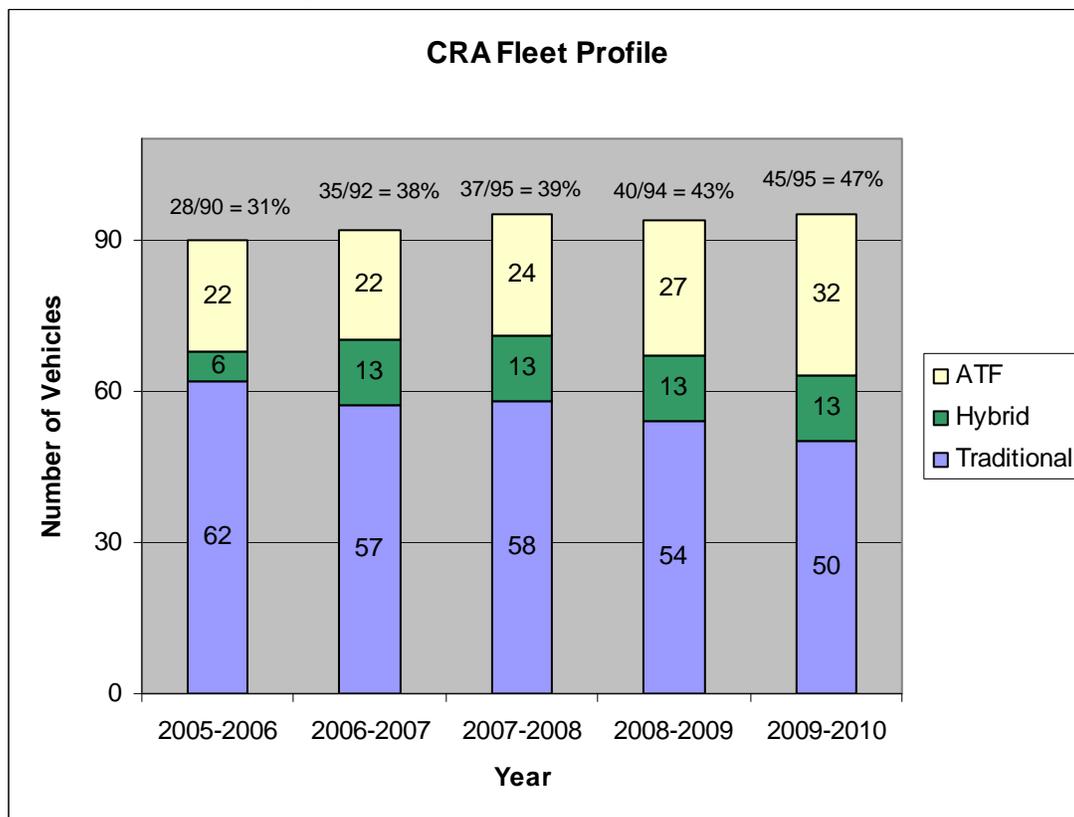
3.0 Sustainable Development Strategy Results

In 2009-2010 we will expand the scope of this baseline to include GHG emissions from business travel using local taxis and public transit services. We also promoted the updated Sustainable Business Travel (SBT) course to about 5,600 employees. The course provides information on smart driving and sustainable transportation alternatives. Approximately 270 of these employees successfully completed the course. We will promote the course to all employees in the next period.

Fleet

To reduce GHG emissions from our fleet vehicles, the Agency purchased ten alternative fuel (ATF) capable vehicles and two hybrid vehicles in 2009-2010. This increased the percentage of hybrids and ATF capable vehicles in the CRA fleet to **47%**. **Figure 3** shows the Agency's fleet profile as of March 31, 2010⁷.

Figure 3: CRA Fleet Profile for 2009-2010



⁷ Although we acquired ten ATF vehicles during the year, due to inventory movements, the net increase of ATF vehicles in the fleet was five vehicles. Similarly, the CRA acquired two hybrid vehicles but the net increase in the number of hybrid vehicles was zero.



3.0 Sustainable Development Strategy Results

Energy Conservation

It is estimated that 15% of the energy used in the average building powers office equipment such as computers, monitors, printers, photocopiers, and task lighting – commonly referred to as “plug-load”. As a tenant organization, the CRA seeks to reduce our plug-load and conserve the energy wasted when this type of equipment is left on unnecessarily.

In 2009-2010 we deployed a *Power Management Solution* initiative that automatically power-down computers and monitors after a pre-determined period of inactivity. Additionally, we completed baseline plug load assessments in six facilities across the Agency. By noting the power state of office equipment after normal working hours, we created a “top ten” list of office equipment that was left on unnecessarily after-hours in each facility. The results indicated that the three types of equipment that waste the most energy are computers, monitors, and shredders⁸.

With the facility baselines established, we set a target to reduce the amount of energy wasted by office equipment after normal working hours by 15-20%. During the next period, we will promote energy conservation best practices in these facilities and re-assess the power state of office equipment after working hours. We will then use the results of the reassessment to develop an Agency-wide plug-load energy conservation plan.

Hazardous Materials

The Agency buys about 66,000 batteries per year to power devices used for CRA operations. At the beginning of the period, we estimated that approximately 60% of CRA facilities had battery-recycling programs in place, which used a variety of approaches and service providers. To promote consistent battery recycling programs, we developed and released a national *CRA Battery Recycling Program Implementation Guide*. We also awarded a national battery recycling service contract to the *Raw Materials Company (RMC)*. Additional programs were established and we recycled over 750 kg of batteries under the national contract in 2009-2010. We will continue to establish additional battery recycling programs across the Agency.

3.1.1 Conclusion – Goal 1

We achieved **83%** of planned progress on Goal 1 activities. The results showed that we exceeded our targets in the areas that have well-developed environmental programs; such as for solid waste, green procurement and paper use. While we progressed towards reducing our GHG emissions from travel and energy; most activities were exploratory and geared towards establishing baselines to inform future plans. As these environmental programs mature, we anticipate that our performance in these areas will improve.

⁸ Energy waste is determined by manufacturers' guide for optimal equipment use.



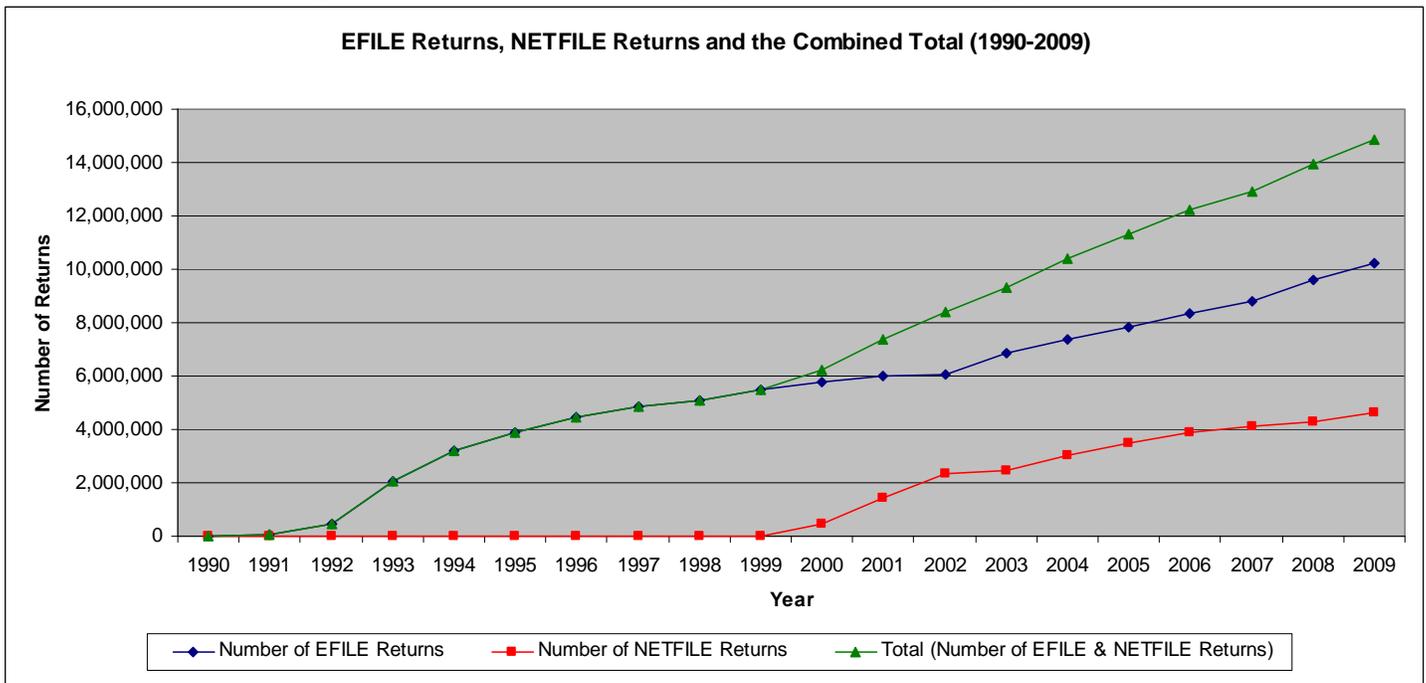
3.0 Sustainable Development Strategy Results

3.2 Goal 2: Demonstrate sustainable service of tax and benefit programs

Paper Savings

About **56%** of filers of Individual (T1) tax returns filed electronically in the 2009 tax year⁹. In demonstrating the environmental benefits resulting from electronic services delivery, we estimated that between 1990 and 2009, **5.3 billion** sheets of paper were saved as a result of the CRA EFILE and NETFILE services for Individual tax returns. This amount includes **639 million** sheets of paper saved in the 2009 tax year alone. **Figure 4** shows the take-up rate of electronic services for filing Individual tax returns.

Figure 4: Trends in Individual (T1) Electronic Tax Filing (1990-2009)



Overall, the Agency continued to expand the suite of electronic options available to taxpayers and benefits recipients. Canadians are increasingly using these options to share information more efficiently and save postage costs. For example; in the 2009 tax year, the average time to process an electronically filed Individual tax return was about one-third the time (**1.6 weeks**) required to process a paper-filed T1 return (**4.3 weeks**). We also engaged 16,379 volunteers and partnered with 2,964 community organisations to help individuals file their tax returns. Volunteers under the Community Volunteer Income Tax Program helped file 500,644 tax returns, of which 47% were filed electronically. As a world recognized leader in tax and benefits administration, we continued to share best practices with other countries. We also led the development of electronic learning products for members of the Commonwealth Association of Tax Administrators.

SD Integration

Partnership Agreements: We continued to include sustainable development provisions in new Memorandums of Understanding (MOUs) and Letters of Intent (LOIs). Of the 33 MOUs and LOIs issued during the period, 28 (or **85%**) included SD provisions. The provisions related mainly to using technology to realize efficiencies and minimize waste. Work will continue to strengthen the application of SD criteria in this area.

⁹ A CRA tax year starts in February and ends in January.



3.0 Sustainable Development Strategy Results

Community Volunteer Income Tax Program: To communicate the Agency's commitment to sustainable development to the public, we prepared and promoted consistent SD messages to be use in outreach activities. We incorporated "green" considerations in our outreach events by reducing paper-based communiqués and promoting our electronic newsletters. Additionally, we communicated the benefits of CRA electronic services on our Websites. Notwithstanding these efforts, the 2009 survey showed a decline in the percentage of the public that perceives the CRA to be committed to sustainable development – declining from 45% in 2006 to **38%** in 2009.

3.2.1 Conclusion – Goal 2

The Agency met three of the four targets that support Goal 2 and achieved **99%** of the planned progress. We delivered additional electronic service options to taxpayers and benefits recipients. The higher take-up rates for these services indicate that Canadians recognize the value-added of these services. We also met our objectives of integrating SD considerations into our outreach and volunteer activities, as well as into our partnership agreements. One explanation that could account for the decline in public perception of the CRA commitment to sustainable development is that electronic services are now seen as part of the normal course of business and no is longer viewed as innovation. However, with a mandate that affects millions of Canadians, we will assess our communications to the public and continue to promote our commitment to sustainable development.

3.3 Goal 3: All employees apply sustainable development in their jobs

SD in Performance Agreements

To demonstrate leadership and senior management support for SD in the CRA, **99%** of the CRA Executive/Cadre (EC) included SD commitments in their performance agreements, surpassing the target of 90%. Within the Management/Gestion (MG) group, **82%** of members included SD measurement criteria in their performance expectations. While falling short of our 90% target for MGs, this represents a significant increase from 43% in 2008.

SD Learning

To further engage and inform our MG group, we delivered SD training to a total of 280 managers at 14 sessions of the MG Learning Program (MGLP). We updated and promoted a course for sustainable business travel; and began work to develop an SD criteria tool that will help analysts and planners to include SD considerations in their projects, policies, and plans.

Employee Engagement

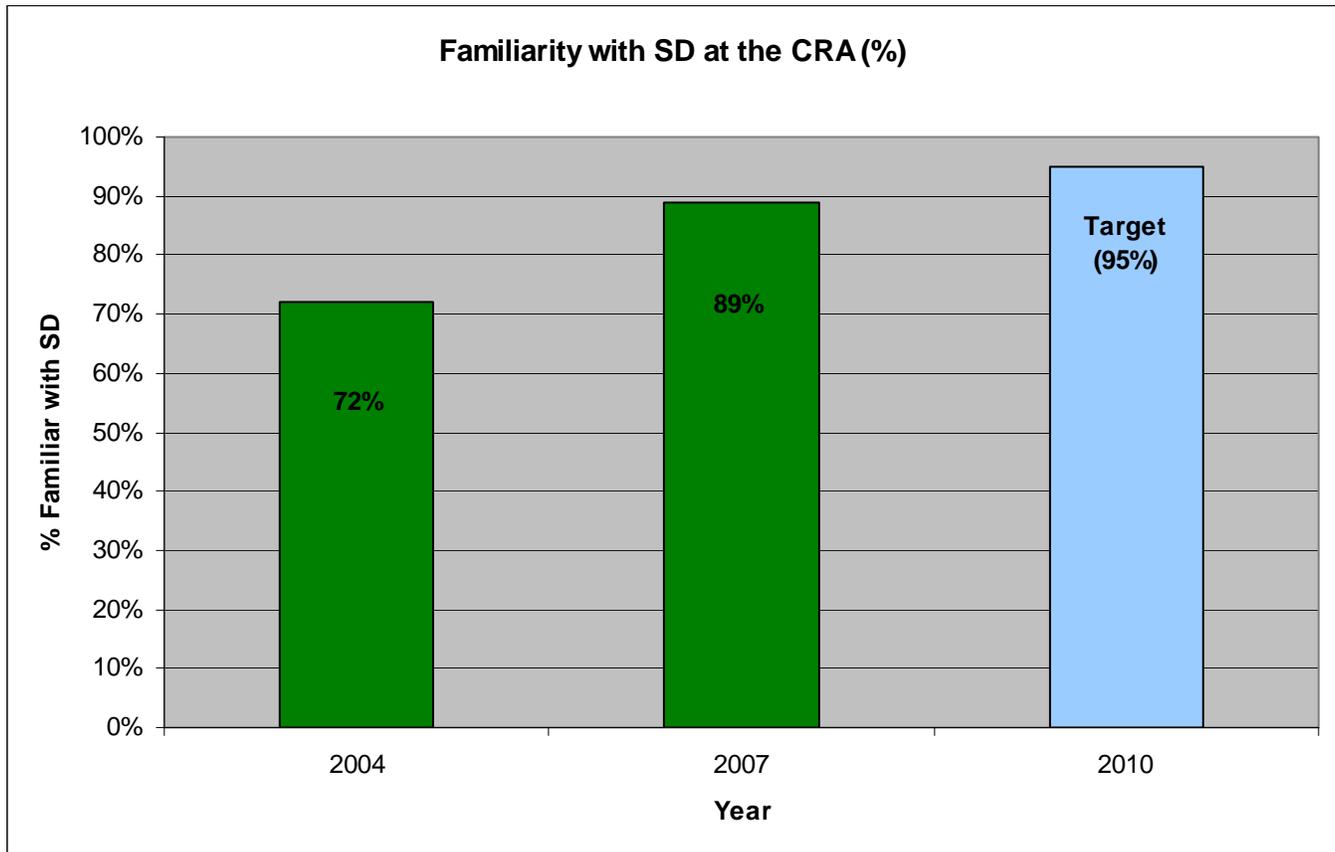
National SD Events: The CRA continued to use the three national SD events (Earth Day, Environment Week and Waste Reduction Week) to increase employee understanding and application of SD considerations on their jobs. To show the link between SD and CRA core business, we strategically used the events to promote corporate and program initiatives that reduce environmental impacts. Branches and regions throughout the Agency hosted local events to support the national themes. We also recognized employee contribution to SD in the workplace through local and Agency recognition programs, as well as by featuring employee SD contributions on our national SD Website.

Figure 5 shows the growth in SD awareness among CRA employees. We will conduct the next SD awareness survey in 2010 to assess whether we met our target of achieving a 95% SD awareness level among CRA employees.



3.0 Sustainable Development Strategy Results

Figure 5: SD Awareness among CRA Employees between 2004 and 2007
(Target is 95% by 2010)



The Sustainable Development Innovation Fund (SDIF): The SDIF finances employee-sponsored projects that both advance innovation and support sustainable development. During the period, we released \$43,000 to expand existing projects across the Agency – they were:

- **Rechargeable Batteries Initiative:** The project replaced the use of single-use alkaline batteries with rechargeable batteries and chargers in four Tax Service offices (TSO) that use some of the largest quantities of batteries bought by the CRA. They are the Burnaby-Fraser TSO in the Pacific Region; Calgary TSO in the Prairies; Laval TSO in Quebec; and Saint John TSO in the Atlantic Region. We bought approximately 1,400 rechargeable batteries that will offset the disposal of 14,000 single-use batteries after ten charges. Through this initiative the Agency will save money and reduce hazardous waste.
- **Re-usable Blue Bags:** The project replaces single-use large size paper envelopes and routing advice slips used in inter-office mailings with reusable plastic envelopes. Senders are now able to place up to ten envelopes into one blue bag, thereby reducing the total number of envelopes used. The initiative saved about 2,000 envelopes in one year.
- **Intra-Form Builder Tool:** The SDIF funded the development of the “form builder tool” that will be made available Agency-wide to convert paper and electronic forms to an online form-fillable format. The use of intra-forms for internal administrative processes reduces paper use and increases efficiencies by enabling electronic submissions and approvals. Approximately 20 new online forms were created using the Tool, which saved an estimated 5,000 sheets of paper.



3.0 Sustainable Development Strategy Results

We also received 26 proposals from the fourth national call for project proposals under the SDIF. We awarded \$50,000 to three new projects scheduled for implementation in 2010-2011.

3.3.1 Conclusion – Goal 3

We advanced on all three targets that support Goal 3 – achieving **87%** of planned progress. Management and employees continued to show strong support for SD in the workplace. We anticipate that the SD awareness survey will confirm increased levels of employee engagement.

3.4 Goal 4: Use modern systems that support and maintain sustainable development

SD Network

A strong and well-supported SD Network is key to realizing positive SD results. During the period, the SD Division held quarterly SD Network meetings, delivered orientation and awareness sessions, participated in local and regional SD committee meetings, released semi-annual SD Network report cards, and provided tools, guidelines and best practices to local SD committees and throughout the Agency. The SD Network reported an overall approval rating of **77%** (3.9 out of 5) for support services offered to them by the SD Division. This compares to 82% (4.1 out of 5) in the previous period. **Table 1** outlines the ratings received by the SD Division in the six areas that were surveyed, as well as the change between the current and previous fiscal periods. The SD Division will assess these results to ensure continual improvement. In meeting its service standard, the SD Division responded to **100%** of employee enquiries (33 of 33) within 5 working days.

Table 1: SD Network Rating of SD Division Services in 2009-2010

Area	Average Rating (out of 5)	Change from 2008-2009 results
Training and awareness	3.8	-0.3
Events/major initiatives	4.0	-
Provision of information/guidance	3.9	-0.5
Meetings/consultations	4.1	-0.1
Performance reporting process	3.9	-
Performance reporting tool	3.4	-0.3

Sustainability Criteria

Sustainability criteria are in essence a series of related questions that are posed during the decision-making process to encourage integrated decision-making. They are used to assess the social, economic and environmental implications of policies, plans and programs during their development or review. During the period, we started work to enhance the existing SD Criteria tool for planners and analysts. We will finalize and pilot the enhanced tool in the next period. We assessed 32 key policies of the Agency to determine the application of the criteria. We noted that 24 policies incorporated at least one of the three pillars of SD – social, economic, or environmental. We also worked to include SD criteria in the *CRA Parking Policy* and *CRA Relocation Policy*.



3.0 Sustainable Development Strategy Results

SD Report Card

The purpose of a CRA SD Report Card is to show the Agency's contribution to the social, economic, and environmental sustainability of Canada. SD communications within the Agency have strategically focussed on the environmental aspect of SD. There is an opportunity to broaden the Agency's understanding of SD to include all three SD pillars – social, economic, and environmental. During the period, we prepared a consultation paper that explored the business case for measuring and reporting CRA performance against economic, social and environmental parameters. To help us identify pertinent performance indicators, we scanned corporate social responsibility (CSR) reporting initiatives – both national and international. We examined existing indicators from the Agency's corporate reports and reviewed the Public Sector Supplement of the 2006 Global Reporting Initiative (GRI)¹⁰. We then drafted an outline of an Agency CSR report that includes a set of proposed environmental, social and economic indicators for the CRA. We will pursue Agency-wide consultations to gain consensus towards preparing an SD Report Card for the CRA.

SD Program Management

Environmental Management Programs (EMPs): We implemented our 2009-2010 EMPs and reported performance to the National EMS Committee at regularly scheduled meetings. The nine EMPs set 96 targets in total and we achieved the following results:

1. Met - 63% or 60 targets
2. Mostly met¹¹ - 20% or 19 targets
3. Not met - 18% or 17 targets

We also drafted the 2010-2011 EMPs that will continue to improve our environmental performance.

SD Program Evaluation:

As part of our preparations for the next CRA SD strategy, the Agency retained the services of a consultant¹² to assess the current SD Program. The assessment focused on: adequacy of the framework; progress on achieving targets; and strategic alignment with the Federal SD Strategy and Agency priorities. The analysis concluded that, *"Based on the results of the SWOT¹³ analysis it is evident that the SD framework is in place at the Canada Revenue Agency for a successful Sustainable Development program that is aligned to the Federal Sustainable Development Act"*. It also stated that, *"Given the successes of the individual sections, the Division is virtually guaranteed of successfully delivering its fifth SD strategy. As a result of the discussions and conclusions at the recent Strategic Review session, the SD Division is aware that it has opportunities to significantly advance the value of the SD program within the Agency by aligning the program to support the key priorities of the CRA; and articulating its SD initiatives in a comprehensive, integrated SD strategy for the CRA."* We will use the results of the analysis to inform the development of CRA SD Strategy 2011-2014.

3.4.1 Conclusion – Goal 4

We met our target to strengthen the SD framework through program reviews and reporting and we provided enhanced tools to the SD Network. We were challenged to meet the target of producing a CRA SD report card, as we realized that this objective required broader consultations to promote understanding of the purpose and content of such a report. Overall, we achieved **79%** progress towards the goal. As the Agency prepares to respond to the requirements of the Federal SD Strategy, we will continue to modernize our management of the SD Program.

¹⁰ The GRI sets international standards for CSR reporting.

¹¹ "Mostly met" means that a target achieved at least 75% progress but was not completed.

¹² MCO Business Group Incorporated

¹³ A SWOT analysis identifies strengths, weaknesses, opportunities and threats.



3.0 Sustainable Development Strategy Results

3.5 Overall SD Strategy Performance

Based on our overall performance, we conclude that the CRA successfully implemented its fourth SD strategy. We achieved **87%** of our planned progress against the four goals of the strategy, and **82%** of the work scheduled for 2009-2010. Goal 1 moved us from “good” to “improved” environmental performance. In Goal 2, we made significant advancements towards modernizing our service delivery through the provision of electronic-service options. For Goal 3, the results of the public opinion survey indicate that we have more work to do to better communicate our SD commitment to the public. However we recorded impressive results in engaging management and employees, as well as recognizing employee contribution to SD. Finally, the results of Goal 4 indicate that we evolved our environmental management programs to become business as usual. However, we realized slower than planned progress in producing a CRA SD Report Card that provides a triple bottom-line view of the Agency’s contribution to sustainable development.

3.6 Next Steps for 2010-2011

In the next period we will implement the CRA SD National Action Plan 2010-2011 that carries over activities that were in progress at the end of 2009-2010, and introduces new activities that will maintain SD momentum. We will implement the 2010-2011 EMPs to continue reducing our impacts on the natural environment. We will also continue to participate in interdepartmental consultations to finalize a Federal SD Strategy, and lead internal consultations to gain Agency-wide support and commitment to prepare CRA SD Strategy 2011-2014.



4.0 Other Sustainable Development Program Results

4.1 CRA Contribution to Government-wide SD Priorities

CRA SD Strategy 2007-2010 also supports the Government of Canada’s priorities for SD, as outlined in the June 2006 document, *Coordinating the Fourth Round of Departmental Sustainable Development Strategies*. Our SD National Action Plan 2007-2010 identified 15 activities that contribute directly to the priorities established in the coordinating document. Of the 15 activities, we completed 8 activities – progress on the remaining 7 activities was approximately 70%. See **Appendix B** for details.

4.2 New Federal Directions for Sustainable Development Accountability

The Federal Sustainable Development Act (2008)

The CRA continued interdepartmental consultations, much of which focused on departmental preparations to comply with the new Federal Sustainable Development Act that became law in June 2008. Among other things, the Act requires that a Federal Sustainable Development Strategy (FSDS) be tabled in Parliament by October 2010. Within one year of the tabling of the FSDS, departments and agencies are required to table their respective SD strategies as part of their Report on Plans and Priorities (RPPs). Accordingly, progress on SD strategy commitments will be accounted for through Departmental Performance Reports (DPRs).

The intent of the Act is to shift SD accountabilities from parallel planning and reporting processes, to the mainstream of government planning and reporting processes. SD accountabilities would be identified in RPPs – through the Main Estimates process – and reported on through DPRs. The main implication is that from a planning and reporting perspective, departments and agencies are no longer legislatively bound to table stand-alone SD strategies and reports. However, given that the FSDS partially implicates the CRA SD Program, the CRA, like other departments will prepare a detailed internal SD strategy to guide implementation of its SD Program. We will also continue to publish detailed annual SD reports to account for our complete performance on SD.

4.3 SD Program Costs and Benefits

During the period, the Agency invested approximately \$1.68 million in direct costs (personnel and operating) for the SD Division in HQ and regional offices to implement the SD program (see **Table 2**).

Table 2: 2009-2010 Sustainable Development Program Budget (in thousands of dollars)

Expenditure Area	Resource Type		
	Salary	O&M	Total
Headquarters	1,040	122	1,162
Regions	387	80	467
SD Innovation Fund	--	50	50
Total	1,427	252	1,679

Many of the initiatives in the CRA SD Strategy, while aimed at environmental improvement, have the added benefit of improving the Agency’s operational efficiency, and offer benefits to other areas of society. Examples include:

- Reduced greenhouse gas (GHG) emissions through improved fleet fuel efficiency and reduced fuel expenditures;
- The CRA *No Waste* program helps to extend the life of municipal landfills and contributes to local recycling programs; and
- Increased use of electronic forms and internal paper reduction initiatives which reduced the Agency’s paper costs.



4.0 Other Sustainable Development Program Results

An example where measurable results have been achieved is the Agency's use of office paper. **Table 3** shows that since the implementation of our Environmental Management Program (EMP) for Paper, we have significantly reduced the amount of paper used per employee, as well as total expenditures on office paper.

Table 3: Reduction in Annual Office Paper Consumption and Cost¹⁴

Fiscal Year	Average Consumption in Sheets per FTE	Office Paper Expenditures
2002-2003	7,011	\$2.43 million
2003-2004	7,399	\$2.42 million
2004-2005	7,234	\$1.81 million
2005-2006	6,407	\$1.56 million
2006-2007	5,761	\$1.45 million
2007-2008	5,721	\$1.48 million
2008-2009	5,385	\$1.46 million
2009-2010	5,147	\$1.41 million

We substantially reduced the amount of paper used to deliver the Individual (T1) tax program through the implementation of online tax filing options. While offering Canadians enhanced convenience and efficiency, these programs reduce the Agency's environmental footprint. From 1990 to 2009, the use of electronic filing (EFILE and NETFILE) for the Individual tax program has resulted in the following paper savings:

- Sheets saved related to T1 returns: 1.7 billion sheets
- Sheets saved related to tax packages: 3.6 billion sheets
- Total savings: 5.3 billion sheets

This is equivalent to savings of:

- Paper: 23,320 tonnes – a pile 530 km high, if stacked;
- Wood: 80,842 tonnes – the equivalent of about 616,400 trees;
- Energy: 9.99 billion BTUs – the equivalent to heating about 10,843 homes/year;
- GHGs: 66,348 tonnes – the equivalent to emissions from about 13,282 cars/year;
- Wastewater: 1.87 billion litres – the equivalent volume of about 742 swimming pools;
- Solid waste: 26,566 tonnes – the equivalent of about 2,091 full garbage trucks.¹⁵

4.4 SD Program Assessment

The CRA Board of Management assessed the Agency's performance in terms of SD – specifically examining whether the Agency follows appropriate processes to ensure that SD is embedded in the way we do business. The SD Program maintained the highest performance rating of “strong” from The Board.

¹⁴ The figures for 2002-2004 reflect the added consumption of Canada Customs operations.

¹⁵ Some estimates made possible by the Environmental Defence Fund Paper Calculator. For more information visit <http://www.papercalculator.org>.



1.0 Sustainable Development Framework

The Canada Revenue Agency's (CRA) sustainable development framework is the Agency's response to various legislative and regulatory requirements, Government of Canada expectations in terms of SD, and other sustainable development (SD) requirements. The framework consists of a Sustainable Development Policy, an Environment Policy, an SD Strategy, a National Action Plan, and an Environmental Management System (EMS). These major components are supported by other related strategies including learning, communications, recognition, and performance measurement and reporting.

The CRA SD Policy outlines the significance of SD within the context of the Agency's mandate. It articulates our sustainable development priorities and requirements, defines accountabilities, and demonstrates leadership and commitment. The policy is implemented through the SD Strategy, the SD National Action Plan, and the Environmental Management System.

Our SD Strategy outlines the Agency's SD agenda for a three-year period to address environmental impacts, integrated SD into decision-making processes, meet legislation and regulations requirements, and address stakeholder expectations. The Agency's SD Policy and SD strategies align with the Agency's broader mandate and vision, including the strategic objectives to improve operational efficiency.

The SD vision for the Agency is "To be a globally recognized tax and benefits organization for best practices in sustainable development".

The Agency also maintains an Environmental Management System (EMS) modeled after the ISO 14001 international environmental standard. As part of the ISO 14001 EMS requirements, a separate Environment Policy is maintained to systematically and consistently monitor and manage CRA environmental aspects (e.g., solid and hazardous waste, fleet, paper, procurement, emissions from business travel, employee commuting, and energy conservation). Other considerations for maintaining an EMS and Environment Policy include the emphasis placed on this best practice by the Commissioner of the Environment and Sustainable Development (CESD).

2.0 Accountability Structure

2.1 Board of Management

The Board is responsible for overseeing the organization and administration of the Agency and the management of its resources, services, property, personnel and contracts. In terms of SD, the Board has oversight on the scope of the commitments and resourcing levels. It also ensures that the SD Strategy is suitably aligned with the Agency's mandate and strategic vision by bringing to bear their own perspectives, knowledge of societal expectations, and interpretation of the Agency's mandate.

2.2 Sustainable Development Steering Committee (SDSC)

The SDSC guides the direction that sustainable development takes within the Agency and the work of the SD Division. It reports to the Agency Management Committee (AMC) on the implementation of the SD Strategy, and engages senior executives in making Agency operations and service delivery more efficient and environmentally responsible. The Committee is made up of:

- The Chief Financial Officer and Assistant Commissioner of Finance and Administration Branch (F&A)
- Two Assistant Commissioner who act as SD champions (one internal and one external champion)
- The Director General of the Strategic Management and Program Support Directorate, F&A



Appendix A: SD at the CRA

2.3 Sustainable Development Division

The SD Division serves as a centre of expertise and coordinates activities relating to environmental impacts and SD at the Agency. It is responsible for developing the Agency's SD Strategy as prescribed in the *Guide to Green Government*. It also plays the major role in implementing, monitoring, measuring and reporting on SD performance. Other roles include responding to audit requests from the CESD, developing tools and communication materials, and developing and delivering learning programs to employees.

2.4 Sustainable Development Network

The SD Network implements the Agency's SD strategy throughout the Agency (i.e., at the branch, regional, and local levels). To ensure broad engagement, this network of SD practitioners is made up of SD representatives, SD coordinators, and SD committees members across all regions and branches in the Agency.

2.5 National Environmental Management System Committee (EMSC)

The national EMSC approves programs and targets and monitors progress on identified environmental issues of importance to the CRA. Representation on this committee is CRA-wide and function specific.



Appendix B: Report on Targets and Activities

Appendix B outlines progress on the targets and supporting activities of the SD National Action Plan that were scheduled for implementation during 2009-2010. Activities that contribute to the Government of Canada's sustainable development priorities¹⁶ are marked with an asterisk (*). Information in this Annex will be of interest to internal and external stakeholders, including the Commissioner of the Environment and Sustainable Development.

Target 1.1.1 and supporting activities	Results as at March 31, 2010
<p>Target: The CRA will expand its waste management program by diverting solid waste from landfill by an average of 70% in priority facilities that represent approximately 75% of CRA employees (FTE) by March 31, 2010.</p> <p>Measure: Average diversion rates that include reduction and reuse totals at participating facilities</p>	<p>Status: Met</p> <p>Based on solid waste audit results in 15 facilities across the Agency, we determined that an average of 84% of the solid waste generated in these facilities is diverted from landfill. This compares to 79% in 2007. Approximately 90% of CRA employees now have access to the <i>No Waste</i> program.</p>
<p>Activity 1.1.1.2: Implement the No Waste program in additional priority facilities representing a total of 75% of CRA employees (FTE).</p> <p>Due Date: B/F from March 31, 2009</p>	<p>In progress</p> <p>We implemented the <i>No Waste</i> program in additional facilities. The program is now operating in 97 of 135 CRA facilities. It involves acquiring the mini-bins, consulting with stakeholders, installing the mini-bins in employee workspaces, and informing employees about the program. We will complete implementation of the program in two remaining facilities in the next period.</p>
<p>Indicator(s): Number of additional facilities with No Waste program; percentage of employees with access to No Waste program</p>	<p>During 2009-2010, the CRA implemented the <i>No Waste</i> program in six additional facilities. This increased employee access to the program to 90%.</p>
<p>Activity 1.1.1.3: Implement reduction and reuse programs at priority facilities, such as green meetings, office moves, paper reduction, and reusable mugs.</p> <p>Due Date: Annual</p>	<p>In progress</p> <p>Comprehensive recycling programs include reduction and reuse initiatives such as the Second Life Paper program, recycling centres for office supplies, reusable mugs, green meetings, and green office moves. The Agency supported employees in implementing these initiatives. Work on the green office toolkit will be completed in the next strategy.</p>
<p>Indicator(s): Number of facilities with reduction and reuse programs</p>	<p>All 49 priority facilities have implemented reduction and reuse initiatives.</p>
<p>*Activity 1.1.1.4: Measure the average waste diversion rate, including the average reduction and reuse total, and measure average emissions (GHG) reductions as a result of waste management programs at priority facilities.</p> <p>Due Date: March 31, 2010 [Federal Goal 3: Reduce greenhouse gas emissions]</p>	<p>In progress</p> <p>We completed solid waste audits in 15 CRA facilities across the country to assess the success of the <i>No Waste</i> program. The report will be finalized in the next period.</p>
<p>Indicator(s): Comprehensive waste diversion average that includes reduction and reuse results and (GHG) emissions (output)</p>	<p>Results from the waste audits show that an average of 84% of solid waste generated at the audited facilities is being diverted from landfills. The final audit report will include GHG emission reductions resulting from solid waste diversion.</p>

¹⁶ The priorities are outlined in the document entitled, *Coordinating the Fourth Round of Departmental Sustainable Development Strategies* (2006).



Appendix B: Report on Targets and Activities

Target 1.1.2 and supporting activities	Results as at March 31, 2010
<p>Target: Expand the green procurement program to achieve the following results: By March 31, 2010, green products account for 20% of total product spending.</p> <p>Measure: Annual percentage of green products purchased by dollar value compared to annual total dollar value spent on products</p>	<p>Status: Met</p> <p>Total spending on green products accounted for 21.4% of all CRA spending on products – representing \$28.7 million of \$134.2 million.</p>
<p>*Activity 1.1.2.1: Include SD clauses and environmental specifications in all new strategic sourcing contracts.</p> <p>Due Date: Annual [Federal Goal 6/GGO Target: Set a minimum of three procurement targets over three years (timeline – immediate)]</p>	<p>Complete</p> <p>The Agency included environmental specifications/SD criteria in all strategic sourcing contracts. These included contracts for headsets and handsets; battery recycling services; enterprise content management software; telephone set cleaning and refurbishing services; office and boardroom chairs; end user devices; media monitoring services; primary rate interface services; and commercial/consumer credit reports.</p>
<p>Indicator(s): Percentage of strategic sourcing contracts that include environmental specifications</p>	<p>We included environmental specifications in 100% of strategic sourcing contracts that were issued in 2009-2010.</p>
<p>Activity 1.1.2.5: Implement a Printer Consolidation Strategy that will establish appropriate user-to-printer ratios and update acquisition, renewal and disposal policies and procedures to achieve these ratios.</p> <p>Due Date: March 31, 2010</p>	<p>In progress</p> <p>The CRA established key elements of a printer consolidation strategy. We identified performance measures for office print; implemented imaging procurement policy restrictions for photocopiers and related accessories; certified the use of confidential print on network printers; drafted an office print project charter; and established additional acquisition card restrictions for imaging equipment. The Agency will finalize the printer consolidation strategy for implementation during the next SD strategy.</p>
<p>Indicator(s): User-to-printer ratios and updated policies and procedures (output)</p>	<p>Work continues to establish CRA user-to-printer ratios and to update policies and procedures.</p>
<p>*Activity 1.1.2.6: Provide green procurement training to 100% of procurement officers and their managers.</p> <p>Due Date: March 31, 2010 [Federal Goal 6/GGO Target: 100% of materiel managers and procurement personnel take green procurement training by 2010]</p>	<p>In progress</p> <p>A total of 93 employees were identified as procurement officers or managers. Of that number, 47 indicated that they completed green procurement training.</p>
<p>Indicator(s): Percentage of materiel managers and procurement officers trained in green procurement</p>	<p>About half (51%) of procurement officers and managers indicated that they were trained in green procurement.</p>

Target 1.1.3 and supporting activities	Results as at March 31, 2010
<p>By March 31, 2010, reduce the paper burden by simplifying internal processes and leveraging information technology, resulting in a reduction of multi-purpose office paper by 22% per employee (FTE), based on the baseline year 2004-2005.</p> <p>Measure: Percentage reduction in multi-purpose office paper purchased per employee¹⁷ (FTE)</p>	<p>Status: Met</p> <p>Multi-purpose office paper use declined by 28.9% to 5,147 sheets per FTE compared to the baseline year, 2004-2005.</p>

¹⁷ Paper purchase is used as a proxy for paper use.



Appendix B: Report on Targets and Activities

Target 1.1.3 and supporting activities – continued	Results as at March 31, 2010
<p>Activity 1.1.3.2: Revise the procedures for responding to requests under the <i>Access to Information Act</i> and the <i>Privacy Act</i> (ATIP), resulting in a reduced paper burden, while maintaining or improving processing efficiency.</p> <p>Due Date: March 31, 2010</p>	<p>In progress</p> <p>The Agency launched the ATIP Technological Tools Renewal project to improve its process for responding to ATIP requests. In phase one, we developed and piloted a new imaging software to enable employees to carry out electronic document analysis, numbering, severing and review. In phases two and three, we will design web-based tools and develop guidelines to implement the new procedures across the Agency.</p>
<p>Indicator(s): Reduction in use of paper in the ATIP process</p>	<p>In phase one, we saved 100,000 sheets of paper from 117 (5%) of ATIP requests. The CRA will potentially realize significant savings as the new procedures are implemented Agency wide.</p>
<p>Activity 1.1.3.3: Implement the Office Print Output Strategy to reduce the life-cycle cost of print output and paper consumption by setting up a long-term procurement strategy for multifunctional devices that enhances electronic capabilities and more directly links printing costs to print volumes.</p> <p>Due Date: March 31, 2010</p>	<p>In progress</p> <p>We examined our options for using multifunctional devices that combine print, photocopy and facsimile functions. We however decided to suspend their use until a formal approach is established to address change, configuration, and release management, as well as supplier responsibilities and commitment.</p>
<p>Indicator(s): Enhanced e-capabilities for multifunctional devices, and print costs linked to print volumes (output)</p>	<p>Further assessments are required to finalize a procurement strategy for multifunctional devices for the CRA.</p>
<p>Activity 1.1.3.4: Implement, where possible, the Agency Wide Information Classification Scheme (AWICS) program as an effective means to reduce paper, electronic and Web content information storage.</p> <p>Due Date: March 31, 2010</p>	<p>In progress</p> <p>The purpose of the AWICS program is to develop and implement a standardized file management scheme across the Agency to promote the efficient storage and retention of paper-based and electronic information. A fully implemented scheme is expected to reduce paper, electronic and web content information storage, processing and research costs, and minimize risks (e.g., information security, relevance, retention).</p>
<p>Indicator(s): Number of branches that have signed-on to implement AWICS; Status of AWICS implementation broken down by implementation phase</p>	<p>The AWICS program is ongoing in 11 of 12 CRA branches – the remaining branch will sign-on once approvals are final. All participating branches are actively in or have completed Phase 3 (Primary structure development). Phase 4 (File plan development) is ongoing in three branches and Phase 5 (File plan implementation) is in progress in two branches.</p>
<p>Activity 1.1.3.5: Revise the procedure for submitting publishing requirements and approving cost estimates for printed publications at CRA, and explore modifications to the publishing lifecycle management tool (Prompt) to improve tracking of sustainable development data.</p> <p>Due Date: March 31, 2010</p>	<p>Complete</p> <p>We established new electronic processes for submitting publishing requirements and approving cost estimates for printed publications. We also completed the feasibility study for improving the tracking of sustainable development data.</p>
<p>Indicator(s): Revised procedure that explores the inclusion of sustainability criteria (output)</p>	<p>The revised procedures incorporated SD criteria – an estimated 3,858 sheets of paper were saved from the new electronic processes.</p>



Appendix B: Report on Targets and Activities

Target 1.1.4 and supporting activities	Results as at March 31, 2010
<p>Target: The CRA processes approximately 97,000 employee travel claims per year. The CRA will implement sustainable business travel practices to increase efficiency and reduce emissions (GHG) from employee business travel, by March 31, 2010.</p> <p>Measure (s):</p> <ol style="list-style-type: none"> 1) Percentage emissions reduction from business travel; 2) Percentage increase in use of modes of sustainable business travel. <p>Data availability: March 31, 2010</p>	<p>Status: In progress</p> <p>The Agency's plan to reduce GHG emissions from business travel involves setting a baseline, communicating sustainable travel options and measuring to assess changes in the use of sustainable transportation modes. We used data from 2007-2008 to establish baseline GHG emissions resulting from CRA business travel. We will measure changes in employee travel decisions in the next strategy.</p>
<p>*Activity 1.1.4.1: Establish an emissions (GHG) baseline for business travel to include local and long-distance travel and videoconferencing.</p> <p>Due Date: B/F from March 31, 2008 [Federal Goal 3: Reduce greenhouse gas emissions]</p>	<p>In progress</p> <p>We used data from 2007-2008 to establish baseline GHG emissions resulting from CRA business travel. The results showed that that CRA employees:</p> <ul style="list-style-type: none"> • Travelled over 93 million km for business, which is the equivalent to travelling around the earth over 2,300 times • Produced almost 17,000 tonnes of GHGs, which is equivalent to the emissions produced when powering 1,400 homes for an entire year.
<p>Indicator(s): Baseline for business travel (output).</p>	<p>The GHG baseline estimated that CRA employees made approximately 150,000 business trips, travelled 93 million km and generated 17,000 tonnes of GHGs.</p>
<p>Activity 1.1.4.2: Develop data fields to capture emissions data in the travel component of the Corporate Administrative System (CAS), and make relevant changes to associated travel forms.</p> <p>Due Date: March 31, 2010</p>	<p>In progress</p> <p>The Agency made the required changes to the Corporate Administrative System (CAS) to capture emissions data from CRA business travel. We communicated these changes to employees; however, work remains to modify the related travel forms to better capture emissions data (e.g., travel by public transit and intercity bus).</p>
<p>Indicator(s): Type of tracking fields integrated into CAS and travel forms</p>	<p>The modified CAS fields capture information on public transit and intercity bus use. The supporting travel forms are not yet updated.</p>
<p>Activity 1.1.4.3: Communicate best practices for sustainable business travel to priority employee groups, such as frequent travellers and travels administrators at the CRA.</p> <p>Due Date: B/F from March 31, 2009 [Federal Goal 3: Reduce greenhouse gas emissions]</p>	<p>In progress</p> <p>The Agency promoted the Sustainable Business Travel (SBT) online course to specific employee groups such as travel administrators and administrative assistants. We will promote the course to all employees in the next period.</p>
<p>Indicator(s): Percentage or number of travellers receiving communications on sustainable business travel; hits to sustainable business travel Web page; and number of employees committing to use sustainable business travel options.</p>	<p>We promoted the SBT course to approximately 5,600 employees, of which 270 employees completed the training. Of those who completed the course, 89% committed to choosing more sustainable options for future business travel. There were also 6,340 hits to the sustainable business travel Web page.</p>
<p>Activity 1.1.4.4: Update policies and procedures for business travel, taxi use, and the parking allocation process, with sustainable business travel criteria.</p> <p>Due Date: March 31, 2010</p>	<p>In progress</p> <p>The SD Division proposed sustainable travel provisions for consideration in <i>CRA Parking Directive</i> and <i>CRA Relocation Policy</i>. The CRA also commented on the Statement of Work for <i>PWGSC Shared Travel Service Initiative</i>.</p>
<p>Indicator(s): Number of policies/procedures updated with sustainable business travel criteria</p>	<p>The <i>CRA Parking Directive</i> and the <i>CRA Relocation Policy</i> are expected to be finalized in the next period.</p>



Appendix B: Report on Targets and Activities

Target 1.1.5 and supporting activities	Results as at March 31, 2010
<p>Target: Contribute to cleaner air by reducing by 15%, from 2004-2005 levels, emissions (GHG) per kilometre traveled by CRA fleet, by March 31, 2010.</p> <p>Measure: Annual average emissions (GHG) per kilometre traveled by CRA fleet.</p>	<p>Status: In progress</p> <p>Since 2006-2007¹⁸, the annual average GHG emissions per kilometre traveled increased by 2.5% while the total distance traveled by CRA fleet vehicles remained relatively constant.</p> <p>The 2009-2010 fuel consumption breakdown for the CRA was: Gasoline: 129,992 litres; Diesel: 31,208 litres; Ethanol 10 and Ethanol 85: 8,813 litres.</p>
<p>*Activity 1.1.5.1: All vehicles purchased/leased by the CRA are either hybrid or alternative fuel capable, where operationally feasible.</p> <p>Due Date: Annual [Federal Goal 3/GGO Target: Reduce by 15% from 2002-2003 levels, GHG emissions per vehicle kilometre from the departmental fleet by 2010]</p>	<p>Complete</p> <p>The Agency acquired 15 vehicles in 2009-2010. Of those, 10 were alternative transportation fuel (ATF) vehicles, 2 were hybrid vehicles, and 3 were of conventional fuel vehicles.</p> <p>The CRA has a total of 95 vehicles - 13 hybrid vehicles (14%) and 32 ATF vehicles (34%).</p>
<p>Indicator(s): Number and percentage increase in hybrid and alternative fuel vehicles.</p>	<p>The number of hybrids and ATF vehicles owned/leased by the CRA increased by 5 vehicles – increasing the percentage of hybrids and ATF vehicles to 47%.</p>
<p>*Activity 1.1.5.2: All gasoline purchased for CRA road vehicles will be ethanol blended, where available.</p> <p>Due Date: Annual Federal Goal 3/GGO Target: All gasoline purchased for federal road vehicles will be ethanol blended, where available (timeline - immediate)</p>	<p>Complete</p> <p>During 2009-2010, CRA fleet vehicles traveled approximately 1.1 million km (an average of 11,502 km/vehicle). This generated 411 tonnes of GHGs or 0.000376 tonnes of GHGs per kilometre traveled.</p>
<p>Indicator(s): Percentage of gasoline purchased for CRA vehicles that is ethanol blended.</p>	<p>In 2009-2010, the CRA purchased 170,013 litres of fuel. Of that amount, 8,813 litres was ethanol blended (5.2%).</p>

¹⁸ With the departure of the customs function in 2004, we experienced challenges with the reliability of data from 2004-2006.



Appendix B: Report on Targets and Activities

Target 1.1.6 and supporting activities	Results as at March 31, 2010
<p>Target: The CRA will implement energy reduction programs at priority CRA facilities, by March 31, 2010.</p> <p>Measure(s):</p> <ol style="list-style-type: none"> 1) Number of priority facilities with energy reduction initiatives; 2) Energy reduction targets and measurement system in place for each priority facility. 	<p>Status: In progress</p> <p>We conducted baseline energy inventories of office equipment that is left on after normal business hours in six selected facilities. During 2010, we will communicate energy reduction initiatives to all employees in these facilities and do a follow-up inventory.</p>
<p>*Activity 1.1.6.2: Identify priority facilities, such as Crown-owned facilities where the CRA is the sole tenant and where the service provider can measure building energy use, establish an energy use baseline and emissions (GHG) baseline.</p> <p>Due Date: B/F from March 31, 2009 [Federal Goal 3/GGO Target: Tenant departments and agencies will work with their facilities' provider to establish meaningful targets and the means to measure the reduction of GHG emissions by 2010]</p>	<p>In progress</p> <p>As a first step to reducing energy waste from office equipment that is left on unnecessarily after normal working hours, the CRA completed energy inventories of office equipment and their power state in six facilities across the Agency. We used the results to establish energy baselines in five of the six facilities – the remaining facility will be completed in the next period.</p> <p>We will then communicate energy conservation best practices to employees and conduct follow-up inventories to assess impacts. The results will be used to develop Agency-wide approaches to reducing wasted energy from plug-load equipment.</p>
<p>Indicator(s): New baselines on energy use and emissions (GHG).</p>	<p>The baseline established a “top ten” list of equipment that waste energy after working hours – the top three items were computers, monitors and shredders. The baseline results also estimated energy costs and GHG emissions from office equipment.</p>
<p>*Activity 1.1.6.3: Implement energy reduction initiatives in priority facilities, in coordination with the landlord, service provider, real property, sustainable development, and other stakeholders, as appropriate.</p> <p>Due Date: B/F from March 31, 2009 [Federal Goal 3/GGO Target: Tenant departments and agencies will work with their facilities' provider to establish meaningful targets and the means to measure the reduction of GHG emissions by 2010]</p>	<p>In progress</p> <p>The CRA implemented a national <i>Power Management Solution</i> initiative to reduce the amount of energy used by monitors and computers. The initiative automatically powers-down computers and monitors after a pre-determined period of inactivity. We also used the energy inventory results to prepare an energy conservation communication plan and add an energy conservation section to the SD Web site.</p>
<p>Indicator(s): Number of priority facilities where energy reduction initiatives were implemented.</p>	<p>The <i>Power Management Solution</i> initiative was implemented Agency-wide. Specific communications to support energy conservation will be implemented in all six facilities in 2010-2011.</p>
<p>Activity 1.1.6.4: Use the lessons learned in 2009-2010 to expand the energy reduction initiatives, in coordination with the landlord, service provider, real property, sustainable development, and other stakeholders, as appropriate.</p> <p>Due Date: March 31, 2010</p>	<p>Deferred</p> <p>We have deferred the implementation of this activity to the next period when the results of the follow-up energy inventories are available.</p>
<p>Indicator(s): Number of priority facilities where energy conservation initiatives were implemented – energy conservation achieved</p>	<p>Results will be available in the next period.</p>



Appendix B: Report on Targets and Activities

Target 1.2.1 and supporting activities	Results as at March 31, 2010
<p>Target: Reduce the use and prevent the release of hazardous materials, including halocarbons, into the environment by March 31, 2010.</p> <p>Measure(s):</p> <ol style="list-style-type: none"> 1) Percentage of targeted hazardous materials groups with management guidelines; 2) Number and amount of releases of halocarbons. 	<p>Status: Met</p> <p>The CRA has management guidelines for all targeted hazardous materials group – namely for the management of equipment that contains halocarbons; battery recycling; and the use of non-toxic cleaning products in CRA offices.</p> <p>The Agency had two halocarbon releases involving air conditioning units in the period. One of the releases was reported to Environment Canada, given that it was over 10 kg (22.68 kg). The other release was recorded internally (2.27 kg).</p>
<p>Activity 1.2.1.1: Complete an assessment of IT hardware and software disposal practices across the CRA and use results to expand the scope of the environmental management program (EMP) for hazardous materials.</p> <p>Due Date: B/F from March 31, 2009</p>	<p>In progress</p> <p>We assessed our Agency wide information technology hardware disposal practices. This assessment, in addition to new requirements of the pending Federal SD Strategy, will expand the scope of the EMP for hazardous materials.</p>
<p>Indicator(s): Results of assessment of IT hardware/software disposal practices and next steps.</p>	<p>Formal results of the assessment are pending – next steps will be established in the updated SD Strategy for the CRA.</p>
<p>Activity 1.2.1.3: Develop and implement product replacement plans for priority items in halocarbons inventory.</p> <p>Due Date: March 31, 2010</p>	<p>In progress</p> <p>We initiated research into the viability of replacing outdated and inefficient systems. Work remains to outline a plan that will guide the Agency to replace these systems.</p>
<p>Indicator(s): Product replacement plans (output)</p>	<p>Due to competing priorities, work on this activity is deferred for the next strategy.</p>
Target 2.1.1 and supporting activities	Results as at March 31, 2010
<p>Target: By March 31, 2010, continue to simplify the tax filing process by increasing electronic services, and reducing the paper burden on individuals, businesses, and charities.</p> <p>Measure(s):</p> <ol style="list-style-type: none"> 1) Percentage increase in publications available in e-format 2) New e-services available in 'My Account' 3) New e-services available in 'My Business Account' 4) Increased take-up rate of individual and business returns filed electronically 5) Estimated reduction in paper use due to new e-service initiatives 	<p>Status: Met</p> <ol style="list-style-type: none"> 1) About 73% or 2,313 registered CRA publications are available in electronic format. With a 1.6% increase in the number of Agency Registered Publications, there was an 11.1% increase in publications available in electronic format only. 2) We added two electronic services to <i>My Account</i> for use by taxpayers. 3) We added 10 electronic features to <i>My Business Account</i>. 4) The electronic take-up for Individual (T1) tax filing (excluding TELEFILE) increased to 56%. The electronic take-up for corporate (T2) tax filing increased to 28.5%. 5) The electronic filing of Individual tax returns saved an estimated 639 million sheets of paper in the 2009 tax year.
<p>Activity 2.1.1.2: Enhance service to Individual (T1) tax filers by implementing new e-service options in the 'My account' portal on the CRA Web site, and by increasing communications through public outreach activities.</p> <p>Due Date: March 31, 2010</p>	<p>Complete</p> <p>The CRA enabled new users of NETFILE – about 3,000 per month – to retrieve their access codes electronically. This initiative provided taxpayers with quicker access to the system.</p> <p>We also enabled online applications to the Canada Child Tax Benefit and the Universal Child Care Benefit.</p>
<p>Indicator(s): Estimated percentage of <i>individual</i> tax filers receiving communications materials relating to service improvements; Type of efficiencies gained by the CRA as a result of new e-services.</p>	<p>The CRA has both realized savings in paper and postage costs from the electronic notification of access codes to new NETFILE users. Additional information and functionality on the <i>My Account</i> portal reduces the number of mail enquiries received by the CRA.</p>



Appendix B: Report on Targets and Activities

Target 2.1.1 and supporting activities – continued	Results as at March 31, 2010
<p>Activity 2.1.1.3: Enhance services to <i>businesses</i> by launching the 'My business account' portal; expanding the information returns that can be filed electronically; improving the GST NETFILE service; identifying opportunities to simplify, improve and reduce information requirements and corresponding outputs from businesses; and encouraging the use of e-services for businesses through marketing and outreach.</p> <p>Due Date: March 31, 2010</p>	<p>Complete</p> <p>We increased the capacity of the <i>My Business Account</i> portal to receive larger files – all filers submitting 50 information slips or more are now required to file online. Additionally, we send electronic notification of rejected records to filers using the Tax-Free Savings Account Annual Information Return.</p> <p>The CRA continues to review publications and forms for potential online deployment and to promote new and existing online services available in the <i>My Business Account</i> portal. The Agency participates in various trade shows and conferences to raise awareness of the <i>My Business Account</i> portal.</p>
<p>Indicator(s): Estimated percentage of <i>businesses</i> receiving communications materials relating to service improvements; Type of efficiencies gained by the CRA as a result of new e-services</p>	<p>With increased electronic services, the CRA realizes savings from reduced postage costs.</p>
<p>Activity 2.1.1.4: As part of the CRA initiative to improve the regulatory environment in which <i>charities</i> operate, enhance e-services to charities and access to program information through the CRA Web site and public outreach activities.</p> <p>Due Date: March 31, 2010</p>	<p>Complete</p> <p>The Agency made several forms available in electronic format through the <i>Charities and Giving</i> section of the CRA Website. Users have the option to make requests and receive information electronically.</p>
<p>Indicator(s): Estimated percentage of <i>charities</i> receiving communications materials relating to service improvements; Type of efficiencies gained by the CRA as a result of new e-services</p>	<p>With increased electronic services, the CRA realizes savings from reduced postage costs.</p>

Target 2.1.2 and supporting activities	Results as at March 31, 2010
<p>Target: By March 31, 2010, simplify services to benefit recipients by increasing public outreach, e-services, and reducing the paper burden to ensure eligible families and individuals receive timely and correct benefit payments.</p> <p>Measure(s):</p> <ol style="list-style-type: none"> 1) Client satisfaction levels 2) Increased take-up rate of benefit recipients 	<p>Status: Met</p> <ol style="list-style-type: none"> 1) The results of a 2008 study of the <i>My Business Account</i> portal found that respondents were satisfied with the electronic services and felt that they reduced errors and processing times. 2) About 59.3% or 52.53 million individual benefit payments were issued through direct (electronic) deposits. Direct deposit rates increased to 76% for the Canada Child Tax Benefit, 63% for the Universal Child Care Benefit, 42% for the Goods and Services Tax Credit and 70% for the Working Income Tax Benefit. There was also a 7.7% increase, totalling 7.6 million visits to benefits Web pages.



Appendix B: Report on Targets and Activities

Target 2.1.2 and supporting activities – continued	Results as at March 31, 2010
<p>Activity 2.1.2.1: Implement the Benefit Program Communications Strategy to enhance communications and public outreach services to benefit recipients.</p> <p>Due Date: March 31, 2010</p>	<p>Complete</p> <p>We implemented the Benefit Program Communications Strategy to enhance CRA communications to the public while supporting SD objectives. We provided compact disks (CDs) – instead of paper guides – to participants at promotional and outreach events. We also created generic <i>Canada Child Tax Benefits</i> kits to enable processing by any CRA Tax Centre. This saves resources and reduces the waste that was generated by using Tax Centre-specific kits.</p>
<p>Indicator(s): Results of activities implemented as part of the Benefit Program Communications Strategy</p>	<p>The CRA reformatted the Canada Child Benefit and Goods and Services Tax Credit (GSTC) guides to use wider margins and smaller font. By allowing more text per page, the changes reduced each guide by eight pages. As a result, the Agency printed an estimated 5.8 million fewer pages without compromising quality or content. This is based on 719,020 copies of the Canada Child Benefit guide and 6,520 copies of the GSTC guide printed for the 2009 benefit year.</p>
<p>Activity 2.1.2.2: Enhance e-services and self-service options on the CRA Web site for benefit recipients, such as an online benefit application process.</p> <p>Due Date: March 31, 2010</p>	<p>Complete</p> <p>The CRA promotes electronic enhancements as part of the Benefit Communications Strategy. Some of the enhancements implemented were:</p> <ul style="list-style-type: none"> • Online calculators to help recipients calculate the size of their benefits payments. • The Automated Benefits Application (ABA) as an integrated option for the Canada Child Benefits Application registration process. This option is presented to an applicant during the birth registration process. With their consent, the provincial/ territorial Vital Statistics Agency registering the birth will transfer the applicant's registration information over a secure network to the CRA for eligibility determination. This process eliminates the need to file paper applications. Three provinces entered the partnership (Nova Scotia, British Columbia, and Prince Edward Island). Ontario and Quebec are expected to join in the next period. • Benefit Online Application services made available in My Account for the <i>Canada Child Tax Benefit</i> and the <i>Universal Child Care Benefit</i>. <p>We also developed a benefits payment e-mailing lists to enable subscribers to receive e-mail notification when benefits payments are issued.</p>
<p>Indicator(s): Type of efficiencies gained (e.g., faster service, less materials used) from new e-services and self-service options for benefit recipients; Type of efficiencies gained by the CRA as a result of new e-service to benefit recipients</p>	<p>Canadians are increasingly using the electronic services provided by the CRA. These services realize efficiencies for the Agency, as well as for the public in that information is shared electronically more quickly and easily with reduced paper and postage costs. These enhancements should also reduce the number of enquiries received by our call centres.</p> <p>Given that Ontario and Quebec join the Automated Benefits Application (ABA) process, it is estimated that about 75% of all Canadian newborns will be registered via the ABA process. This could potentially eliminate the printing and distribution of about 254,000 paper applications annually. All provinces and territories are expected to join the partnership by the end of 2011.</p>



Appendix B: Report on Targets and Activities

Target 2.2.1 and supporting activities	Results as at March 31, 2010
<p>Target: When engaging in partnerships with other government departments and organizations to pursue our business objectives of administering tax and benefit programs and protecting Canada's revenue base, we will pursue efficient and environmentally responsible service delivery, and economic prosperity and access to social services for broader segments of society by March 31, 2010.</p> <p>Measure(s):</p> <ol style="list-style-type: none"> 1) Percentage of negotiations, discussions, and decision-making with partners that applied sustainability criteria 2) Efficiencies gained by implementing the Service Delivery Strategy (available March 2010) 3) Type of efficiencies the CRA offers to clients and partners in its service delivery 4) Total number of returns and total number of electronic returns completed by Community Volunteer Income Tax Program (CVITP) volunteers 	<p>Status: Met</p> <ol style="list-style-type: none"> 1) About 85% (28 of 33) of Memorandum of Understanding (MOUs) and Letters of Intent (LOIs) issued during the period had SD provisions. 2) The CRA, taxpayers and clients gained efficiencies through reduced paper and postage costs from electronic service enhancements. Improving the layout of the <i>My Account</i> and <i>My Business Account</i> portals increased user-friendliness and enabled easier navigation of Web pages. 3) The processing time for paper-filed individual T1 tax returns was 4.3 weeks compared to 4.0 weeks in 2008-2009, while the processing time for electronically filed T1 income tax returns remained steady at 1.6 weeks. 4) CVITP volunteers completed a total of 500,644 tax returns of which 47% were filed electronically.
<p>Activity 2.2.1.1: Integrate sustainability criteria into new key federal/provincial partnerships, where appropriate.</p> <p>Due Date: Annual</p>	<p>Complete</p> <p>Our Corporate Strategies and Business Development Branch finalized and distributed a policy paper to provide guidance on including and reporting SD provisions in all new MOUs and LOIs. This was provided to all employees in their Client Relations Directorate and training materials for MOUs and LOIs were updated accordingly.</p>
<p>Indicator(s): Percentage of partnership negotiations/discussions that included considerations of sustainability criteria; number of commitments completed in the action plan for integrating SD into partnerships.</p>	<p>Of the 33 MOUs and LOIs issued, a total of 28 or 85% incorporated SD provisions – the provisions related mainly to process efficiencies.</p>
<p>Activity 2.2.1.2: Promote the Community Volunteer Income Tax Program (CVITP) to ensure that eligible Canadians are aware of the assistance that can be obtained through the program; and provide program volunteers and community associations with the necessary software/computers to assist individuals to file their tax returns electronically.</p> <p>Due Date: Annual</p>	<p>Complete</p> <p>The CRA continued to provide volunteers with the technology to help taxpayers file electronically to reduce the paper burden and increase efficiencies during the tax-filing season.</p>
<p>Indicator(s): Number of volunteers trained and number of community associations carrying out the CVITP in partnership with CRA; number of software/computers donated to the CVITP</p>	<p>The CRA engaged 16,379 volunteers and partnered with 2,964 community organizations. Volunteers helped file a total of 500,644 tax returns, of which 47% were filed electronically.</p>



Appendix B: Report on Targets and Activities

Target 2.2.1 and supporting activities – continued	Results as at March 31, 2010
<p>*Activity 2.2.1.3: Contribute to economic development in Canada and abroad by holding a leadership position within organizations, such as the Organization for Economic Co-operation and Development (OECD); and sharing information with partners on better tax administration, encouraging better economic practices, working with partners to develop internationally accepted tax rules, and managing and coordinating technical assistance projects in different countries.</p> <p>Due Date: Annual [Federal Goal 4: Sustainable Communities – Communities enjoy a prosperous economy, a vibrant and equitable society, and a healthy environment for current and future generations]</p>	<p>Complete</p> <p>As a world recognized leader in tax and benefits administration, the CRA manages ongoing multilateral relations with regional and international tax organizations, such as the Organization for Economic Cooperation and Development (OECD), Inter-American Center of Tax Administrations (CIAT), Commonwealth Association of Tax Administrators (CATA), Centre de rencontres et d'études des dirigeants des administrations fiscales (CREDAF) and International Tax Dialogue (ITD). We also manage ongoing bilateral relations with foreign tax administrations through the exchange of best practices, the delivery of capacity building projects, and hosting of foreign delegations.</p>
<p>Indicator(s): Membership and/or leadership position in international committees; shared information, best practices, and technical assistance with partners. (output)</p>	<p>We showed leadership by hosting and participating in various tax outreach events, meetings, working groups and committee meetings both nationally and internationally. We shared CRA best practices and led the development of electronic-learning products – specifically the Portuguese and Spanish versions of <i>Tax Audit Fundamentals</i> for CATA members. We completed information and benchmarking surveys for countries such as the USA, Mexico, South Africa, France, Peru, Argentina and Tanzania. We also hosted foreign delegations from the Philippines, Japan, Russia and Australia.</p>
<p>Activity 2.2.1.4: Implement a Service Delivery Strategy that will enable the CRA to be more efficient, effective, and responsive in its delivery of core programs and services on behalf of client-governments, such as increasing electronic service options.</p> <p>Due Date: March 31, 2010</p>	<p>Complete</p> <p>The CRA Service Strategy is being implemented to continue the Agency's pursuit of excellence in its delivery of tax and benefits services. It outlines four long-term service goals – that services are accessible to all taxpayers; the majority of taxpayers conduct their tax and benefits services with the CRA on a self-service basis; services enhance and maintain trust and confidence in the CRA; and service supports compliance.</p> <p>The electronic enhancements to the tax and benefits portals have all increased the efficiency and responsiveness of our core programs.</p>
<p>Indicator(s): Business transformation initiatives, new electronic services and other efficiencies in providing services on behalf of clients (output)</p>	<p>The increased availability of self-service options on tax and benefits online portals has led to fewer call-centre enquiries and lower costs from reduced mail correspondence.</p>
<p>*Activity 2.2.1.5: Contribute to the economic sustainability of First Nations communities by working with First Nations members and representative associations through the Department of Finance to establish and administer tax administration agreements with interested First Nations.</p> <p>Due Date: March 31, 2010 [Federal Goal 4: Sustainable Communities – Communities enjoy a prosperous economy, a vibrant and equitable society, and a healthy environment for current and future generations]</p>	<p>Complete</p> <p>The CRA continued inter-departmental liaisons to exchange information and expertise on taxation issues related to Aboriginal people. We also provided input on CRA policies, programs and activities that affect Aboriginal clients, and report on current court cases and related activities.</p>
<p>Indicator(s): Meetings held with partners, and annual advancements in establishing new tax administration agreements (output)</p>	<p>Although no agreements were finalized during the period, the CRA started to administer a new First Nations Goods and Services Tax on the lands of the Tsleil-Waututh First Nation in British Columbia, and in the Whitecap Dakota First Nation in Saskatchewan.</p>



Appendix B: Report on Targets and Activities

Target 2.3.1 and supporting activities	Results as at March 31, 2010
<p>Target: Communicate the CRA commitment to sustainable development to Canadians and achieve a minimum 45% of the public surveyed that perceive the CRA to be committed to sustainable development, by March 31, 2010.</p> <p>Measure(s): Percentage of public who perceive the CRA as being committed to SD.</p>	<p>Status: Not met</p> <p>Based on the 2009 survey on public perception of the CRA, about 38% of Canadians perceive the CRA as committed to sustainable development.</p>
<p>Activity 2.3.1.3: Integrate SD into outreach activities and communicate CRAs commitment to SD to the public.</p> <p>Due Date: March 31, 2010</p>	<p>In progress</p> <p>The Agency is increasingly using SD messages and including SD considerations in its outreach activities and communications to the public. For example, the <i>My Account</i> and <i>My Business Account</i> portals highlight the benefits of electronic options; promotional booths minimize the use of paper handouts and display SD banners to highlight the Agency's commitment to SD; and electronic information newsletters also communicate the CRA commitment to SD. To support the systematic use of SD messages and considerations in outreach activities and communications, the Agency developed consistent messages that will be integrated into the National Outreach Coordinating Committee (NOCC) Web site.</p>
<p>Indicator(s): Number of outreach sessions and number of participants; SD tips included in the National Outreach Coordinating Committee Web site (output)</p>	<p>The CRA held 6,881 outreach sessions with 121,906 participants. The members of the NOCC approved the SD content and work remains to completely integrate the SD content on the NOCC Web site.</p>

Target 3.1.1 and supporting activities	Results as at March 31, 2010
<p>Target: By March 2010, CRA leaders will demonstrate their support for SD in the workplace by committing to SD responsibilities in their performance agreements: 90% of EC (Executive Cadre); 90% of MGs (Management Group)</p> <p>Measure(s):</p> <ol style="list-style-type: none"> 1) Percentage of EC performance agreements that include an SD clause 2) Percentage of MG performance agreements that include an SD clause 3) Percentage of annual branch/regional SD Action Plan commitments completed 	<p>Status: Not met</p> <ol style="list-style-type: none"> 1) A total of 99% of members of the EC group included SD in their performance agreements. 2) A total of 82% of members of the MG group included SD in their performance expectations. 3) A total of 71% of branch SD activities and 81% of regional SD activities were completed.
<p>Activity 3.1.1.1: Include meaningful and measurable SD expectations in the guidelines for preparing performance agreements for EC and MG management levels.</p> <p>Due Date: Annual</p>	<p>Complete</p> <p>A total of 99% of ECs included SD clauses in their 2009-2010 performance agreements – surpassing the target of 90%. The results showed that 82% of MGs included SD clauses in their performance expectations. This compares to 71% in 2008-2009 and 43% in 2007-2008.</p>
<p>Indicator(s): SD responsibilities in guideline document. (output)</p>	<p>We reviewed and modified, as required, guide documents for completing EC performance agreements and MG performance expectations for 2010-2011.</p>



Appendix B: Report on Targets and Activities

Target 3.1.1 and supporting activities – continued	Results as at March 31, 2010
<p>Activity 3.1.1.2: Continue to develop and deliver job-specific SD training for MG managers.</p> <p>Due Date: Annual</p>	<p>Complete</p> <p>The CRA continued to provide SD learning to the CRA MGs via the Management Group Learning Program (MGLP). The purpose is to enhance the capacity of managers to influence employee decision-making that supports sustainable development. MGs received information on how to access SD resources and how to support employees to apply SD in their jobs.</p>
<p>Indicator(s): Number of MG Learning Program sessions with SD content delivered and number of participants.</p>	<p>A total of 280 MGs attended 14 SD sessions under the MGLP.</p>
Target 3.2.1 and supporting activities	Results as at March 31, 2010
<p>Target: By March 31, 2010, we will educate our large workforce to achieve 95% of employees who indicate they have some awareness of CRAs effort to reduce its environmental footprint and demonstrate sustainable service delivery.</p> <p>Measure(s): Percentage of employees who are aware of the CRA SD program.</p>	<p>Status: In progress</p> <p>The results of the most recent SD awareness survey (2007) showed that 89% of CRA employees are aware of SD at the CRA – this compares to 72% in 2004. We will conduct the next SD awareness survey of employees in 2010.</p>
<p>Activity 3.2.1.1: Innovate in the delivery of general SD awareness messages to employees through national campaigns, events, and local initiatives, such as Environment Week.</p> <p>Due Date: Annual</p>	<p>Complete</p> <p>Annually, the CRA communicates SD to employees mainly through three national SD events – Earth Day, Environment Week, and Waste Reduction Week. This is supported by paper reduction campaigns, updates and postings to our SD Website; the release of national and local SD messages, newsletters; and the integration of SD messages and considerations into Agency communiqué and activities, such as for BBQs and charitable campaigns.</p>
<p>Indicator(s): Results of and participation in national and local SD awareness campaigns and events.</p>	<p>There was a 40% increase in the number of SD page requests on the SD Web site on the CRA intranet over the previous period. The results from the 2007 SD employee awareness survey showed that participation rates for our three national SD events were: Earth Day - 36%, Environment Week - 45%, and Waste Reduction Week - 54%. Our next SD employee awareness survey will provide updated figures.</p>
<p>Activity 3.2.1.2: Implement the SD Innovation Fund nationally to employees.</p> <p>Due Date: Annual</p>	<p>Complete</p> <p>The Sustainable Development Innovation Fund (SDIF) finances employee-driven initiatives that support SD in the workplace. In 2009-2010, we offered \$50,000 to fund selected projects. We awarded \$43, 000 to three initiatives. We also launched the fourth call for project proposals under the SDIF.</p>
<p>Indicator(s): Number of Innovation Fund proposals received, accepted and results of funded projects.</p>	<p>The three initiatives were:</p> <ul style="list-style-type: none"> • Bought 1,400 rechargeable batteries to offsets the disposal of 14,000 single-use batteries in four of our largest battery-using facilities. • We replaced paper envelopes and routing slips with reusable plastic envelopes to save the cost of 2,000 envelopes in one year. • We developed an online tool to create electronic forms for internal use – about 20 forms were created, which saved an estimated 5,000 sheets of paper. <p>As a result of the fourth national call for SDIF project proposals, we awarded \$50,000 to three new initiatives chosen from 26 project proposals. These projects will be implemented in 2010-2011.</p>



Appendix B: Report on Targets and Activities

Target 3.2.1 and supporting activities – continued	Results as at March 31, 2010
<p>Activity 3.2.1.5: Integrate SD information into orientation programs for new employees in the branches and regions.</p> <p>Due Date: B/F from March 31, 2009</p>	<p>In progress</p> <p>In order to standardize the orientation information provided to new employees, the SD Division provided the SD Network with SD information for integration into local orientation materials in all CRA branches and regions. This included the link to the SD component in the CRA online orientation course, <i>A Good Start</i>. The SD Division will continue to encourage and provide assistance to branches/regions/ directorates to incorporate an SD component into their orientation programs.</p>
<p>Indicator(s): Number of employee orientation programs amended to include SD and number of new employees reached</p>	<p>SD information is included in the Agency orientation course, <i>A Good Start</i>. It has also been integrated in the orientation programs of 3 of 5 regions and 9 of 11 branches. It is anticipated that all new employees to the Agency have access to SD information.</p>
<p>Activity 3.2.1.6: Develop and deliver job-specific SD training for target employee groups, such as corporate planners, policy makers, frequent travellers, and procurement officers, which will support the SD training needs of the SD Strategy 2007-2010.</p> <p>Due Date: March 31, 2010</p>	<p>In progress</p> <p>We promoted the online Sustainable Business Travel (SBT) course to employees. We updated the SD Criteria Tool for release to planners and policy makers in the next period. We also identified an appropriate green procurement training product and promoted it to procurement officers. A total of 51% of procurement officers have been trained in green procurement.</p>
<p>Indicator(s): Number of SD training modules developed for target employees and number of employees trained</p>	<p>An estimated 5,600 employees received information and 270 employees successfully completed the course.</p>

Target 3.2.2 and supporting activities	Results as at March 31, 2010
<p>Target: Contribute to cleaner air and employee well-being by developing and implementing an employee commuting program at priority facilities in major urban areas by March 31, 2010.</p> <p>Measure(s):</p> <ol style="list-style-type: none"> 1) Number of priority facilities where the employee commuting initiatives were implemented 2) Percentage reduction in emissions (GHG) and/or percentage increase in sustainable modes of travel 	<p>Status: In progress</p> <p>We selected five facilities across the CRA to implement employee-commuting initiatives in the next period. We will estimate GHG reductions after the commuting initiatives have been implemented.</p> <p>CRA employees in the National Capital Region reduced approximately 59 tonnes of GHGs from their participation in the federal Transit Pass Program.</p>
<p>Activity 3.2.2.2: Develop and deliver initiatives and communications materials to encourage sustainable commuting among CRA employees.</p> <p>Due Date: March 31, 2010</p>	<p>In progress</p> <p>Through its SD Division, the Agency outlined a communication plan to inform employees on their options for sustainable commuting. We released the information to five pilot sites across the Agency for implementation in the next period. Lessons learned from the pilot will be used to determine Agency-wide best practices for communicating sustainable commuting options.</p>
<p>Indicator(s): Number of priority facilities where commuting information was delivered to employees; Hits to employee commuting Web page</p>	<p>There were 12,675 hits to the commuting pages on the SD Web site. Commuting information will be shared with employees of the five pilot sites in 2010-2011.</p>



Appendix B: Report on Targets and Activities

Target 3.2.2 and supporting activities – continued	Results as at March 31, 2010
<p>Activity 3.2.2.3: Explore opportunities to negotiate employee travel needs, such as building location, showers, lockers and bike racks, into new and renewed leases.</p> <p>Due Date: March 31, 2010</p>	<p>In progress</p> <p>The Agency assessed its options for including SD criteria such as public transit, showers, lockers, and bike parking in appropriate lease documents. While we will work to include general SD clauses in lease agreements, resource requirements will limit the extent to which specific SD clauses can be included. Leases will be assessed on a case-by-case basis.</p>
<p>Indicator(s): Number and type of potential commuting-related service improvements identified</p>	<p>Improvements identified for lease agreements include leasing locations with access to public transportation; using sustainable commuting criteria to allocate parking; improving the availability, safety and location of bike racks; providing employees with showers, and change rooms; and communicating site-specific options for sustainable commuting.</p>
<p>Activity 3.2.2.4: Discuss opportunities to integrate sustainable transportation criteria into relevant policies and procedures, such as the Telework Policy.</p> <p>Due Date: March 31, 2010</p>	<p>In progress</p> <p>The Agency scanned its policy instruments related to commuting and identified two policies that could impact employee-commuting behaviour – the <i>CRA Telework Policy</i> and the <i>Human Resources Policy Framework for the Executive Cadre</i>.</p>
<p>Indicator(s): Recommendations report for integrating employee commuting criteria integrated into policies (output)</p>	<p>We prepared a preliminary recommendations report, which outlines opportunities and proposed approaches for including sustainable transportation considerations in the two policies. They will be considered in the regular review cycle for the policies.</p>
Target 4.1.1 and supporting activities	Results as at March 31, 2010
<p>Target: By March 31, 2010, enable SD to be integrated into the core business of the CRA by strengthening the SD framework: SD Network, SD Champions, Environmental Management System (EMS), and SD planning, reporting, and data management systems.</p> <p>Measures:</p> <ol style="list-style-type: none"> 1) SD Network's level of satisfaction with the services provided by the SD Division (annual) 2) New data management system for the SD Strategy and renewal of national PR Tool (2008-2009) 3) Percentage complete and results of annual EMS targets (annual) 4) Number of elements implemented from the performance measurement strategy for SD (annual) 5) Renewed three-year commitment from SD Champions 6) Favourable review of the SD Strategy by the CESD (annual) 	<p>Status: Met</p> <ol style="list-style-type: none"> 1) There was a 77% satisfaction rating given by the SD Network for the services of the SD Division in 2009-2010. 2) We launched the online Performance Reporting (PR) Tool for SD in 2009 and a released updates to the Tool in 2009-2010. 3) A total of 82% of targets under the EMS were met and mostly met. 4) There are eight performance-reporting requirements to be implemented under the results-based management accountability framework (RMAF) for the SD strategy. We implemented all requirements, including reporting and SD strategy evaluation. 5) The three-year commitment from SD Champions was renewed in 2007-2008. 6) There was no review of CRA SD Strategy by the CESD.
<p>Activity 4.1.1.1: Continue to plan, implement, and report performance of the CRA Environmental Management System (EMS).</p> <p>Due Date: Annual</p>	<p>Complete</p> <p>During the period, the Agency set 96 targets supporting nine EMPs. We met 60 targets (63%); mostly met 19 targets (20%); and did not meet 17 targets (18%). We reported performance to the National EMS Committee and formally established the 2010-2011 EMPs.</p>
<p>Indicator(s): Timely SD and EMS reports that meet reporting timelines of the CRA and the Commissioner of the Environment and Sustainable Development (CESD).</p>	<p>All EMS reports were provided on schedule to the national committee and to senior management. No CESD reports were required in the period.</p>



Appendix B: Report on Targets and Activities

Target 4.1.1 and supporting activities – continued	Results as at March 31, 2010
<p>Activity 4.1.1.4: Improve SD performance reporting by aligning the data management and statistical analysis systems for the national, branch and regional SD action plans, and the environmental management programs of the EMS.</p> <p>Due Date: B/F from March 31, 2008</p>	<p>In progress</p> <p>We released an updated version of the Performance Reporting tool – the online Tool enables the SD Network to report progress against their SD action plans. It is likely that EMS reporting will be incorporated into the PR Tool. A decision on the nature of this alignment will be taken in the next period.</p>
<p>Indicator(s): Improved system for data management and statistical analysis of SD Strategy and EMS (output).</p>	<p>The SD Division and SD Coordinators in CRA branches and regions use the PR Tool for quarterly reporting on SD performance. A decision on the EMS component is pending.</p>
<p>Activity 4.1.1.5: Conduct an internal review of the CRAs Environmental Management System (EMS).</p> <p>Due Date: March 31, 2010</p>	<p>In progress</p> <p>We initiated an internal review of the CRA EMS. The review was based on Environment Canada's <i>Protocol Guide for an Environmental Management System Audit</i>. The Guide follows the ISO 14001 international standard for environmental management systems.</p>
<p>Indicator(s): Type of changes resulting from the EMS internal review</p>	<p>The internal review will be finalized in 2010-2011.</p>
<p>Activity 4.1.1.6: Advance work on CRAs fifth SD Strategy 2011-2014.</p> <p>Due Date: March 31, 2010</p>	<p>Complete</p> <p>The Agency participated in interdepartmental meetings to finalize a federal strategy for SD. We shared best practices with other departments on greening government operations. Internally, we prepared a transition-year SD National Action Plan to advance the SD Program during the period between the end of CRA SD Strategy 2007-2010 and the beginning of CRA SD Strategy 2011-2014. We the assessed and prepared to adopt the proposed new federal requirements for SD planning and reporting.</p> <p>We retained the services of a consultant to evaluate the SD Program. The conclusion highlighted the existence of a strong SD framework that will facilitate successful strategy implementation. It also identified opportunities to further integrate the SD framework into the Agency's business.</p>
<p>Indicator(s): Approved SD Strategy consultation outline/approach</p>	<p>The SD Steering Committee approved the consultation outline for preparing SD Strategy 2011-2014. We also prepared a supporting strategy development plan.</p>



Appendix B: Report on Targets and Activities

Target 4.2.1 and supporting activities	Results as at March 31, 2010
<p>Target: By March 31, 2010, develop an SD Report Card (economic, social and environmental indicators) that will demonstrate the CRAs contribution to and progress towards sustainable development.</p> <p>Measure(s):</p> <ol style="list-style-type: none"> 1) Economic, social, and environmental indicators for the CRA 2) The SD Report Card published in the CRA Annual Report 	<p>Status: In progress</p> <ol style="list-style-type: none"> 1) The CRA reports environmental, social, and economic indicators in its annual reports on sustainable development. Further internal consultations are required to establish social and economic indicators for the Agency. 2) The form, content and publishing of an SD Report Card for the CRA are pending further Agency consultations.
<p>*Activity 4.2.1.1: Continue to integrate sustainability criteria into key programs and policies of the CRA.</p> <p>Due Date: Annual [Federal Goal 6: Strengthen federal governance and decision-making to support sustainable development]</p>	<p>Complete</p> <p>We reviewed key corporate policies to assess the application of SD criteria. Of 32 policies reviewed, 24 policies had integrated at least one of the three pillars of SD – social, economic or environmental sustainability.</p>
<p>Indicator(s): Number and type programs, policies, and plans that were assessed using sustainability criteria.</p>	<p>We provided recommendations for integrating SD criteria in the CRA Relocation Policy and the CRA Parking Directive. Decisions on these policy instruments are pending, including updating the CRA Telework Policy.</p>
<p>*Activity 4.2.1.2: Develop an SD Report Card by establishing economic, social and environmental indicators spanning all business lines.</p> <p>Due Date: B/F from March 31, 2008 [Federal Goal 6: Strengthen federal governance and decision-making to support sustainable development]</p>	<p>In progress</p> <p>We developed a consultation paper that explores the business case for measuring and reporting CRA performance against economic, social and environmental parameters. The initial scope document investigated SD reporting as it relates to the Agency's mandate and strategic priorities, and looked at activities and programs linked to corporate social responsibility (CSR). To help us identify pertinent performance indicators, we reviewed information on CSR and sustainability reporting locally and internationally. We examined existing indicators and data from the Agency's internal and external reports, and reviewed the Public Sector Supplement of the 2006 Global Reporting Initiative (GRI).</p> <p>We drafted an outline of a CSR report for the CRA that included a set of proposed performance indicators that account for each of the three sustainable development pillars (environment, economic and social), within the context of the CRA. We will pursue Agency-wide consultations to solicit consensus towards publishing such a report.</p>
<p>Indicator(s): Number and type of social/economic/environmental indicators developed.</p>	<p>This report contains elements of Corporate Social Responsibility reporting that will be strengthened each year – refer to Appendices B and C for environmental metrics, and Section 4.0 for SD program costs and benefits.</p>
<p>*Activity 4.2.1.3: Explore the inclusion of the SD Report Card in appropriate CRA reporting instruments.</p> <p>Due Date: March 31, 2010 [Federal Goal 6: Strengthen federal governance and decision-making to support sustainable development]</p>	<p>In progress</p> <p>We identified three options for publishing a CSR report. They are a standalone report, a summary brochure and an addendum to the Annual Report. These options will be discussed in the Agency-wide consultations.</p>
<p>Indicator(s): Recommendations report (output)</p>	<p>We prepared a recommendations report that discussed options for publishing a CSR for the Agency. Further consultations are required to reach a final decision.</p>