Performance Report on Sustainable Development

April 1, 2010 to March 31, 2011

RC4627

Canada Revenue Agency   Agence du revenu du Canada

Canada

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Message from the SD Steering Committee (SDSC)

This report marks a period of transition for the Canada Revenue Agency (CRA) Sustainable Development (SD) Program. We navigated between implementing targets from the previous strategy and preparing an updated strategy under the new *Federal Sustainable Development Strategy*. By continuing interventions in ongoing areas, we once again demonstrated strong SD performance.

We invested much effort into preparing a strategy that both addressed our federal SD requirements, and supported the cost savings priorities of the CRA. Being aware that the strategy would be implemented within a climate of fiscal constraint; we levered this factor to identify targets that support both corporate efficiency and sustainable development.

We thank our management committees, subject matter experts, employees, and stakeholders for their contributions to preparing a document that challenges and captures our collective will to truly establish SD in the CRA corporate culture.

Through our continued commitment, we will maintain the CRA as a federal leader in sustainable development.

The Sustainable Development Steering Committee

Filipe Dinis – 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, F&A

Executive Summary

This report outlines the Agency's performance against the commitments in the Canada Revenue Agency (CRA) *Sustainable Development (SD) National Action Plan 2010-2011*. The period represents the transition year between the end of *SD Strategy 2007-2010* and the start of *SD Strategy 2011-2014.* The report provides details on the activities that support the four goals of the Plan:

>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 in their jobs
>Goal 4: Use modern systems that support and maintain sustainable development

Overall, we achieved **90%** of the planned progress on the activities outlined in the *SD National Action Plan 2010-2011* and met or mostly met[1] **73%** of the targets in the 2010-2011 Environmental Management Programs (EMPs) that support Goal 1. 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 five of our seven environmental targets. The remaining two targets are still in progress and will be addressed during the new SD strategy. We exceeded our projected progress in the areas of solid waste management and green procurement, with **96%** of employees having access to the *No Waste* recycling program and **7.4%** of all CRA spending going toward environmentally friendly products and services. We reduced GHG emissions from our vehicle fleet and increased the overall percentage of hybrid and alternative transportation fuel vehicles in the fleet to **53%**. We promoted sustainable business travel Agency-wide; and through our energy conservation initiatives, we reduced the energy wasted in six pilot facilities by an average of **25%**.

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

We continued to increase the availability of electronic service options to taxpayers and benefit recipients. Approximately **60%** of individual (T1) tax returns and **46%** of corporate (T2) returns were filed electronically. The use of CRA online portals also increased, with *My Business Account* recording an increase in user traffic of **64%** over the previous year. We continued monitoring the paper saved through the increasing use of the Agency's EFILE and NETFILE services and found that in the 2010 tax year, **692 million** sheets of paper were saved due to the use of these tax filing options.

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

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

Senior management at the CRA continued to demonstrate strong support for the SD program. Almost all (**98%**) of the Executive Cadre (EC) group and **86%** of the Management/Gestion (MG) group included SD commitments in their performance agreements and expectations. We increased the number of SD modules delivered through the MG Learning Program (MGLP) by **57%**, and saw a corresponding increase in the number of participants. The 2010 SD employee awareness survey determined that **97%** of employees are aware of SD at the CRA. We also awarded $50,000 through the *Sustainable Development Innovation Fund*[2] to support the implementation of three employee-driven projects designed to increase process efficiencies and achieve environmental and cost savings.

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

We updated and posted online a new SD Criteria Tool that is designed to guide analysts and planners in applying SD considerations in their projects, policies and plans. We released an improved version of the Performance Reporting (PR) Tool to simplify SD reporting, and developed a Wiki application to improve collaborations with and among members of the SD Network. We also conducted Agency wide consultations to prepare and approve CRA SD Strategy 2011-2014.

Conclusion

We met the main objectives of the National Action Plan 2010-2011 – we completed the outstanding SD activities and prepared the Agency to implement *CRA SD Strategy 2011-2014*. We continued to realize efficiencies that reduced our environmental impacts and conserved resources. However, we missed our paper target by recording an increase in office paper use for the first time since 2004. This underscores the need to maintain our efforts for continual improvement. We further integrated SD into our business operations and improved the organization and management of the SD Program. Overall, we met 11 of the 14 targets presented in the National Action Plan 2010-2011, and we will continue work on the remaining targets in the new SD strategy.

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

1.0 Introduction

The purpose of this report is to provide stakeholders with an overview of the accomplishments of the CRA SD Program during 2010-2011. The period marks the transition between CRA SD Strategy 2007-2010 and the new SD strategy, prepared under the *Federal Sustainable Development Act (2008).* The report details the progress made against the transition-year SD National Action Plan, which implemented activities that were extended from SD Strategy 2007-2010, and pursued activities to prepare the CRA for SD Strategy 2011-2014.

2.0 Meeting Legal Requirements

The CRA is subject to Federal legislation and various regulations that promote sustainable development 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. The following section outlines how the CRA managed its legal obligations during fiscal period 2010-2011.

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 2010-2011 were ATF capable, where operationally feasible.

2.2   *Canadian Environmental Protection Act (CEPA 1999)*

2.2.1 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 2011, the CRA had complete halocarbon inventories in 93% (124/133) of facilities, which include over 1,425 halocarbon-containing systems[3]. We recorded one halocarbon release of 2.27 kg from an air conditioning unit during the period. In accordance with the *Regulations*, the release was reported to Environment Canada through the PWGSC semi-annual report.

2.2.2 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*.

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

2.3 *Federal Sustainable Development Act*

The *Federal Sustainable Development Act* (FSDA) was passed in Parliament in June 2008 and required the development and implementation of a Federal Sustainable Development Strategy (FSDS) within two years of the *Act* coming into force. The first Federal Sustainable Development Strategy was tabled in October 2010, and mandated that the CRA prepare its own sustainable development strategy that supports the FSDS within one year of the tabling of the FSDS. The CRA Sustainable Development Strategy 2011-2014 took effect on April 1, 2011, and represents the Agency's renewed commitment to SD and its support of the FSDS and FSDA.

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.

3.0 SD National Action Plan 2010-2011 Results

This section highlights the results of our initiatives to reduce our impact on the natural environment; enhance our services to Canadians; and modernize our internal systems to support balanced decision-making. It details progress made against commitments outlined in the CRA SD National Action Plan 2010-2011, and the supporting Environmental Management Programs (EMPs). The **Appendix** provides details on performance against activities and targets.

## 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 met five of the seven targets, and made significant progress towards the remaining two. The details are as follows:

Solid Waste

To reduce the amount of solid waste that is sent to landfill from CRA facilities, we expanded the *No Waste* recycling program to include 14 additional facilities. The program now operates in 112 of 133 CRA facilities, and 96% of employees now have access to the program – exceeding our target of 90%. **Figure 1** shows the increase in employee access to the *No Waste* program over the past three years.

**Figure 1:** Employee access to the *No Waste* program
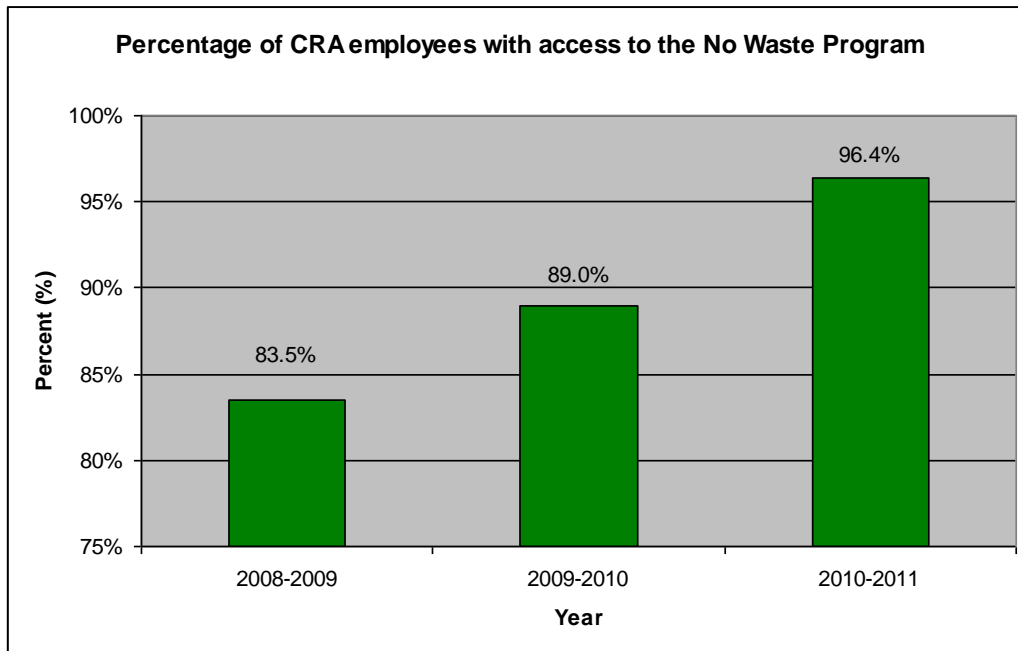
Green Procurement

The CRA also reduces its environmental impacts by procuring environmentally responsible products and services when feasible. During the period, about half of the $12 million spent on products obtained through the Synergy online procurement tool was "green" products. This marks a significant increase from the 28% spent on green products in 2009-2010. The results signify the increasing number of green product options available through the tool. We also included green specifications in seven strategic sourcing contracts awarded during the period that were valued at over $1 million. These contracts were for short run printing services, multi-purpose office paper, data centre services, mainframe software maintenance and support services, and general maintenance services. CRA procurement spending during the period totaled $581M, of which approximately $43M (7.4%) was green. **Figure 2** compares green product spending to traditional product spending through Synergy[4] between 2006 and 2011.

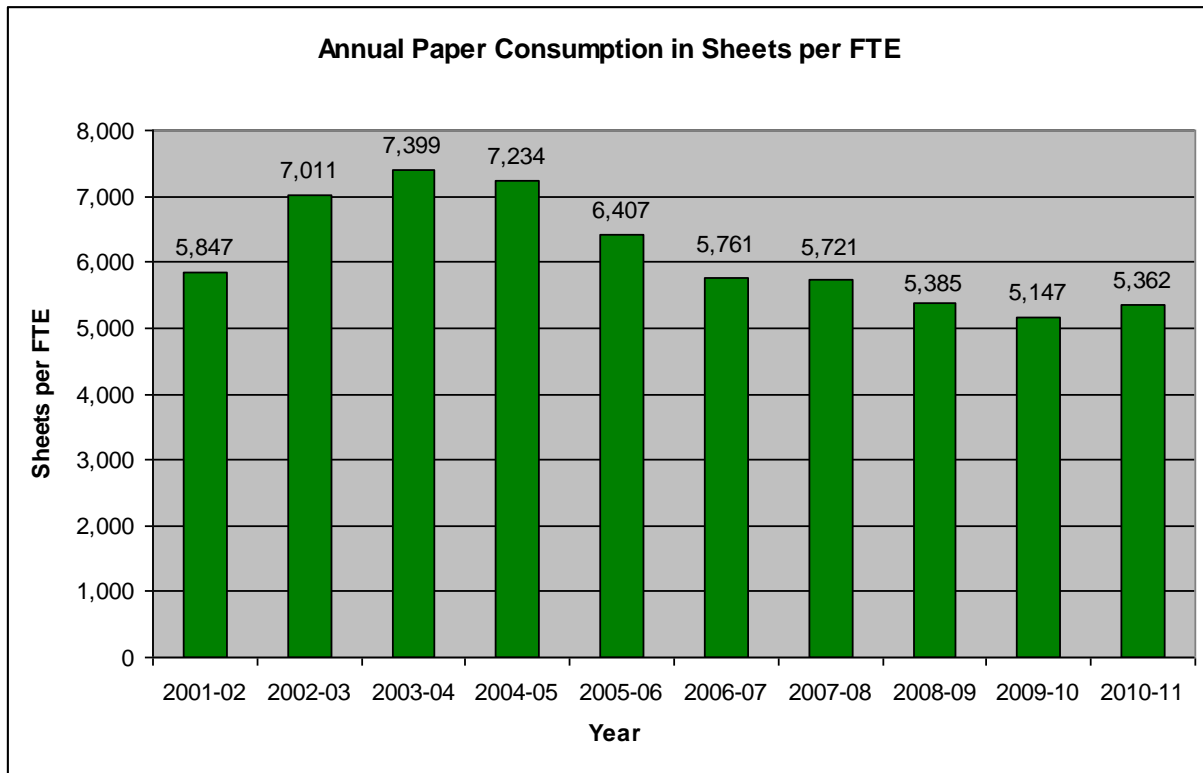**Figure 2:** CRA Green Product Spending (Synergy)

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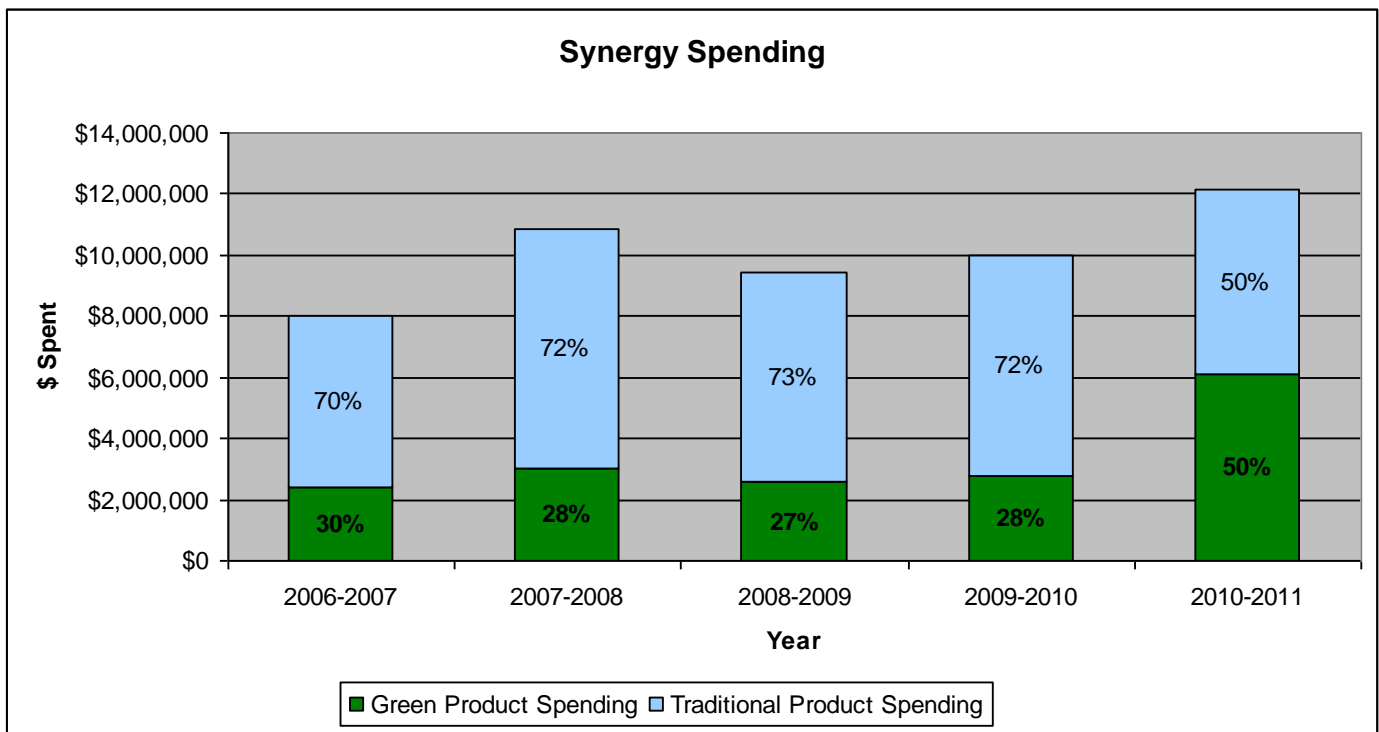
[4] The e-procurement tool was formerly known as WBRO.

Multi-purpose Office Paper

By reducing the amount of paper used in our operations and services, the Agency conserves natural resources and saves money. During the period, paper use per full-time employee increased for the first time since 2004 – recording a 4% or 215 sheet increase over 2009-2010. Despite ongoing paper reduction efforts, we missed our March 2011 reduction target of 20% vis-à-vis 2005-2006. While we are unable to identify the factor(s) that generated the increase, the results underscore the need for continued efforts to increase efficiencies in this area. **Figure 3** illustrates CRA consumption of multi-purpose office paper per FTE[5] over the last ten years.

Figure 3: Multi-purpose Office Paper Consumption

Annual Paper Consumption in Sheets per FTE

Year	Sheets per FTE
2001-02	5,847
2002-03	7,011
2003-04	7,399
2004-05	7,234
2005-06	6,407
2006-07	5,761
2007-08	5,721
2008-09	5,385
2009-10	5,147
2010-11	5,362

CRA Business Travel

The CRA encourages sustainable business travel (SBT) practices to increase the efficiency of its business operations and to reduce GHG emissions and other pollutants. We promoted sustainable business travel to all employees during Environment Week 2010. An additional 1,434 employees completed the SBT course, bringing the total to 1,845 participants. We also promoted sustainable travel through the Manager's Corner and the My Travel Tool.

> In 2010-2011, approximately 48% of employees travelling on CRA business increased their use of sustainable travel options.

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[5] Full-time equivalent employee

Fleet

To reduce GHG emissions from CRA fleet vehicles, the Agency acquired eight alternative fuel (ATF) capable vehicles and one hybrid vehicle in 2010-2011. This increased the percentage of hybrids and ATF capable vehicles in the CRA fleet to 53%. The CRA fleet released 386 tonnes of GHGs during the period, which represents a 3% decrease from our 2006-2007 base year level, but falls short of our 4% reduction target. **Figure 4** illustrates the Agency's fleet profile as at March 31, 2011[6].

Figure 4: CRA Fleet Profile
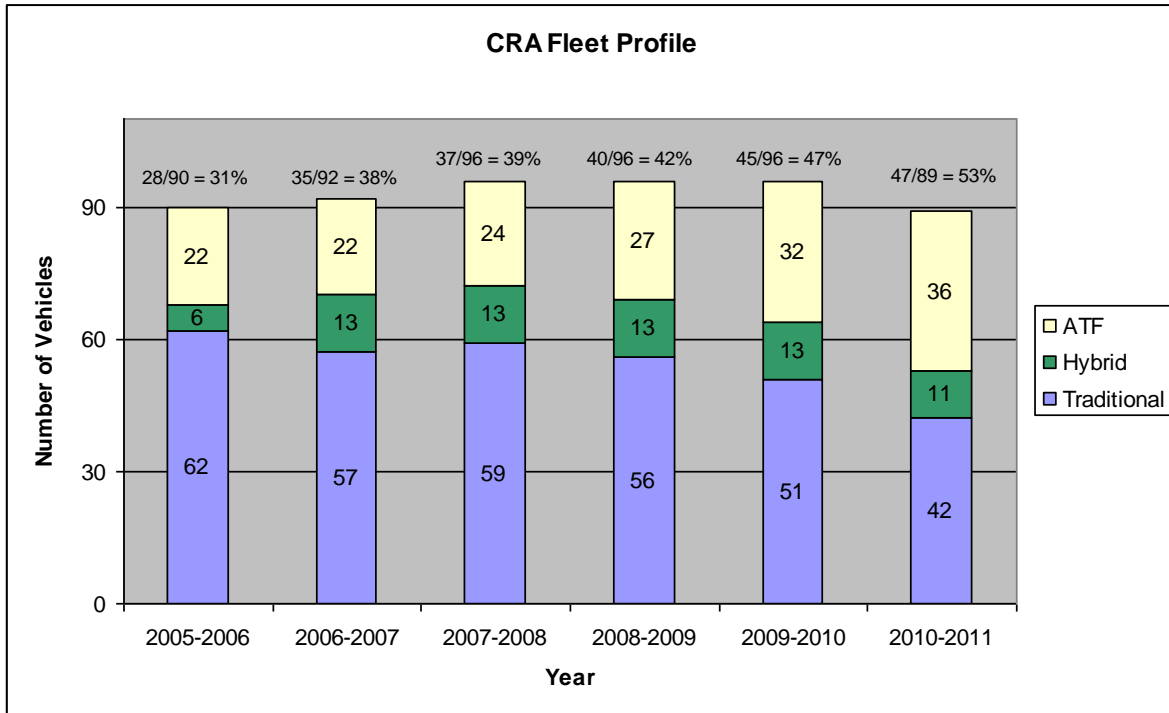
Energy Conservation

As a tenant organization, the CRA conserves energy by reducing energy-waste from office equipment that is left on unnecessarily. Following the plug-load energy use baselines conducted in six pilot facilities during fiscal 2009-2010, we promoted energy conservation initiatives over a four-month period, beginning Environment Week 2010. We then conducted follow-up energy use inventories to determine the effectiveness of the initiatives. The results showed that energy-waste decreased by an average of 25% across the six facilities – thereby surpassing the target of a 15-20% reduction. We will complete the final report in the next period and use the lessons for Agency-wide energy conservation plans and promotions.

> In a 2010 CRA pilot study, the results showed that equipment left on unnecessarily account for 42% of total energy used after business hours.

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[6] Although we acquired eight ATF vehicles during the year, due to inventory movements, the net increase of ATF vehicles in the fleet was four vehicles. Similarly, the CRA acquired one hybrid vehicle but saw the total number of hybrid vehicles in the fleet decrease by two.

Across the CRA, we used a promotional image that appeared on CRA monitors during the logon and logoff periods for a total of three weeks to remind employees to turn off their computers and monitors at the end of each work day. A follow-up scan of CRA computers found that 71% of employees turned off their computer at the end of the day – compared to 70%[7] before the promotion. In support of employee energy conservation efforts and to minimize interruptions related to security updates, ITB implemented Wake on LAN in conjunction with Tivoli security pushes in October 2010. Wake on LAN allows network administrators to remotely turn on workstations that are powered off, so employees can continue turning off their computers at the end of the day even if they are expecting software updates.

Hazardous Materials

Halocarbons

We drafted guidelines for replacing equipment that contains outdated halocarbon chemicals. This will help ensure the environmentally sound disposal of old CRA appliances.
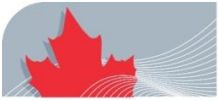
Battery recycling

We implemented battery recycling programs in additional CRA offices. A total of 1,212 kg of batteries were recycled through the Raw Materials Company (RMC) and the Call2Recycle battery recycling services. This is an increase of 59% over 2009-2010.

> Although depleted batteries comprise less than 1% of all landfill waste, they account for 88% of all toxic heavy metals found in landfills (i.e. mercury, cadmium, etc.).

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

The targets and activities supporting Goal 2 aim to increase the number of CRA services that are available electronically and enhance partnerships by incorporating sustainable decision-making. Both targets in this area were met, and the details are as follows:

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[7] This figure is from the previous scan, conducted in 2009, and includes CBSA computers as well.

Paper savings

The 2010 tax year saw an increase in the number and percentage of individuals and businesses filing their taxes electronically. Approximately 60% of individual (T1) filers used either EFILE or NETFILE to submit their taxes electronically – an increase of 5% over 2009. Similarly, 46% of business (T2) filers used electronic options to file their corporate returns, which represents a 70% increase over 2009. In demonstrating the environmental benefits resulting from the increasing use of CRA electronic services, we estimated that between 1990 and 2010, almost 6 billion sheets of paper were saved due to the EFILE and NETFILE services for individual returns. This figure includes the approximately 692 million sheets of paper saved during the 2010 tax year alone. **Figure 5** shows the take-up rate of electronic services for filing individual tax returns.

Figure 5: Trends in Individual (T1) Electronic Tax Filing (1990-2010)
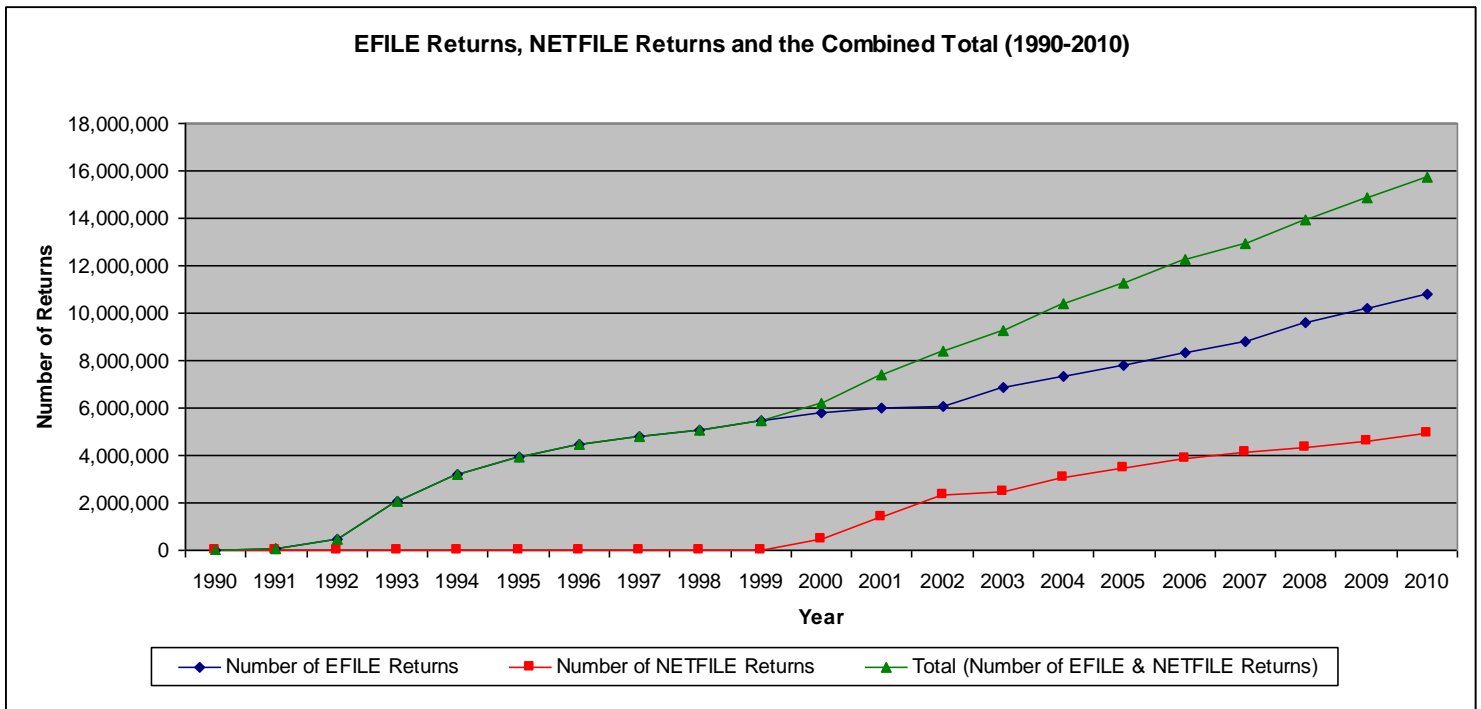
Use of electronic services

The CRA is committed to increasing its offering of electronic services to taxpayers and benefit recipients through the Service Strategy. Fiscal period 2010-2011 marked another year of progress in this area as numerous online portals experienced increases in user traffic. There were 1.24 million logins to *My Business Account* during the period, an increase of 64% over the previous year. Similarly, taxpayer visits to *My Account* and *Quick Access* increased by 5.9% and 9.4% respectively compared to 2009-2010. The *Represent a Client* portal recorded just under 25,000 new registrants, an increase of 25% over the previous year. These statistics are very encouraging for the Agency as they demonstrate that the Service Strategy goals are in-line with actual user demands.

> The CRA realized a 7.9% increase in the total share of self-service interactions; exceeding the target of a 5% increase by 2012.

SD integration

The Agency continued to include sustainable development provisions in new Memorandums of Understanding (MOUs) and Letters of Intent (LOIs). Of the 36 MOUs and LOIs issued during the period, 30 (or **83%**) included SD provisions. The provisions related mainly to using technology to realize efficiencies and minimize waste.

Goal 3: All employees apply sustainable development in their jobs

The Goal 3 targets and activities seek to raise employee understanding of and commitment to SD. We met two of the three targets under Goal 3, and made noticeable progress on the remaining target by meeting one of its two criteria. The details of our Goal 3 results follow:

SD in performance agreements/expectations

The CRA encourages its managers to include SD clauses in their performance agreements or expectations to demonstrate support for the SD Program among the most senior and influential of its employees. A total of **98%** of ECs included SD in their performance agreements, surpassing the target of 90%. Approximately **86%** of MGs included SD clauses in their performance expectations, up from 82% in 2009-2010 but still falling below our 90% target.

SD Learning

To increase SD knowledge and understanding among our MG group, the SD Division delivers an SD training module as a component of the MG Learning Program (MGLP). A total of 22 SD sessions were conducted for 440 managers. This marks a significant increase from the 14 sessions and 280 participants in 2009-2010.

We continued to promote the Sustainable Business Travel course and saw a 400% increase over 2009-2010, in the number of employees who took the course. We also developed and released an online SD Criteria Tool to help analysts and planners 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 of SD and its application in their jobs. Branches and regions throughout the Agency hosted local events to support the national themes. The 2010 employee survey results showed that 97% of employees are aware of SD at the CRA – surpassing the target of 95%. It also revealed that employee participation in each of the three national events has increased since 2007. **Figure 6** shows the growth in employee awareness of SD in the workplace since 2004.

Figure 6: SD Awareness among CRA Employees between 2004 and 2010
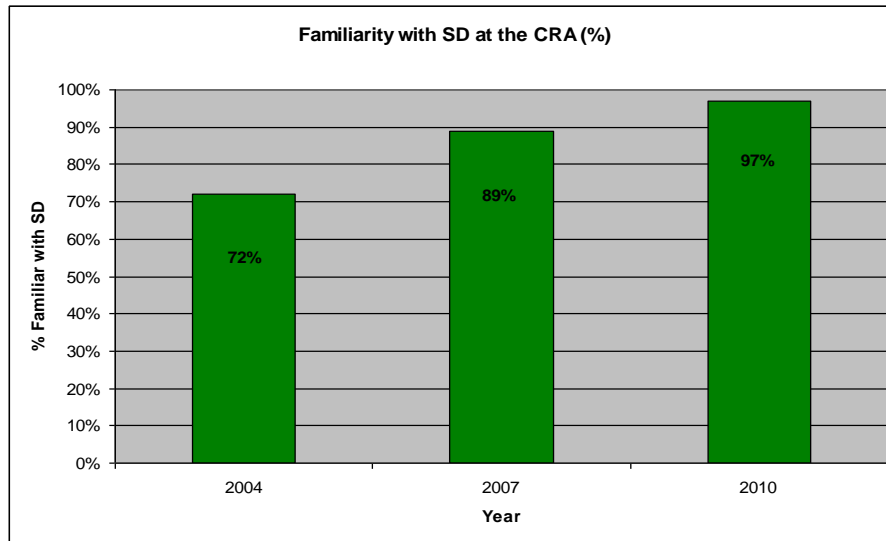
The Sustainable Development Innovation Fund (SDIF)

The SDIF finances employee-sponsored projects that both advance innovation and support sustainable development at the CRA. During the period we received 26 proposals and allocated $50,000 to three projects. They are:

- *Electronic T196 Enquiry Disposal Sheet* (TSDMB – HQ): This project creates an electronic form that eliminates the need to print the *T196 Enquiry Disposal Sheet*. The e-form is currently being developed. It is estimated that the project will save approximately $170,000 a year from the reduction of paper and printing costs, and will increase the efficiency of the entire process.

- *Paperless Audits* (Winnipeg TSO): This project will make all audits under the *Audit Project on Gifting Tax Shelters* paperless. Since the paperless process was implemented, it has saved over 100,000 sheets of paper; $1,600 in printing costs; as well as storage and transportation costs.

- *Workload Ecoscreening* (CPB – HQ): At the Ottawa TSO, employees of the Workload Team screen approximately 2,300 cases for small and medium enterprises, underground economy, and Office Audit. This represents approximately 30,000 sheets of paper per year. This project sets up dual monitors and directs the print function on computers to automatically save screened files to a common drive. With the implementation of the project, monthly paper consumption has decreased from 3,000 sheets to 500 sheets, printer cartridges last substantially longer, and employees have increased their productivity.

Due to fiscal constraints, the SDIF will no longer provide financing for project ideas. However, the SD Division will continue to promote, encourage, and facilitate the implementation of innovative employee ideas.

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

The targets and activities supporting Goal 4 incorporate SD commitments into decision-making, improve the management of the SD Program, and prepare the CRA for the next SD strategy under new federal SD legislation. Both targets under Goal 4 were met and the details are as follows:

SD Network

We continued providing support to the SD Network through orientation and awareness sessions, quarterly SD Network meetings, participating in local and regional SD committee meetings, releasing semi-annual SD report cards, and through the provision of tools, guidelines and best practices. The SD Network completed 75% of its planned sub-activities during 2010-2011.

The annual SD Coordinator Survey results showed a satisfaction level of 81% for the support provided by the SD Division – an increase from 77% in 2009-2010. Details of the survey results can be found in **Table 1**, below.

Table 1: SD Network Rating of SD Division Services in 2010-2011

Area	Average Rating (scale of 1 {poor} to 5 {excellent})	Change from 2009-2010 results
Training and awareness	3.9	+0.1
Events/major initiatives	3.9	-0.1
Provision of information/guidance	4.4	+0.5
Meetings/consultations	4.2	+0.1
Performance reporting process	4.2	+0.3
Performance reporting tool	3.8	+0.4

The SD Division also met its service standard by responding to 100% of employee enquiries (36 of 36) to the SD Inbox within five working days. The average enquiry response time was 1.9 business days.

Sustainability Criteria

We finalized and posted the SD Criteria Tool to the SD Website. The criteria are a series of prompt questions from social, economic and environmental perspectives that are meant to encourage integrated decision-making by planners and analysts during policy, plan and program development and review. We also integrated SD Criteria into the draft *CRA Parking Directive and Procedures*.

Environmental Management Programs (EMPs)

We implemented our 2010-2011 EMPs and reported performance to the National Environmental Management System (EMS) Committee at regularly scheduled meetings. The nine EMPs set 94 targets in total and we achieved the following results:

- Met: 61% or 57 targets
- Mostly met[8]: 13% or 12 targets
- Not Met: 27% or 25 targets

Given the maturity of the Agency's SD Program, we integrated the EMPs into the activities of the SD National Action Plan and the activity blueprints. This merger will improve the efficiency of our SD planning and reporting. As a result, separate EMP targets will no longer be drafted and the National EMS Committee has been discontinued. These changes are reflected in the new online Performance Reporting Tool.

Conclusion

The purpose of the transition year SD National Action Plan was to complete and extend activities of the SD Strategy 2007-2010, and prepare CRA SD Strategy 2011-2014. Overall, we completed **90%**[9] of the planned work and met 11 of 14 targets by completing 27 of 39 activities. All in-progress activities will be addressed in the new SD strategy. We conclude that the transition-year plan was successfully implemented and that the Agency is ready to pursue SD Strategy 2011-2014.

4.0 Developing CRA SD Strategy 2011-2014

We carried out extensive consultations to prepare CRA SD Strategy 2011-2014. Internally, we pursued a top-down approach by firstly soliciting and receiving the support of senior management for the general directions of the new strategy. With presentations made to branch and regional management committees, we then consulted with subject matter experts Agency-wide.

Externally, we continued liaisons with other federal government departments to both contribute to and finalize targets for the Federal SD Strategy. We then convened a national two-day SD Forum of internal and external stakeholders to finalize the goals and targets of the CRA strategy. The Strategy and the national SD action plans were approved by the Agency Management Committee and the Board of Management by March 31, 2011. In accordance with the requirements of the *Federal Sustainable Development Act (2008)*, the CRA SD Strategy 2011-2014 will be tabled through the CRA Report on Plans and Priorities in the next period.

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[8] "Mostly met" means that a target achieved at least 75% progress but was not completed.
[9] Progress is determined through our internal activity assessment system.

5.0 SD Program Costs

During 2010-2011, the CRA invested approximately $1.73 million in direct costs (personnel and operating) for the SD Division in HQ and the regional offices to implement the SD program. For a detailed breakdown of the funding allocation, see **Table 2**.

Table 2: 2010-2011 SD Program Budget (in thousands of dollars)

	Resource Type		
Expenditure Area	Salary	O&M	Total
Headquarters	1,080	122	1,202
Regions	387	95	482
SD Innovation Fund	--	50	50
Total	**1,467**	**267**	**1,734**

Appendix: Report on Targets and Activities

This **Appendix** outlines progress on the targets and supporting activities of the SD National Action Plan 2010-2011. Activities that contribute to the Government of Canada's sustainable development priorities[10] 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.
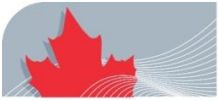
Target 1.1.1 and supporting activities	Results as of March 31, 2011
Target: The CRA will expand its waste management program to facilities representing **90%** of CRA employees by March 31, 2011. **Measure:** Percentage of CRA employees with access to *No Waste* program.	Status: **Met** Approximately **96%** of CRA employees now have access to the *No Waste* program.
Activity 1.1.1.1: Implement the *No Waste* program in additional CRA facilities.	**Complete** The *No Waste* program is now operating in 112 of 133 facilities. The program involves acquiring mini-bins; consulting with stakeholders; installing the mini-bins in employee workspaces; and informing employees about the program. We finalized the 2009-2010 CRA National Summary Waste Audit report, which confirmed that the average waste diversion rate for the 15 audited facilities was 84%. We also determined that 71 tonnes of CO_2 equivalent[11] (eCO_2) were released from the waste generated in these 15 facilities; 48 tonnes of CO_2 were avoided through waste reduction initiatives; and 896 tonnes of eCO_2 were avoided through recycling practices. These results were shared with senior management, employees, union and Public Works and Government Services Canada representatives.
Indicator(s): Number of additional CRA facilities with No Waste program.	We implemented the *No Waste* program in 14 additional facilities.
***Activity 1.1.1.2:** Develop a Green Office Guide that supports green meetings, green office moves, paper reduction activities and reduction/reuse initiatives.	**In progress** The SD Division has completed the main components of the Green Office and Meeting (GOM) Guide. The GOM Guide mirrors the guide developed by Environment Canada. However, some of the information was modified to incorporate CRA specific initiatives and programs.
Indicator(s): Green Office Guide (output)	We will consult with the SD Network prior to finalizing the Guide in the next period.
Activity 1.1.1.3: Continue to promote green office initiatives, including green meetings, green office moves, paper reduction activities and reduction/reuse initiatives.	**Complete** We promoted and supported reduction and reuse initiatives such as the Second Life Paper program; recycling centres for reusable office supplies; reusable utensils and kitchen wares; paperless meetings and green office moves and events.
Indicator(s): Green office promotion activities and initiatives (output)	Reduction and reuse initiatives are practiced across CRA offices.

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

[11] CO_2 equivalent is a measure for describing the amount of CO_2 that would have the same global warming potential as a given mixture and amount of greenhouse gas.

Target 1.1.2 and supporting activities	Results as of March 31, 2011
Target: Expand the green procurement program to achieve by March 31, 2011: – Green purchases account for **5%** of total CRA purchases. – Purchase of goods and services through green consolidated procurement instruments will be maximized. **Measures:** Percentage of green procurement by dollar value compared to annual total procurement; percentage of goods and services bought using green consolidated procurement instruments.	Status: **Met** Green procurement totalled 7.4% of CRA purchases ($43M of $581M) – surpassing the 5% target. A total of 8.4% of the goods and services obtained by the CRA were through green consolidated procurement instruments.
*Activity 1.1.2.1: Include SD clauses and environmental specifications in all new contractual arrangements valued at $1M or more, where possible.	**In progress** We included environmental specifications/SD criteria in 7 of 19 contractual arrangements valued at $1M or more. These included contracts for short run printing (2 contracts), multi-purpose office paper, data centre services, mainframe software maintenance and support services, and general maintenance services (2 contacts).
Indicator(s): Percentage of new contractual arrangements ($1M or more) that include environmental specifications	Environmental specifications were included in 37% of new contractual arrangements for $1M or more. We will continue to work to include environmental specifications in all new contracts.
*Activity 1.1.2.2: Include environmental considerations in 100% of performance evaluations of managers and functional heads of procurement and materiel management.	**Complete** We included environmental considerations that addressed SD learning opportunities, SD recognition, SD best practices, and the relationship of SD to CRA business in the targeted performance evaluations.
Indicator(s): Performance evaluations that include environmental considerations (output)	The performance evaluations for all managers and functional heads of procurement and materiel management included environmental considerations.
*Activity 1.1.2.3: Identify all management processes and controls, relating to procurement, which should include environmental considerations using PWGSC's guideline and checklist.	**In progress** We researched and assessed potential environmental clauses for inclusion in procurement management processes. We also revised the procurement management structure, and reviewed options to include corporate social responsibility provisions in contracts. We will continue reviewing procurement-related management processes and controls to identify areas to include environmental considerations during the next period.
Indicator(s): Procurement management processes and controls identified for inclusion of environmental considerations (output)	Environmental considerations are being incorporated into RFP templates, procedures for the Procurement Oversight Committees, and the CRA Procurement Strategy.
*Activity 1.1.2.4: Develop an inventory of CRA printing units and establish a printing device consolidation strategy to reduce the user to printing device ratio.	**Complete** As a first step towards increasing the efficient use of printing devices, we implemented an Agency-wide moratorium on the purchase of these devices. We then provided general directions to branches and regions to establish their respective plans to meet the 8:1 ratio of employees to printing devices. Work is ongoing to meet the target by March 2013.
Indicator(s): Ratio of users to printing devices	The Agency determined that there are 2.5 employees per printing device.

Target 1.1.2 and supporting activities – continued	Results as of March 31, 2011
*Activity 1.1.2.5: Provide green procurement training to 100% of procurement and materiel management staff and green procurement education to acquisition card holders.	**In progress** We established a personnel baseline of 1,561 acquisition card holders and 93 procurement/ materiel management staff in April 2010.
Indicator(s): Percentage of procurement staff trained in green procurement	All acquisition card holders received green procurement training. SD content is incorporated into the acquisition card training product, and prospective acquisition card holders must complete this training in order to receive the card. A total of 71% (66 of 93) of procurement/ materiel management received green procurement training.

Target 1.1.3 and supporting activities	Results as of March 31, 2011
Target: Reduce multi-purpose office paper purchases per full-time equivalent (FTE) by 20**%** or to 5,126 sheets (from the 2005-2006 base year level) by March 31, 2011. **Measure:** Percentage reduction in multi-purpose office paper purchased per employee (FTE).	Status: **Not Met** Multi-purpose office paper use decreased by **16.3%** to **5,362** sheets per FTE compared to baseline year 2005-2006.
Activity 1.1.3.1: Revise the procedures for responding to requests under the *Access to Information Act* and the *Privacy Act* (ATIP), resulting in a reduced paper burden, while maintaining or improving processing efficiency.	**In progress** The ATIP Technological Tools Renewal project has 3 phases. Phase 1 is complete and saw the implementation of new imaging software that allows the scanning of new ATIP requests into the system. Phases 2 and 3, which will start in 2011-2012, involve the integration of additional software and web-based tools into the software package; and the electronic transmission of ATIP records, with supporting implementation guidelines.
Indicator(s): Reduction in paper use resulting from revisions to the ATIP process.	It is estimated that Phase 1 ATIP process changes have reduced paper use by 20%. Upon completion of Phase 3, the changes to the ATIP process are expected to reduce paper use by over 50%.
Activity 1.1.3.2: Implement, where possible, the Agency Wide Information Classification Scheme (AWICS) program to support paper reduction and electronic information management.	**Complete** 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).
Indicator(s): AWICS program implementation report (output)	We completed the planned work for the period by developing the primary filing structures in almost all branches. The development of secondary and tertiary file plans and the complete implementation of the AWICS filing structure and the migration of existing records will follow during 2011-2012.

Target 1.1.3 and supporting activities – continued	Results as of March 31, 2011
Activity 1.1.3.3: Conduct an assessment to improve SD performance in Agency publishing processes.	**Complete** We retained the services of a consultant to assess our publishing practices for efficiencies and areas to improve sustainability. The key recommendations were to establish a paper procurement policy for external publications that: • Incorporates the publishing goals and objectives in the CRA SD strategy; • Requires that all external publications use certified fibre; and • Sets uniform minimum post-consumer recycled waste (PCW) requirements for all publications, with 30% suggested as a starting point. Higher profile products should have correspondingly higher targets for PCW content (i.e. 50 – 100%).
Indicator(s): Assessment report (output)	The report is entitled, "Sustainability Options for Greening Canada Revenue Agency's External Printed Publications."
Activity 1.1.3.4: Work with Branch SD Coordinators and branch functional authorities to analyze and prioritize the Agency Paper Use Scan submissions and develop additional paper reduction activities for the SD Strategy 2011-2014.	**In progress** Branch SD Coordinators continued to assess the feasibility of the Agency Paper Use Scan submissions related to their branch.
Indicator(s): SD Strategy activities (output)	Of the 17 submissions, 3 were in progress, 5 were approved, 3 will not be pursued, and 6 were yet to be assessed.

Target 1.1.4 and supporting activities	Results as of March 31, 2011
Target: Promote sustainable business travel best practices to employees by March 31, 2011. **Measure:** Percentage of employees who indicate an increase in their use of sustainable business travel options in the SD Awareness Survey	Status: **Met** Results of the 2010 SD Awareness Survey for sustainable travel showed that: • 28% of respondents increased their use green hotels for business travel • 14% of respondents increased their use of public transit, biking, walking or carpooling for business travel • 19% of respondents increased their use of the train for business travel • 54% of respondents increased their use of videoconferencing or teleconferencing • 24% of respondents indicated they rented more fuel efficient vehicles for business travel
Activity 1.1.4.1: Communicate best practices for sustainable business travel to employees and priority groups.	**Complete** We promoted the Sustainable Business Travel (SBT) Course during Environment Week 2010. This included options such as the green provisions in the CRA Travel Policy, smart driving techniques, videoconferencing, teleconferencing, green accommodations, and vehicle rental best practices.
Indicator(s): Number of communications to employees and priority groups	We promoted sustainable travel practices to employees through a national email, the Environment Week web page, the SD Newsletter, and links to the Green Provisions in the CRA Travel Directive from Managers Corner and the *My Travel* Tool. More than 1,434 employees completed the SBT course during 2010-2011.

Target 1.1.4 and supporting activities – continued	Results as of March 31, 2011
Activity 1.1.4.2: Update policy instruments related to business travel (e.g., travel policy, taxi policy) with sustainability criteria, as feasible.	**Complete** The Agency includes SD criteria during regular policy reviews. Work will continue to finalize the *CRA Parking Directive* and the *CRA Relocation Policy*. We incorporated public transit and intercity bus expense types into the travel claim forms when the *My Travel* portal was implemented.
Indicator(s): Sustainability criteria integrated into policy instruments (output)	No new policy instruments related to business travel were reviewed during the period.

Target 1.1.5 and supporting activities	Results as of March 31, 2011
Target: Reduce greenhouse gas (GHG) emissions from CRA vehicles by **4%** from 2006-2007 base year levels, by March 31, 2011. **Measure:** Annual GHG emissions from CRA vehicles	Status: **Not Met** The CRA fleet released 386 tonnes of GHGs during 2010-2011, which represents a **3%** decrease from our 2006-2007 base year level of 398 tonnes of GHGs.
*Activity 1.1.5.1: All vehicles purchased/leased by the CRA are either hybrid or alternative fuel capable, where operationally feasible.	**Complete** We acquired 10 vehicles in 2010-2011. Of these vehicles, 8 were alternative transportation fuel (ATF) capable, 1 was a hybrid, and 1 was a conventional fuel vehicle. The CRA has a total of 89 vehicles – 11 hybrid vehicles (12%), and 36 ATF vehicles (40%).
Indicator(s): Number and percentage increase of hybrid and alternative fuel vehicles purchased	The number of hybrid and ATF vehicles owned/ leased by the CRA increased by 2 vehicles – increasing the percentage of hybrids and ATF vehicles in the CRA fleet to 53%.
*Activity 1.1.5.2: Communicate best practices for vehicle operation and management to fleet managers and drivers.	**Complete** We prepared training materials and designed training sessions to inform the fleet management community of vehicle operation best practices.
Indicator(s): Communications to fleet managers and drivers	We provided the training to 28 fleet managers in our five regions and instructed them to deliver the training to their drivers.

Target 1.1.6 and supporting activities	Results as of March 31, 2011
Target: Promote energy conservation in priority facilities by March 31, 2011. **Measure:** Energy savings	Status: **Met** We promoted energy conservation initiatives in six priority facilities. The energy savings by priority facility are as follows: • 555 Mackenzie Avenue, Ottawa, ONT: 6% • 130 South Syndicate and 201 North May, Thunder bay, ONT: 24% • 9737 King George Highway, Surrey, BC: 17% • 66 Stapon, 275 deBaetz, and 201 Weston, Winnipeg, MB: 24% • 165 Pointe aux Lièvres, Quebec City, QC: 40% • 1557 Hollis Street, Halifax, NS: 21%
*Activity 1.1.6.1: Implement energy conservation initiatives and measure results in priority facilities in collaboration with stakeholders.	**In progress** The SD Division developed and posted an *Energy* section to the SD Website to share information with employees. We also launched a CRA-wide desktop promotional SD image encouraging employees to turn off their computers and monitors at the end of the day. The image appeared on CRA monitors during the log-on/log-off periods for a total of three weeks. A follow-up scan of CRA computers indicated that 71% of employees turned off their computer at the end of the day, compared to 70% before the promotion[12]. We completed the Energy Baseline Report and shared the results with the unions and other stakeholders. The results indicate that office equipment left on unnecessarily after business hours: • Wastes 1,312,671 kilowatt hours of energy per year, which represents 42% of the total energy used; • Accounts for $106,851 per year in energy costs, and; • Produces 711,205 kg of greenhouse gases (GHGs) per year. A more detailed report of these findings will be finalized during 2011-2012.
Indicator(s): Number of priority facilities with energy conservation initiatives	Follow-up energy inventories showed that the six pilot facilities reduced their energy consumption by an average of **25%.**

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[12] Note that the scan results prior to the promotion were conducted in 2009, and included the computers for employees of the Canada Border Services Agency.

Target 1.2.1 and supporting activities	Results as of March 31, 2011
Target: Improve the management of hazardous materials to minimize environmental impacts by March 31, 2011. **Measures:** Number and amount of halocarbon releases; CRA total spending on battery recycling services	Status: **Met** The Agency had one halocarbon release involving an air conditioning unit. The release was less than 10 kg (2.27 kg) and Public Works and Government Services Canada reported the release to Environment Canada in their semi-annual report. The CRA spent $9,144 on battery recycling services through *Raw Materials Company* in 2010-2011.
***Activity 1.2.1.1:** Implement a system to ensure that all surplus IT and telecommunications equipment is reused or recycled in an environmentally sound and secure manner.	**Complete** The CRA has two sets of procedures in the Finance and Administration Manual (FAM) that cover the proper methods for reusing and recycling surplus electronic equipment; the Disposal of Material – Donation Procedures and the E-Waste Program Procedures. These procedures are available and promoted to all CRA employees involved in disposal activities or involved with the purchasing of electronics in Provinces that have E-waste programs.
Indicator(s): System for IT and telecommunications equipment reuse and recycling in place (output)	The reuse and recycling systems are outlined in the above-mentioned policy instruments.
Activity 1.2.1.2: Develop and implement product replacement plans for priority items in halocarbons inventory.	**In progress** We drafted the Halocarbon Product Replacement Plan. We will conduct stakeholder consultations to finalize the document.
Indicator(s): Number and percentage of facilities with product replacement plans	The SD Division determined that there are 435 systems in the National Halocarbon Inventory that have questionable halocarbon information or that contain banned halocarbons, and should be prioritized for replacement.
Activity 1.2.1.3: Promote and implement battery recycling programs to support the environmentally safe disposal of batteries used for CRA business.	**Complete** The SD Division provided support and guidance to the SD Network for implementing new or modified battery recycling programs.
Indicator(s): Battery recycling programs promoted and implemented (output)	Agency-wide, we recycled 1,212 kg of single-use and rechargeable batteries. This is an increase from 764 kg of batteries in 2009-2010.

Target 2.1.1 and supporting activities	Results as of March 31, 2011
Target: By March 31, 2011, continue to simplify the tax filing process by increasing electronic services, and reducing the paper burden on individuals, businesses, and charities. **Measure:** Estimated reduction in paper use due to e-service initiatives	Status: **Met** Through the CRA Service Strategy, the Agency continues to support and promote the development of electronic and self-service options. Resulting from the electronic filing of Individual tax returns, we saved an estimated **692 million sheets** of paper in the 2010 tax year.
Activity 2.1.1.1: Estimate paper savings from e-service options in the *My Account* and *My Business Account* portals on the CRA website.	**In progress** We estimated that the new electronic services available through *My Account* saved about 100,000 sheets of paper during the period[13].
Indicator(s): Take-up rate of individual (T1) and business returns (T2) filed electronically	For the 2010 tax year, **59%** of T1 returns (excluding TELEFILE) and **47%** of T2 returns were filed electronically. These figures represent increases from 56% (T1) and 29% (T2) in the 2009 tax year.

Target 2.2.1 and supporting activities	Results as of March 31, 2011
Target: Pursue efficient and environmentally responsible service delivery when engaging in partnerships with other government departments and organizations for tax and benefits administration. **Measure:** Efficiencies gained from implementing the Service Delivery Strategy	Status: **Met** Efficiencies gained from implementing the CRA Service Strategy include increases in the number of taxpayers and benefit recipients using electronic and self service options; faster service processing times; fewer calls being made to CRA call centers; and reduced postage and paper costs. Preliminary results from the Service Strategy Implementation Annual Report 2010-2011 show that the CRA met or mostly met[14] the targets for all of the 16 selected service standards. We also increased the total share of transactions conducted on a self-service basis by 7.9% – exceeding the target of 5% by March 2012. The processing time for paper-filed individual T1 tax returns was **3.7 weeks** compared to 4.3 weeks in 2009-2010, while the processing time for electronically-filed T1 tax returns remained steady at **1.6 weeks**.
Activity 2.2.1.1: Integrate sustainability criteria into new key federal/provincial partnerships, where appropriate.	**Complete** We continued to apply SD provisions in Memoranda of Understanding (MOUs) and Letters of Intent (LOIs).
Indicator(s): Percentage of partnership agreements that have sustainability provisions	Of the 36 MOUs and LOIs issued during 2010-2011, a total of 30 or **83%** incorporated SD provisions.
Activity 2.2.1.2: Support the implementation of the CRA Service Strategy to enable the Agency to be more efficient, effective, and responsive in the administration of tax and benefit programs across orders of government and increase the availability and coverage of electronic service options.	**Complete** Our SD Program supports the CRA Service Strategy by promoting electronic and self-service options, and by encouraging their continued enhancement and development.
Indicator(s): Streamline tax and benefit administration and offer new/enhanced e-service options (output)	We made five enhancements to the *My Account* portal and four enhancements to the *My Business Account* portal.

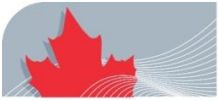[13] Paper savings estimates from *My Business Account* are unavailable.
[14] The CRA rating scale for external service standards defines "mostly met" as coming within 95% of the target.

Target 3.1.1 and supporting activities	Results as of March 31, 2011
Target: CRA leaders demonstrate their support for SD in the workplace by committing to SD responsibilities in their performance agreements: – 90% of EC (Executive Cadre) – 90% of MG (manager/gestion) and equivalents **Measures:** Percentage of EC performance agreements that include an SD clause; Percentage of appraised MG performance expectations that include an SD clause.	Status: **Not met** 1) A total of **98%** of members of the EC group included SD in their performance agreements. 2) A total of **86%** of members of the MG group included SD in their performance expectations.
Activity 3.1.1.1: Include meaningful and measurable SD expectations in the guidelines for preparing performance agreements for EC and MG management levels.	**Complete** A total of 98% of ECs included SD clauses in their 2010-2011 performance agreements – surpassing the target of 90%. Approximately 86% of MGs included SD in their performance expectations, an increase from the 2009-2010 value of 82% but still falling below our 90% target.
Indicator(s): SD responsibilities in guideline document and updated SD clauses for EC and MG performance agreements (output)	We included SD clauses in the guideline documents for EC performance agreements and MG performance expectations.
Activity 3.1.1.2: Continue to deliver job-specific SD training for MG managers.	**Complete** We continued to provide SD learning to CRA managers 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.
Indicator(s): Number of MG Learning Program sessions with SD content delivered and number of participants.	A total of 440 MGs attended 22 SD sessions under the MGLP.

Target 3.2.1 and supporting activities	Results as of March 31, 2011
Target: Achieve 95% of employees who indicate they are aware of SD at the CRA. **Measure:** Percentage of employees who are aware of the CRA SD program.	Status: **Met** The results of the 2010 SD awareness survey showed that **97%** of CRA employees are aware of SD at the CRA – this compares to 89% in 2007 and 72% in 2004.
Activity 3.2.1.1: Provide general SD awareness messages to employees through national campaigns, events, and initiatives, such as Earth Day, Environment Week, and Waste Reduction Week.	**Complete** 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.
Indicator(s): Impact of national and local SD campaigns on CRA programs and/or services	There was a 77% increase in the number of page requests on the SD Website compared to the previous period. Most of this increase is likely due to the number of employees who took the Sustainable Business Travel course. The results from the 2010 SD employee awareness survey showed that participation rates for our 3 national events were: Earth Day – 52%, Environment Week – 53%, and Waste Reduction Week – 58%. This represents an increase in employee participation for each of the events; the 2007 results were 36%, 45% and 54%, respectively.

Target 3.2.1 and supporting activities – continued	Results as of March 31, 2011
Activity 3.2.1.2: Implement and assess the SD Innovation Fund (SDIF)	**Complete**
	The Sustainable Development Innovation Fund (SDIF) finances employee-driven initiatives that support SD in the workplace. We awarded $50,000 to fund the three selected projects.
Indicator(s): Results of SDIF projects	The three selected SDIF initiatives were:
	• Electronic T196 Enquiry Disposal Sheet – Taxpayer Services and Debt Management Branch ($36,000): create a medium that allows the T196 form to be saved and distributed electronically, eliminating the need to print the forms. The electronic form is being developed. Estimated savings: $170,000/year from reduced paper and printing costs, and increased process efficiency.
	• Paperless audits – Prairie region ($9,000): all audits completed under the *Audit Project on Gifting Tax Shelters* are paperless. Since the project's implementation, over 100,000 sheets of paper have been saved; printing costs have decreased by $1,600; in addition to storage and transportation cost savings.
	• Workload ecoscreening – Compliance Programs Branch ($5,000): Provided dual monitors to the workload team and directed the computer print function to automatically save screened files on a common drive. Since its implementation, the project has reduced monthly paper consumption from about 3,000 sheets to 500 sheets; printing cartridges last substantially longer; and employees have increased their efficiency.
Activity 3.2.1.3: Conduct survey on SD awareness among CRA employees	**In progress**
	We conducted the SD Awareness Survey during October and November 2010. However, we discovered inconsistent responses, which will require review.
Indicator(s): Survey report (output)	The report will be revised in 2011-2012.
Activity 3.2.1.4: Promote SD recognition to management and employees.	**Complete**
	By recognizing SD efforts in the workplace, we encourage the adoption of positive habits. We provided guidance to SD Coordinators to recognize employee SD actions.
Indicator(s): Promotion activities (output)	Specifically, we promoted the use of the Employee Initiatives section of the national SD Website and the SD Recognition Toolkit.
Activity 3.2.1.5: Integrate SD information into orientation programs for new employees in the branches and regions.	**Complete**
	In order to standardize the orientation information provided to new employees, the SD Division provided the SD Network with updated SD information for integration into local orientation materials in all CRA branches and regions.
Indicator(s): SD included in branch and regional orientation programs (output)	SD information is included in the Agency orientation course, *A Good Start.* It has also been integrated into the orientation programs of 4 of 5 regions and 9 of 11 branches.

Target 3.2.2 and supporting activities	Results as of March 31, 2011
Target: Implement employee commuting initiatives by March 31, 2011. **Measures:** Percentage reduction in emissions (GHG); percentage increase in use of sustainable transportation options	Status: **Met** Based on the results of the sustainable commuting pilot project across the five selected facilities, GHG and air pollutant emissions decreased by a total of 8%; the number of employees commuting in single-occupant vehicles fell 11% overall; and the number of employees commuting using sustainable transportation modes increased by 13% overall. CRA employees in the National Capital Region reduced approximately 105 tonnes of GHGs from their participation in the federal Transit Pass Program. The CRA has approximately 1,780 Transit Pass Program participants.
Activity 3.2.2.1: Implement sustainable commuting initiatives in priority facilities and measure impacts.	**Complete** We selected five facilities across the CRA and promoted sustainable commuting options to employees during Environment Week 2010. The results showed that the campaign was effective. The lessons from the pilot project will be used to determine Agency-wide best practices for communicating sustainable commuting options to employees.
Indicator(s): Number of priority facilities that have employee commuting initiatives; Percentage of employees in priority facilities with increased awareness of sustainable commuting options	All five selected facilities implemented sustainable commuting initiatives. Overall, **42%** of employees in these facilities were aware that sustainable commuting material had been promoted; and **23%** of employees found this material useful for planning their daily commute.
Activity 3.2.2.2: Integrate clauses that support sustainable commuting into site selection criteria for new CRA office locations, as feasible.	**In progress** The selection criteria were not reviewed during the period.
Indicator(s): Updated site selection criteria (output)	We will include SD clauses during the criteria reviews, as feasible.
Activity 3.2.2.3: Update policy instruments related to employee commuting (e.g., telework policy, parking directive, and parking procedures) with sustainability criteria, as feasible.	**Complete** We assessed the CRA Parking Directive and Procedures for the inclusion of SD Criteria. No other commuting-related policy instruments were reviewed during the period.
Indicator(s): Sustainability criteria integrated into policy instruments	We incorporated SD Criteria into the CRA Parking Directive and Procedures that address the number and allocation of parking spaces; the distance between the CRA offices and parking spaces; and parking costs.

Target 4.1.1 and supporting activities	Results as of March 31, 2011
Target: Review the CRA SD framework for improvements by March 31, 2011. **Measure:** Approved CRA SD Strategy 2011-2014.	Status: **Met** CRA SD Strategy 2011-2014 was approved by our Agency Management Committee and Board of Management in March 2011.
Activity 4.1.1.1: Review and update CRA SD strategy and SD framework.	**Complete** We conducted Agency-wide consultations to finalize an SD strategy that both responded to our requirements under the Federal SD Strategy, and supported CRA priorities.
Indicator(s): Updated SD framework for the CRA.	We finalized the SD Strategy 2011-2014, the SD National Action Plan 2011-2014 (and related branch/ regional/ directorate action plans), and the SD Communications Strategy.

Target 4.1.1 and supporting activities – continued	Results as of March 31, 2011
Activity 4.1.1.2: Include SD accountabilities in Agency governance framework.	**Complete** The integration of SD into the Report on Plans and Priorities (RPP) is mandatory for all departments and agencies under the new Federal SD Act (2008).
Indicator(s): SD in RPP, CBP (output)	We included SD in all four sections of the RPP. With an increased presence in the RPP, it was strategically decided to forego the inclusion of SD in the Corporate Business Plan (CBP).
Activity 4.1.1.3: 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.	**Complete** We designed a new web-based SD Performance Reporting (PR) Tool to improve user-friendliness and enable access to additional members of the SD Network.
Indicator(s): Improved system for data management and statistical analysis of SD Strategy and EMS (output)	For efficiency, we merged EMP planning and reporting with SD National Action Plan planning and reporting in the new PR Tool.
Activity 4.1.1.4: Table CRA's fifth SD Strategy 2011-2014.	**Complete** The CRA SD Strategy, along with those of other federal departments, will be tabled in the next period when Parliament reconvenes.
Indicator(s): CRA SD Strategy 2011-2014 in RPP (output)	Our SD targets and plans were included in all four sections of the RPP for 2011-2012.

Target 4.2.1 and supporting activities	Results as of March 31, 2011
Target: Update the CRA SD Criteria by March 31, 2011. **Measure:** Revised SD Criteria for the CRA	Status: **Met** We reviewed and updated the SD Criteria Tool, which was posted on the SD Website.
*Activity 4.2.1.1: Update and continue to integrate sustainability criteria into key programs and policies of the CRA.	**In progress** We enhanced the SD criteria by adding social and economic criteria to the environmental criterion. These criteria were organized into an online SD Criteria Tool to help CRA analysts assess the impacts of their proposed initiatives during the planning stage. We provided training on the use of the Tool to our Information Technology Branch. We will promote the Tool to selected areas during the next period.
Indicator(s): CRA programs and policies assessed using the sustainability criteria (output)	We assessed two policy instruments using SD criteria; the CRA Parking Directive and Procedures, and the Manual for the drafting of Memoranda to Cabinet. We also integrated SD considerations (paper reduction strategies) into the Writing Guidelines at the CRA, the Executive Correspondence Guide, the Minister's letterhead, and a new Writer's Toolbox section on making correspondence with taxpayers and benefit recipients duplex by default.

Target 4.2.1 and supporting activities – continued	Results as of March 31, 2011
*Activity 4.2.1.2: Advance consultations on a triple bottom line measurement and reporting (SD Report Card) of CRA performance by seeking consensus on existing, available and new performance indicators for economic, social and environmental dimensions.	**Complete** We conducted internal consultations with senior management and Heads of Planning members on a possible CSR report for the CRA. The purpose of the report would be to demonstrate how the activities of the CRA impact people (social) and the economy (economic), in addition to the natural environment.
Indicator(s): Internal discussions, partnerships and strategic alliances; approved economic, social, and environmental indicators for the CRA	Using the feedback, we prepared CRA SD Strategy 2011-2014 under the broad SD themes of socio-economic and environmental perspectives. This now positions the CRA to report SD performance from this broader triple-bottom-line perspective.