

Performance Report on Sustainable Development

April 1, 2011 to March 31, 2012

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Canada Revenue
Agency

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du Canada

Canada



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Message from the Sustainable Development Steering Committee

We are proud to present the *Canada Revenue Agency (CRA) Performance Report on Sustainable Development 2011-2012*. This report summarizes the results of our Sustainable Development (SD) Program after the first year of the CRA SD National Action Plan 2011-2014. It confirms that the CRA was able to build on the success of the SD National Action Plan 2010-2011 and maintain the momentum we accumulated during this transition period leading up to the SD Strategy 2011-2014.

The CRA SD Strategy 2011-2014 was developed in line with the requirements of the first Federal SD Strategy 2010-2013. We are pleased with the efforts of our management committees, subject-matter experts, and other stakeholders in developing an SD strategy that emphasizes corporate efficiency and accountability during this time of fiscal constraint. Integrating SD into the CRA culture requires significant cooperation between all areas of the Agency, and we are fortunate that SD is such a recognized corporate priority.

We also acknowledge and appreciate the continued support our SD Program receives from our dedicated employees. Their continuous efforts have helped the CRA to be recognized as a federal leader in sustainable development. Achieving environmental excellence is an ongoing task, but it is also an ongoing opportunity. Efficiencies and process improvements are realized when the CRA's functional business areas consider and integrate the environment in decision-making, and this report is evidence of that.

As we move forward, we will encourage CRA employees and Canadians alike to continue integrating sustainable development practices into the workplace and into our tax and benefits programs. Positive actions, big or small, make a difference.

Filipe Dinis – Chief Financial Officer and Assistant Commissioner, Finance and Administration Branch (F&A)
John Messina – Assistant Commissioner, Information Technology Branch – Internal Champion
Dave Bennett – Assistant Commissioner, Assessment and Benefit Services Branch – External Champion
Dennis Quinn – A/Director General, Strategic Management and Program Support Directorate, F&A

Executive Summary

This report summarizes the Agency's performance against the commitments in the *Canada Revenue Agency (CRA) Sustainable Development (SD) National Action Plan 2011-2014*. The results shared in this report account for the first year of the three-year CRA SD Strategy. The details provided are organized by the three goals of the National Action Plan (NAP):

- Goal 1: Minimize the impact of our operations on the natural environment (land, air, and water)
- Goal 2: Deliver sustainable programs and services to Canadians
- Goal 3: Improve business sustainability

The SD Division, SD Network, and other internal stakeholders completed the planned work for 39 of 56 activities and some progress was made on 9 activities. Note that eight activities were dropped due to changes affecting the CRA's SD Program. Overall, this represented an **88%** completion of the SD Program planned work for the 2011-2012 period. As a result, the SD Program remains on course to meet its three-year targets. The performance highlights are grouped by National Action Plan goal and are outlined as follows.



Goal 1 highlights: Minimize the impact of our operations on the natural environment (land, air, and water)

The CRA supported green meetings and office space through the development and promotion of the *CRA Green Office and Meeting Guide*, which encourages employees to reduce waste and conserve energy through responsible resource use. The CRA also expanded the *No Waste Program* to additional facilities. At the end of fiscal year 2011-2012, the *No Waste Program* was operating in **86%** of CRA facilities and was available to **97%** of employees. Green procurement rose to **70%** of all Synergy spending, its highest level since tracking began. Total CRA green procurement spending also increased to **10.5%**, exceeding the NAP target of 10% two years ahead of schedule. Office paper use fell **19%** compared to the previous year, and the annual usage rate of 4,351 sheets per full-time employee (FTE) surpassed the 2013-2014 NAP target of 4,613 sheets per FTE.

Results show that the CRA is taking advantage of information technology to reduce the need for business travel. The number of videoconferences and teleconferences increased **582%** between 2007-2008 and 2009-2010. This corresponded with a decrease in the distance traveled by fleet vehicles, rental vehicles, and personal vehicles used for business travel. The number of business trips where CRA employees used plane travel also decreased by **63%** between 2007-2008 and 2009-2010¹.

Through a new Space Allocation Framework that was introduced in July 2011, the Agency is rationalizing supply and demand processes for determining site specific office space including the promotion of alternate work arrangements (e.g., hoteling, shared workstations). In 2011-2012 the CRA office space footprint at 12 locations was reduced by a combined total of 8,551 m². Reductions in overall CRA office space will continue as lease expiry opportunities continue to arise.

We continued to green the CRA fleet, and a record **56%** of the fleet is now either hybrid or alternative fuel (ATF) capable. Efforts are being made to increase the number of traditional vehicles in the fleet that are right-sized and the most fuel efficient in their classes. The greening of the CRA fleet has helped reduce greenhouse gas (GHG) emissions from fleet vehicles by **7.4%** compared to the 2005-2006 baseline year. These reductions exceed the NAP target of a 5% emissions reduction by 2014. The CRA is also procuring data storage devices that are more efficient from a power and cooling perspective and is leveraging technologies to make more efficient use of storage space in data centres that is expected to reduce their environmental impact by 40-60% in 2012-2013. Lastly, the quantity of CRA used batteries processed through our recycling partners also reached a record high of 1,426 kg during the period, representing an increase of **18%** compared to 2010-2011.

Goal 2 highlights: Deliver sustainable programs and services to Canadians

CRA electronic services also experienced significant increases in use. Approximately **62%** of individuals and **61%** of businesses filed their taxes electronically. We estimate that this level of electronic tax filing represents the conservation of **726 million** sheets of paper for the 2011 tax year. Canadian taxpayers and benefit recipients are also increasingly using other CRA online services. In 2011-2012, there were **5.8 million** logins to *My Account*, **1.9 million** logins to *My Business Account*, and **4.4 million** logins to *Represent a Client*. These figures represent increases of 24%, 54%, and 47%, respectively, compared to 2010-2011. More than 982,000 transactions were processed through the *My Payment* e-service, up **76%** compared to the previous year, and over **57%** of all GST/HST returns were filed electronically.

SD provisions have been included in the standard templates for drafting new memorandums of understanding (MOUs) and letters of intent (LOIs). As a result, most new MOUs and LOIs issued by the CRA contain SD

¹ The SD Division does not review CRA business travel information every year.



clauses. Efforts to “green” CRA outreach events were also successful as **93%** of the 5,769 events included at least one documented SD consideration.

Goal 3 highlights: Improve business sustainability

CRA senior management continued to show their support for the SD Program. Nearly all (**99%**) of the Executive Cadre (EC) group and **80%** of the Management/Gestion (MG) group included SD commitments in their performance agreements or expectations. The SD Division delivered the SD module of the MG Learning Program (MGLP) **22** times to a total audience of **440** MGs. Promotions of the Sustainable Business Travel (SBT) course led to **277** new employees being trained. According to the annual SD Coordinator Survey, the SD Network’s satisfaction with the services provided by the SD Division was **80%** on average. This has remained relatively constant over the past three years.

Conclusion

We consider the first year of the SD Strategy 2011-2014 to be a success given that we completed **88%** of the work planned for the period. We have already achieved some notable and outstanding results and will build on these accomplishments over the next two years as we work to complete all activities and meet all targets outlined in the SD National Action Plan 2011-2014.

1.0 Introduction

This report provides a detailed account of the CRA’s SD Program’s accomplishments in 2011-2012. This fiscal period marks the first year of the CRA SD Strategy 2011-2014 and its associated SD National Action Plan (NAP). As this report covers the first year of a three-year action plan, many of the activities remain in progress as they are scheduled for completion in 2014. However, notable results have already been realized and are summarized in section **3.0: SD National Action Plan 2011-2014 Results**.

In 2011-2012, the scope of the SD NAP for the 2012-2014 period was revised as a result of resource constraints and an SD program efficiency review. As a result, the NAP will decrease from 17 targets to 15 and from 56 activities to 48 on April 1, 2012. The **Appendix** identifies which targets and activities have been altered or dropped from the updated NAP 2011-2014. It also provides specific information on the progress made to date on each target and activity.

2.0 Meeting Legal Requirements

The CRA is subject to federal legislation as well as various regulations that promote SD and protect the natural environment. In cases where federal legislation and regulations do not apply directly to the Agency, we make efforts to manage our operations in an environmentally responsible manner. The following section outlines how the CRA managed its legal obligations in 2011-2012.

2.1 Alternative Fuels Act

The *Alternative Fuels Act* requires that 75% of vehicle acquisitions have alternative transportation fuels (ATF) capability, where cost effective and operationally feasible. The CRA met the requirements of the Act in 2011-2012. Vehicle acquisitions during the period comprised one hybrid vehicle, four ATF-capable vehicles, and five traditional vehicles where the use of ATF or hybrid technology was not operationally feasible. Of these five traditional vehicles, three were right-sized and determined to be best-in-class for their anticipated role.



2.2 Canadian Environmental Protection Act (CEPA 1999)

2.2.1 Federal Halocarbon Regulations

The *Federal Halocarbon 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 2012, the CRA has completed halocarbon inventories in 93% (126/135) of facilities and managed 1,425 halocarbon-containing systems². We recorded two halocarbon releases in 2011-2012. Both releases were less than 10 kg and, therefore, did not need to be reported to Environment Canada.

2.2.2 Storage Tank Systems for Petroleum Products and Allied Petroleum Products Regulations

The *Storage Tank Systems for Petroleum Products and Allied Petroleum Products Regulations* require that all storage tank systems be formally registered and maintained in order to reduce the risk of soil and ground water contamination due to spills and leaks. The CRA owns and manages three storage tank systems, comprising nine tanks in total, which are used to store fuel for back-up electricity generators. In 2011-2012, two of the storage tank systems were in the process of being transferred to the authority of Shared Services Canada (SSC). Work is ongoing to ensure all three storage tank systems continue to comply with the Regulations.

2.3 Federal Sustainable Development Act

The *Federal Sustainable Development Act* (FSDA), which was passed by Parliament in June 2008, requires the federal government to develop and implement a federal sustainable development strategy (FSDS) within two years of the Act coming into force. The first FSDS was tabled in October 2010 and mandated all federal departments and agencies, including the CRA, to prepare its own sustainable development strategy to support the FSDS. The CRA SD 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 Sustainable Development National Action Plan 2011-2014 Results

This section outlines the key SD program results achieved in the first year of the 2011-2014 SD National Action Plan (NAP). Results are grouped under the NAP goals that they support. A complete breakdown of the actions and results achieved for each NAP target and activity can be found in the **Appendix**.

² At the CRA, halocarbon-containing equipment consists mainly of refrigeration and air-conditioning systems.



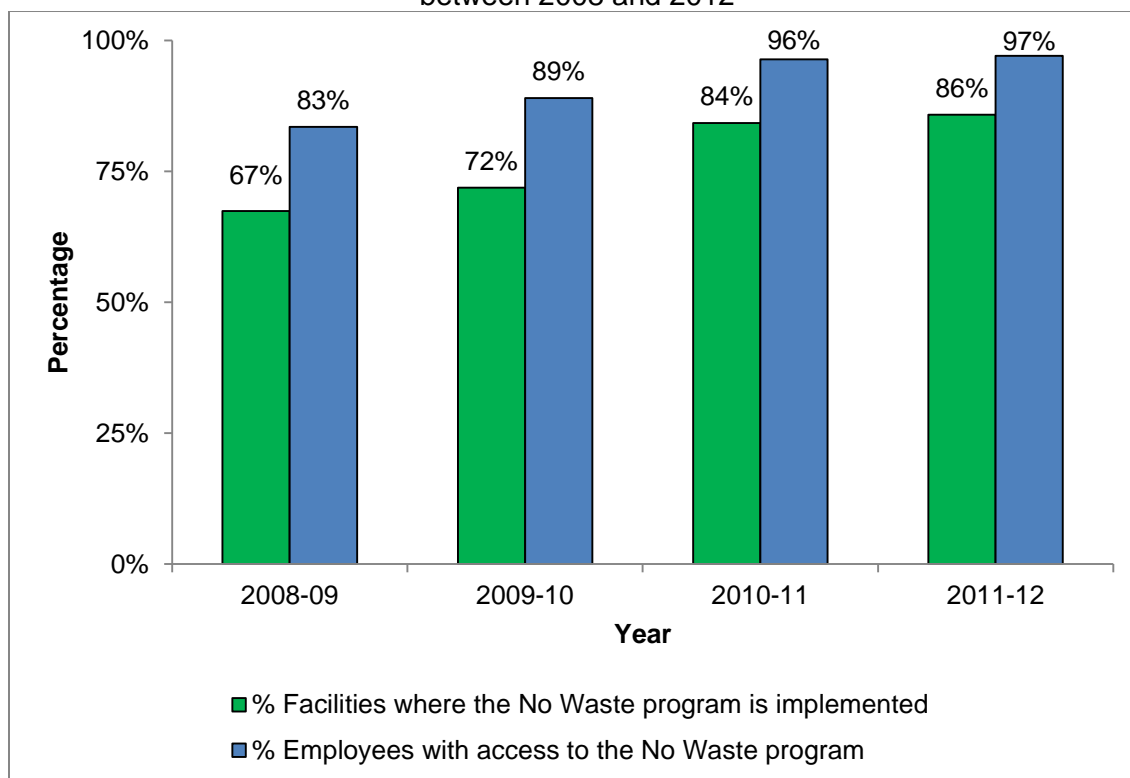
Goal 1: Minimize the impact of our operations on the natural environment (land, air, and water)

The targets and activities supporting Goal 1 strive to help the Agency minimize the impacts of its operations on the natural environment. The key areas of focus include solid waste management, green procurement, paper reduction, emission reduction, energy conservation, and hazardous substances management. The highlights from these areas are as follows:

Solid Waste

We continued our efforts to further reduce the amount of solid waste that is sent to landfill from CRA facilities. We developed the *CRA Green Office and Meeting Guide* that employees can use when planning meetings and events, which includes suggestions on how to reduce waste. The guide was posted on the SD Web site and was also promoted through the SD Network. We also expanded the *No Waste Program* to three new facilities. The program now operates in 86% (115/134) of CRA facilities and approximately 97% of employees have access to it in their workplace. **Figure 1** compares the percentage of CRA facilities where the *No Waste Program* is implemented with the percentage of employees who had access to the program between 2008 and 2012.

Figure 1: Percentage of CRA Facilities and Employees with Access to the *No Waste Program* between 2008 and 2012

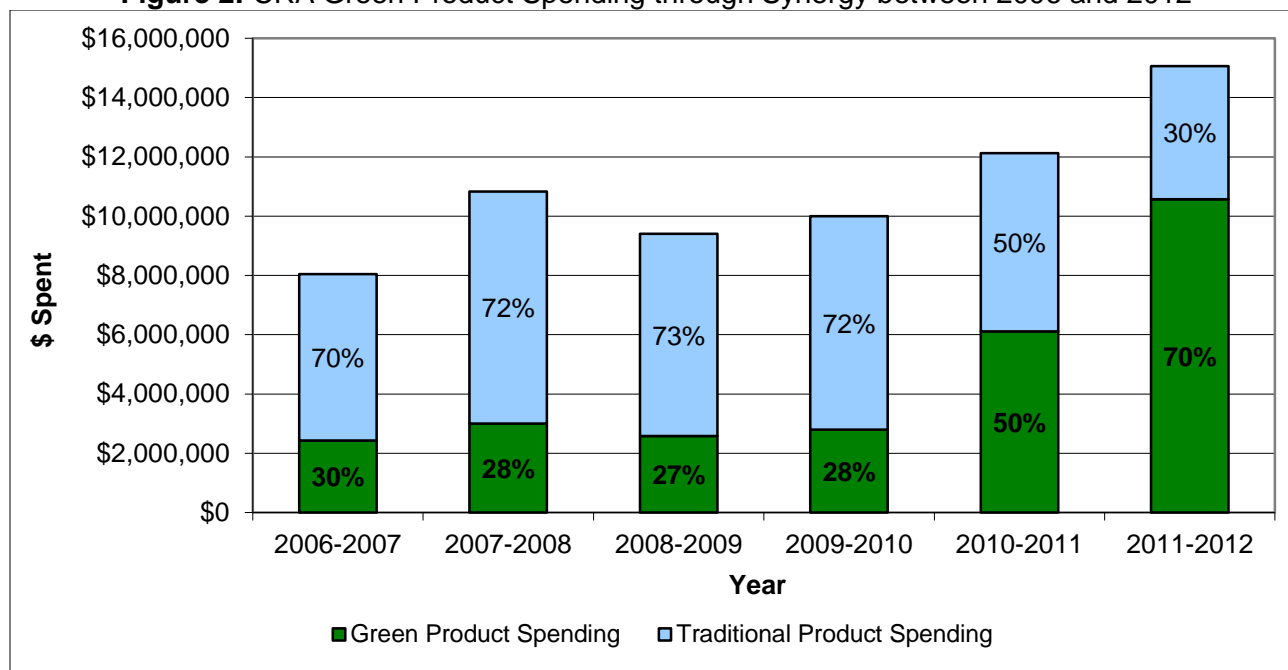




Green Procurement

The CRA strongly promotes the procurement of environmentally responsible products and services to reduce the impact of its operations on the environment. During the period, roughly 70% of the spending on products and services obtained through the Synergy³ online procurement tool was “green”. This continues the encouraging trend that has seen green procurement spending via Synergy increase from 28% in 2009-2010 to its current level. In addition to promotion activities, these results are partly due to the increasing number of green product options available through Synergy and the easy identification of these green products. **Figure 2** compares green product spending with traditional product spending through Synergy between 2006 and 2012.

Figure 2: CRA Green Product Spending through Synergy between 2006 and 2012



The Agency included SD specifications in 20 of 24 (83%) strategic sourcing contracts valued over \$1 million that were awarded during the period. This marks a significant increase from the seven “green” strategic sourcing contracts valued over \$1M awarded in 2010-2011. Total CRA procurement spending amounted to \$463M in 2011-2012, of which \$48.5M (10.5%) was green. This surpasses our March 2014 target of 10% green procurement.

Note that the green procurement rate through Synergy is much higher than the overall Agency green procurement rate. This is largely because the Synergy purchasing portal provides access to many products and services that have green options, whereas for general CRA procurement these green options either are not available or are not clearly identified. The CRA focuses its efforts on greening Synergy purchases and strategic sourcing contracts valued at over \$1 million.

³ The e-procurement tool was formerly known as WBRO.

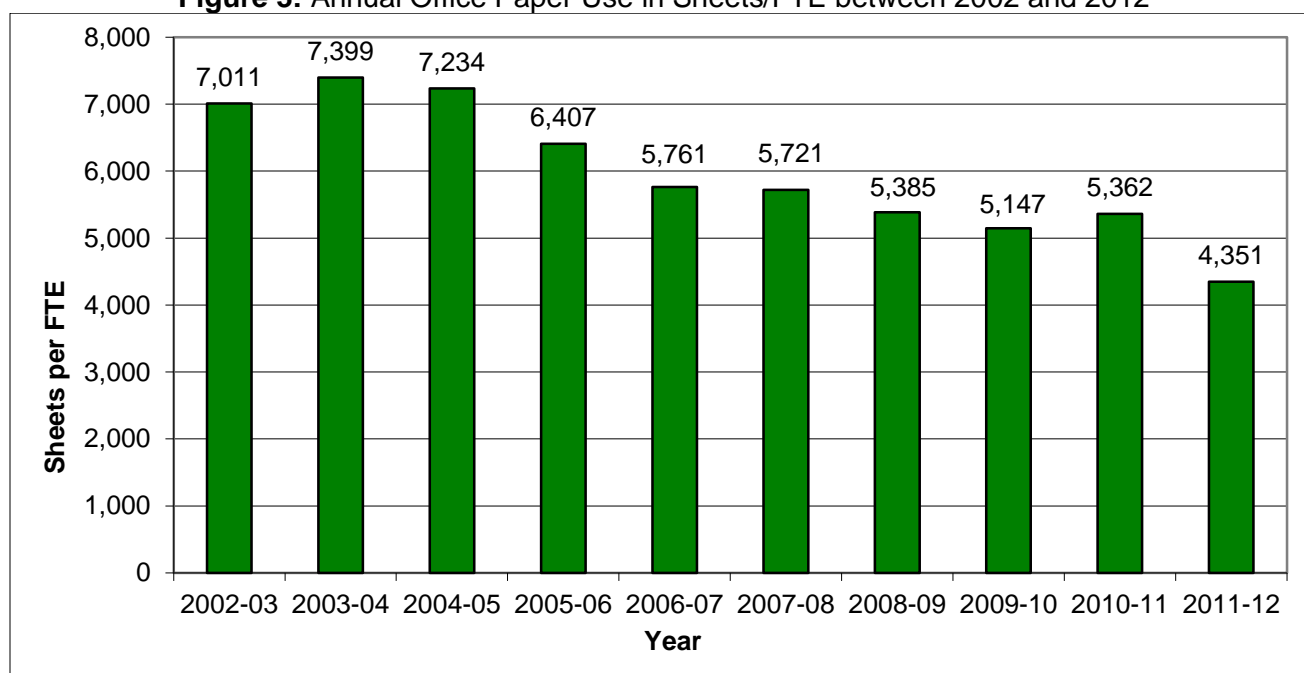


Multi-Purpose Office Paper

The Agency's annual national paper reduction campaign in 2011-2012 reminded employees that reducing paper use conserves natural resources and saves money. The campaign slogan was "Make a good Impression – Print less!" and activities focused on adopting simple printing best practices that reduce paper and toner use in the workplace.

During the period, paper use fell 19% to 4,351 sheets per full-time employee (FTE⁴) compared to the previous year. This result not only sustained the overall paper reduction trend observed since 2004-2005, but it also surpassed CRA's March 2014 paper reduction target of 4,613 sheets per FTE. The CRA will continue to promote smart paper use over the course of the SD Strategy 2011-2014. **Figure 3** illustrates the CRA's use of multi-purpose office paper per FTE over the last ten years.

Figure 3: Annual Office Paper Use in Sheets/FTE between 2002 and 2012



Business Travel

The CRA continued to promote and encourage the use of sustainable business travel practices to reduce GHG emissions and air pollution. The Agency promoted sustainable business travel to all employees through the Environment Week 2011 campaign. The slogan for the campaign was "Sustainable travel is the way to go!" Employees were encouraged to visit the Environment Week Web page on the national SD Web site for interactive resources and other useful information regarding sustainable transportation. The Sustainable Business Travel (SBT) course was among the items promoted during Environment Week. Results for 2011-2012 show that 314 users accessed the course, with 277 users completing the course for the first time. This brings the total number of unique participants to 2,122.

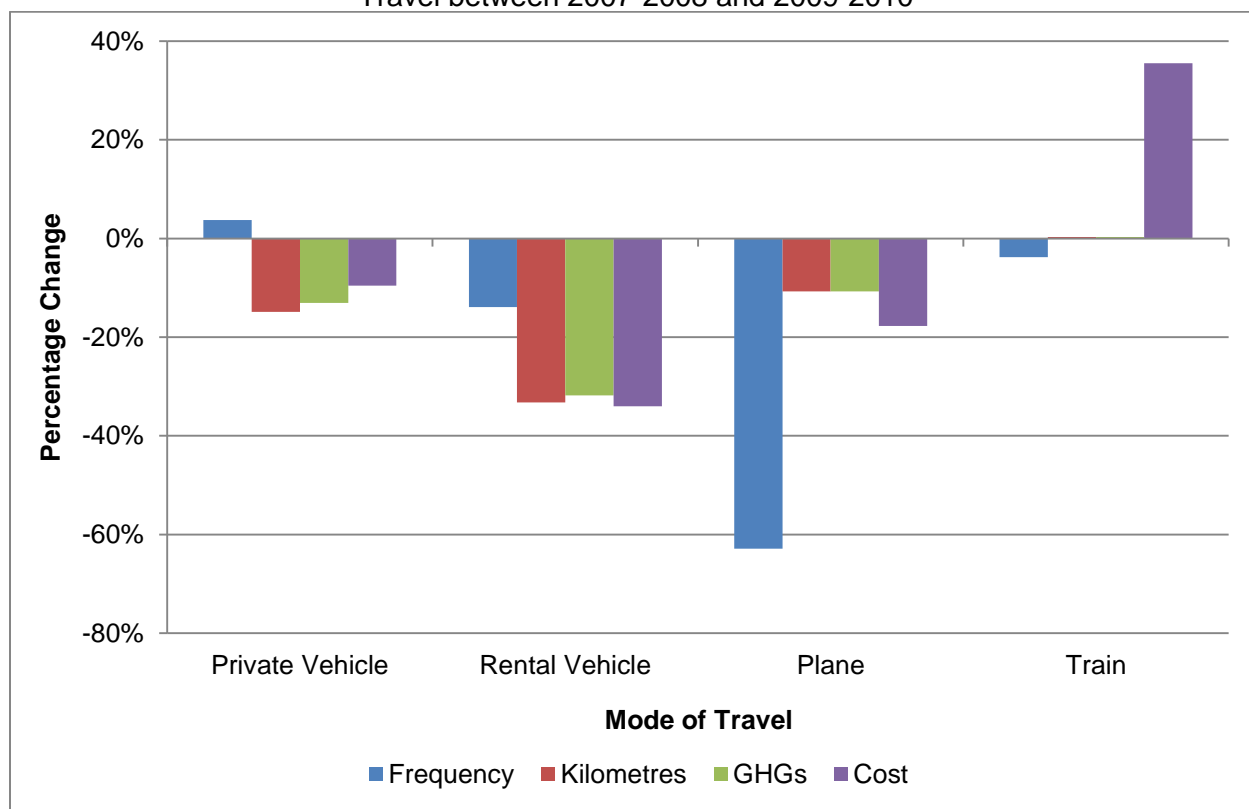
⁴ Full-time equivalent employee



We also completed an analysis of the Agency's business travel statistics from 2009-2010,⁵ which were taken from CAS travel reports, Amex@work reports, and reports from CRA Telephony Division. Compared with the 2007-2008 baseline year, the CRA made improvements in most of the measured areas. For example, the total number of business trips made by plane decreased by 63% (from 44,827 to 16,651) between 2007-2008 and 2009-2010. Within this same period, the number of virtual meetings⁶ increased by 582% (from 662 to 4,516). Anecdotal evidence shows that these two statistics are related and that more employees are choosing to hold virtual meetings than attend meetings in person because of time, cost, and environmental savings. Agency spending on business flights was reduced by 18% (from \$12,797,256 to \$10,526,904) between 2007-2008 and 2009-2010, and the total distance travelled by plane decreased by 11% (from 61,990,235 km to 55,324,865 km).

GHG emissions and costs associated with business travel also decreased between 2007-2008 and 2009-2010. Vehicle rentals for business trips were down 14%, and GHG emissions and total costs decreased 32% and 34%, respectively. Business trips using privately owned vehicles increased by 4%, but there were decreases in total distance travelled (15%), GHG emissions (13%), and associated Agency costs for claimed mileage (10%). Taxi and train use remained relatively constant, while public transit use more than doubled. Business travel using CRA fleet vehicles decreased 9% in terms of total distance travelled, and related GHG emissions fell by 2%. **Figure 4** shows the percent change in frequency, kilometers travelled, GHG emissions, and costs for CRA business travel using private vehicles, rental vehicles, planes, and trains between 2007-2008 and 2009-2010.

Figure 4: Percentage Change in Private Vehicles, Rental Vehicles, Planes, and Trains for CRA Business Travel between 2007-2008 and 2009-2010



⁵ The SD Division does not review CRA business travel information every year.

⁶ Virtual meetings include videoconferences and teleconferences.



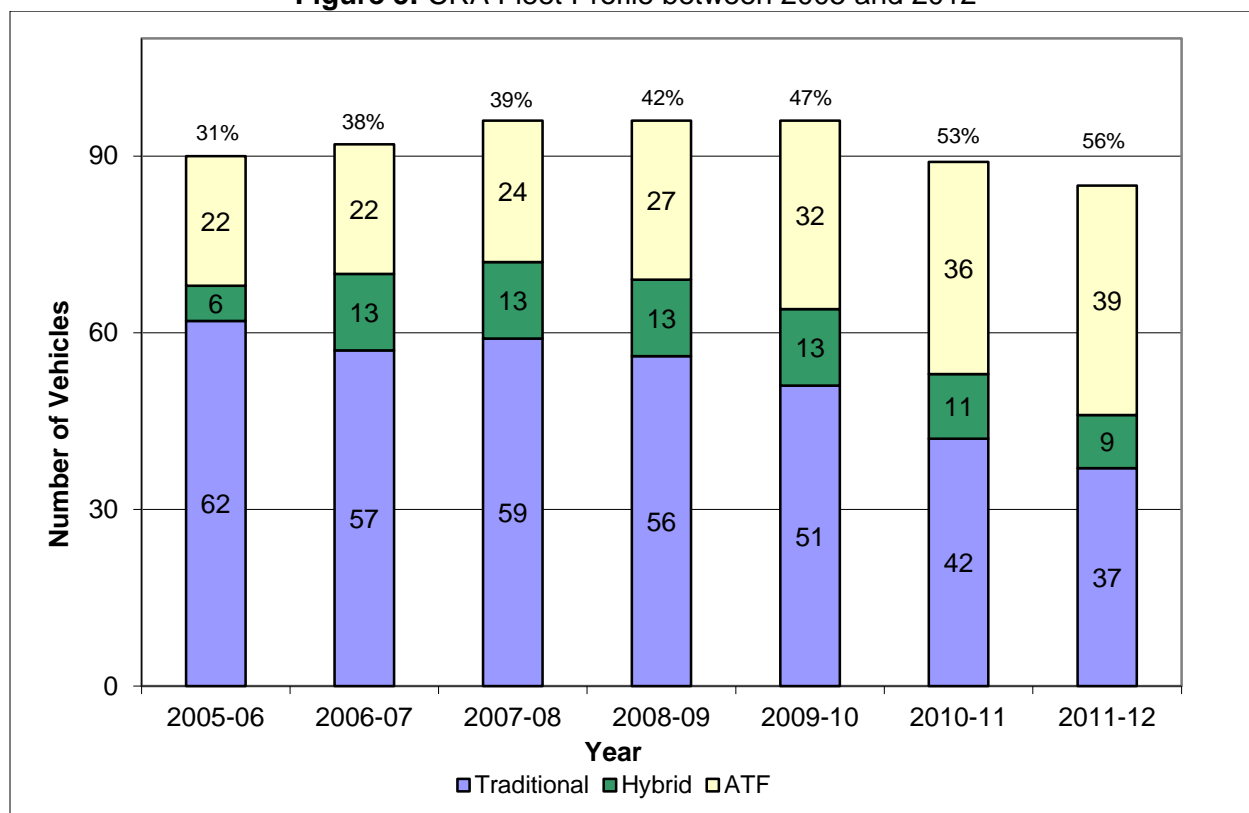
Real Property Footprint

In July 2011, the CRA introduced additional measures to control the supply and demand of office space to ensure its more efficient use and reduce the overall real property footprint. These measures included: Assistant Commissioner (AC) sign-off on staff requirements for lease renewals and relocation projects; AC Finance and Administration sign-off for long term lease commitments; and creating a Space Allocation Framework (SAF) that established site-specific office space envelopes based on size and typical operational requirements. The SAF also promotes strategies to improve office space efficiency (e.g., alternate work arrangements such as shared workstations and hoteling) and controls related to the provision of additional space for future speculative growth. As a result, the CRA office space footprint at 12 locations was reduced by a combined total of 8,551 m² in 2011-2012 with more significant reductions in office space to continue as opportunities to re-lease or return space to Public Works and Government Services Canada (PWGSC) arise.

Fleet

As part of its continuing efforts to reduce GHG emissions from CRA fleet vehicles, the Agency purchased four alternative fuel (ATF) capable vehicles and one hybrid vehicle in 2011-2012. Five traditional vehicles were also purchased, with three of the five being right-sized and most fuel efficient in their classes. These new vehicles helped increase the percentage of hybrids and ATF capable vehicles in the CRA fleet to 56%. They also increased the percentage of traditional vehicles in the fleet that were the most fuel efficient in their classes and right-sized for the job. **Figure 5** illustrates the composition of the CRA fleet as of March 31, 2012.⁷

Figure 5: CRA Fleet Profile between 2005 and 2012

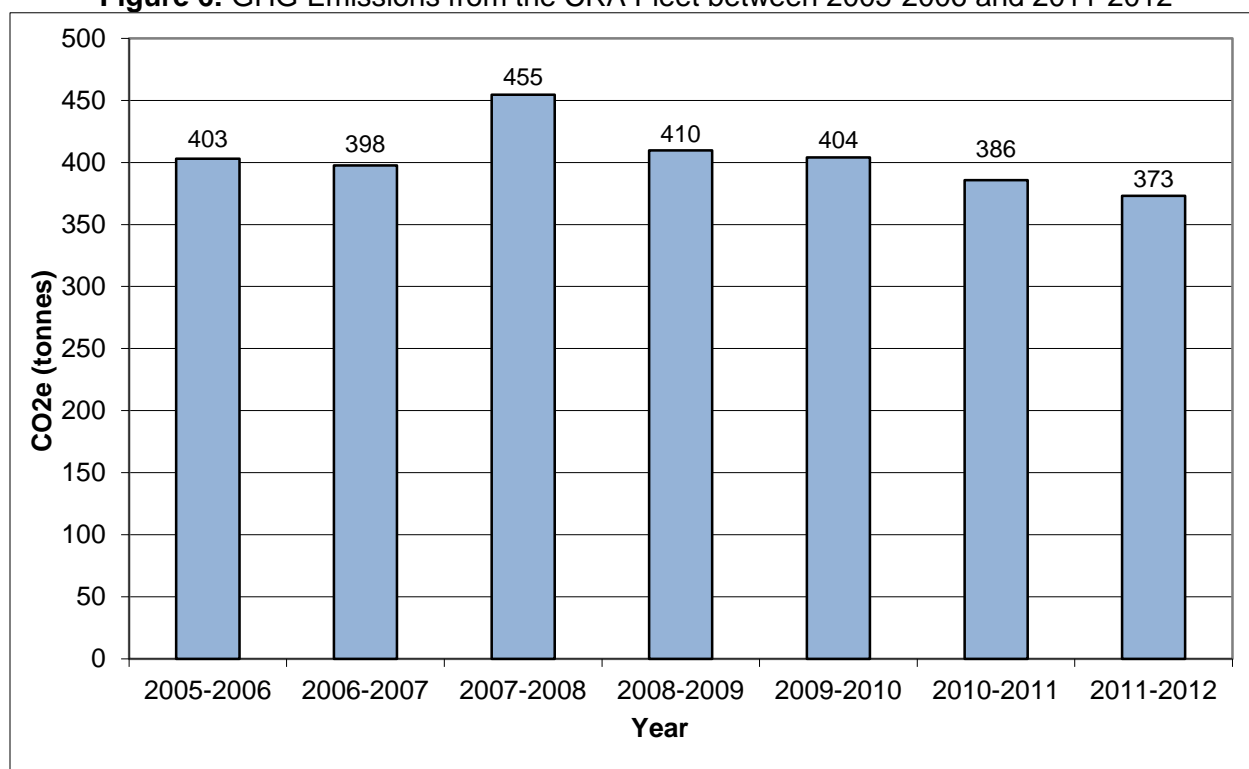


⁷ Although we acquired four ATF vehicles during the year, due to inventory movements the net increase of these vehicles in the fleet was three. Similarly, the CRA acquired one hybrid vehicle but saw the total number of hybrid vehicles in the fleet decrease by two.



The ongoing greening of the CRA fleet is also contributing to reductions in annual GHG emissions. In 2011-2012, fleet emissions from the CRA fleet fell to 373 tonnes of carbon dioxide (CO₂) equivalent.⁸ This represents a 7.4% decrease from the 2005-2006 baseline year and surpasses the SD NAP target of a 5% reduction by 2014. **Figure 6** shows GHG emissions from the CRA fleet between 2005-2006 and 2011-2012.

Figure 6: GHG Emissions from the CRA Fleet between 2005-2006 and 2011-2012



Energy Conservation

The SD Division finalized the success measurement report outlining the results of the Energy Conservation Pilot Project that ended in 2010-2011. The results were very positive, with energy waste after work hours decreasing by an average of 25% across the six facilities being monitored. This reduction in energy consumption equates to an annual savings of about 589,000 kilowatt hours of energy, \$48,000 in energy costs, and 319 tonnes of GHG emissions. These savings were due in part to the launch of an energy conservation campaign that focused on promoting energy use best practices in the workplace. The campaign included a national promotional banner that appeared for two weeks on all CRA monitors during the logon and logoff periods. The SD message on the banner was “Energy reduction – you’ve got the power!” and reminded employees to turn off their energy-consuming equipment when it was not in use.

The CRA implemented energy conservation initiatives in its two data centres through the virtualization of the Centralized Technology Platform farm. This allows user capacity to double without increasing the number of physical servers or power and cooling requirements. We continued to leverage existing infrastructure and virtualization technology to consolidate servers and continued to implement blade servers and virtualize

⁸ CO₂ equivalent is a standardized measure used to compare the emissions from various GHGs. The conversion factor is calculated using the global warming potential of each GHG relative to that of carbon dioxide.



physical servers as part of our core renewal program in the data centres. These initiatives reduced the number of physical servers required, reducing power, heating and cooling, and space requirements. These and other initiatives combined are expected to reduce the environmental impact of storage in data centres by 40-60% in 2012-2013.

Hazardous Materials

Halocarbons

The SD Division completed the draft Halocarbon Standard Operating Procedures (SOP) and disseminated the document to the SD regional and branch coordinators for consultation in Q2 2011-2012. Their comments will be incorporated into the SOP as appropriate, and the document will be finalized in 2012-2013.

Battery Recycling

We continued to implement battery recycling programs in additional CRA facilities, and in some cases expanded the programs to new areas and floors in facilities. During the period, the CRA recycled a total of 1,426 kg of single-use and rechargeable batteries; 661 kg of batteries through the Raw Materials Company, and 765 kg of batteries through the Call2Recycle Program. This is an increase of 18% compared with the 1,212 kg of batteries recycled in 2010-2011.

Goal 2: Deliver sustainable programs and services to Canadians

The targets and activities supporting Goal 2 aim to increase the sustainability of the programs and services that the CRA offers to Canadians. Details from efforts in this area are as follows:

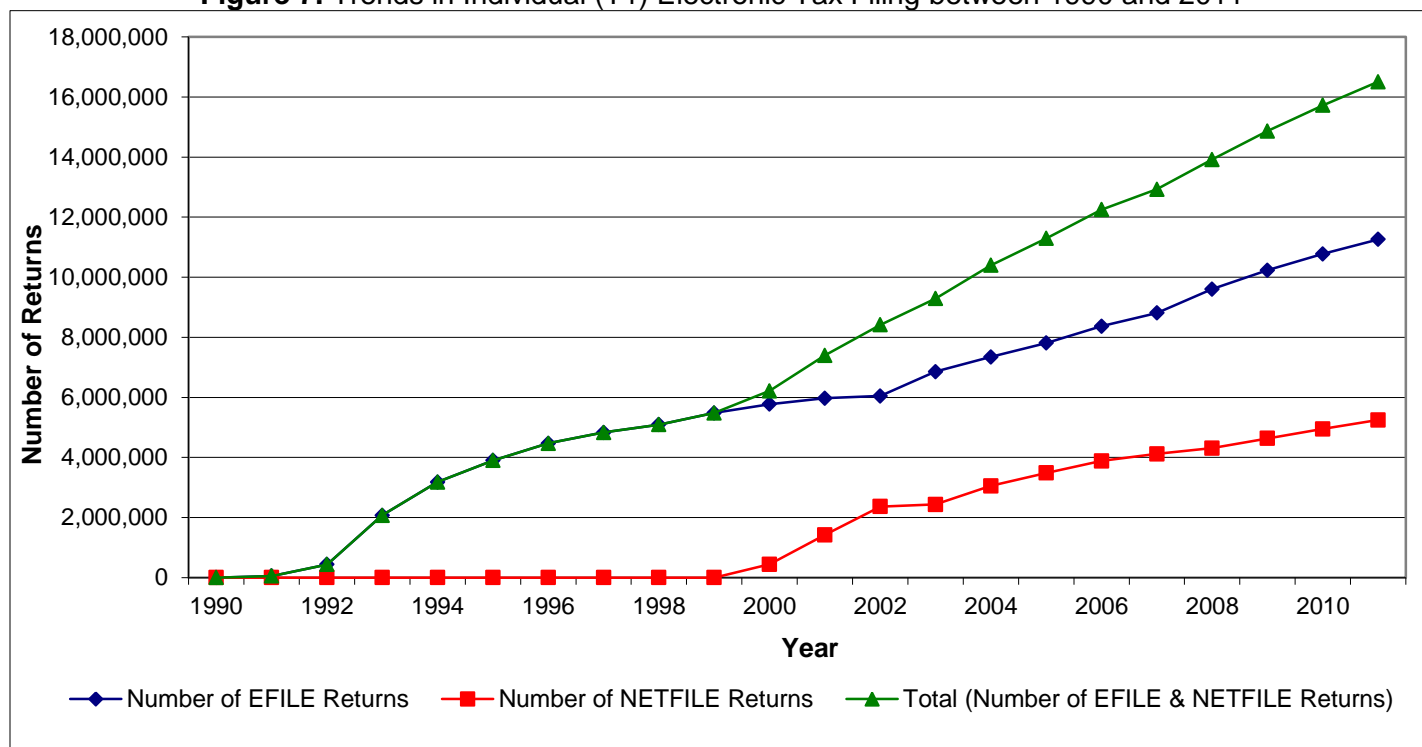
Paper Savings

The CRA has numerous options that allow Canadians to file their taxes while using less paper. The 2011 tax year saw continuing increases in the percentages of individuals and businesses who file their taxes electronically. Approximately 62% of individual (T1) filers used EFILE, NETFILE, or TELEFILE to submit their taxes electronically. This is an increase of 3% over the electronic filing rate observed in 2010. As for businesses (T2), 61% filed using electronic options, representing a 33% increase over the 2010 tax year.

Figure 7 illustrates the increasing trend of electronic filing among T1 filers.



Figure 7: Trends in Individual (T1) Electronic Tax Filing between 1990 and 2011



Electronic tax filing leads to considerable paper savings for the CRA and the taxpayer. EFILE and NETFILE have helped save almost 6.7 billion sheets of paper since e-filing records began in 1990. For the 2011 tax year, we estimate that electronic filing prevented the consumption of 726 million sheets of paper, with 520 million sheets saved due to reductions in printed tax guides.

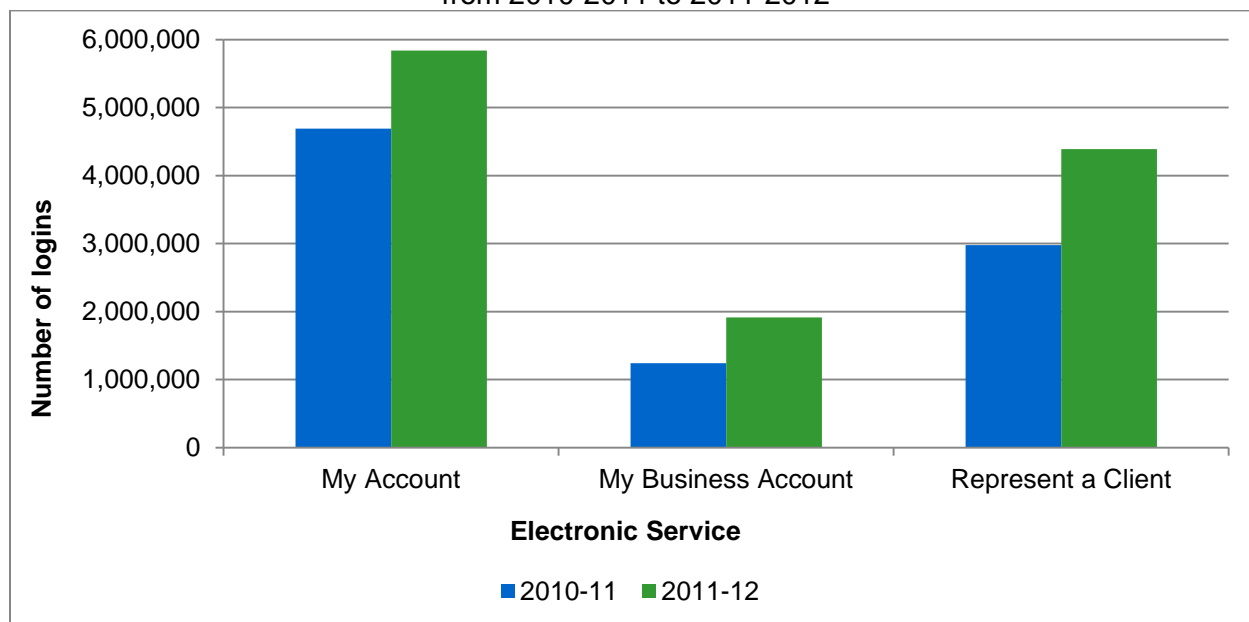
Use of Electronic Services

The CRA offers a variety of electronic services other than those used exclusively for filing taxes. The usage rates of many other CRA e-services set record highs in 2011-2012 in terms of the total number of user logins. For instance, there were 5.8 million logins to *My Account*, 1.9 million logins to *My Business Account*, and 4.4 million logins to *Represent a Client* in 2011-2012. These figures represent increases of 24%, 54%, and 47%, respectively, compared with 2010-2011.⁹ **Figure 8** compares the number of user logins to the *My Account*, *My Business Account* and *Represent a Client* portals in 2010-2011 and 2011-2012.

⁹ The percentage increases in this report may not be exactly in line with what was described in the SD Performance Report 2010-2011 due to the 2010-2011 report using preliminary e-service usage statistics.



Figure 8: Number of Logins to *My Account*, *My Business Account* and *Represent a Client* from 2010-2011 to 2011-2012



Similarly, the number of transactions processed through the *My Payment* e-service more than doubled from 2010-2011 levels, up 76% to a total of 982 thousand for the fiscal period. The number of GST/HST returns that were electronically processed also increased 40% compared to 2010-2011. In 2011-2012, over 57% of all GST/HST returns were filed and processed electronically. The CRA will continue developing and promoting the use of new e-services to help conserve resources and provide more efficient, timely, and accessible services to Canadians.

SD Integration

The CRA continues to include SD provisions in new memorandums of understanding (MOUs) and letters of intent (LOIs). The templates used when drafting these partnership documents include standard SD provisions. As a result, most new MOUs and LOIs issued by the CRA contain SD clauses. These clauses generally relate to using technology to realize efficiencies and minimize waste.

Each year, the CRA holds numerous community outreach events across the country to increase awareness of the various tax and benefits programs it offers to Canadians. Efforts are often made to “green” these events to reduce their effect on the environment and conserve Agency resources. In 2011-2012, the CRA delivered 5,769 outreach events to the Canadian public. Event records show that 5,354 (93%) of these events were greened in some way. The content of the Agency’s outreach events often supports SD as well, because many of these events promote electronic tax filing and the use of other CRA e-services.



Goal 3: Improve business sustainability

The targets and activities supporting Goal 3 seek to improve the sustainability of the CRA by integrating SD considerations into human resource management, information technology processes, and the Agency's accountability framework. Details regarding key results in this area are as follows:

SD in Performance Agreements/Expectations

To demonstrate senior management support for SD at the CRA, Executive/Cadre (EC) and Management/Gestion (MG) level employees are encouraged to include SD clauses in their performance agreements or expectations. For the 2011-2012 performance cycle, 99% of ECs and 80% of MGs had integrated SD into their performance documentation. This compares with 98% and 86% in 2010-2011.

SD Learning

The SD Division provides an SD training module as a component of the Management/Gestion Learning Program (MGLP). The module is intended to increase the MG group's understanding of SD and to provide the knowledge and tools to support and encourage it in the workplace. A total of 440 MGs attended the 22 SD sessions offered in 2011-2012.

Our promotion of the Sustainable Business Travel course during Environment Week and throughout the period led to 314 users accessing the material. Of these users, 277 were new participants taking the course for the first time. A total of 2,122 employees have taken the course since its creation in 2005-2006.

Employee Engagement

The CRA and the SD Division continued to leverage 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 and throughout the Agency. For each national event, the SD Division develops a theme, web resources, and an event planning kit to help the SD Network organize their local activities. Local SD committees in the branches and regions hosted a variety of events supporting each national event's theme. We also continued to recognize employee contributions to SD in the workplace through local and Agency recognition programs.

SD Network

The SD Division relies on the SD Coordinators and other members of the SD Network to help lead and implement the Agency's SD Program in their respective areas. The SD Division supports the SD Network through: orientation sessions and quarterly SD Network meetings; releasing semi-annual SD reports; participating in branch and regional SD committee meetings; and providing tools, guidelines, best practices, and other useful information.

At the end of each fiscal year, the SD Division surveys all SD Coordinators to determine how well its services are being received and to identify areas for improvement. A new survey format was established for 2011-2012, whereby three elements were introduced in each category in order to obtain an overall rating for each category. This new format enabled more in-depth analysis and helped provide more valuable feedback. The survey results found that the SD Coordinator satisfaction levels remained comparable to those observed in previous years. Overall, respondents' satisfaction with the services provided by the SD Division was 80% in 2011-2012, compared with 81% in 2010-2011 and 77% in 2009-2010. **Table 1** on the following page summarizes the 2011-2012 results.



Table 1: SD Coordinator Ratings for SD Division Services in 2011-2012

Category	Training & Awareness			Events & Major Initiatives			Provision of Info & Guidance			Meetings & Consultations			Performance Reporting		
Category rating	3.47			4.16			4.12			4.05			4.04		
Element	Timely	Relevant	Sufficient	Earth Day	EW	WRW	Accuracy	Response time	Applicability	Frequency	Relevance	Integration	Process	Support	Application
Element ratings	3.6	3.9	2.9	4.1	4.2	4.2	4.3	4.1	4.0	3.9	4.0	4.3	3.9	4.2	4.0

Conclusion

Overall, it has been a very successful year for the CRA in terms of SD achievements and capacity building. We completed **88%** of the SD program work planned for the 2011-2012 period.¹⁰ More specifically, 91% of the work planned for Goal 1 activities was completed, 67%¹¹ of Goal 2 activity work was addressed, and 85% of the work supporting Goal 3 was accomplished. By completing 88% of the work planned for the first year of the three-year SD National Action Plan, we have positioned ourselves well to achieve the planned activity and target results at the end of the three-year period.

4.0 Sustainable Development Program Costs

The CRA invested approximately \$1.34 million in direct costs (personnel and operating) to support the SD Division and the regional SD Coordinators in implementing the SD Program in 2011-2012. A more detailed breakdown of the funding allocation can be found in **Table 2**.

Table 2: 2011-2012 Sustainable Development Program Budget (in thousands of dollars)

Expenditure Area	Resource Type		
	Salary	O&M	Total
Headquarters	829	26	855
Regions	393	95	488
Total	1,222	121	1,343


¹⁰ Progress on activities is determined through our internal activity assessment system, which compares actual to planned progress.

¹¹ This percentage is low as half of the Goal 2 activities were dropped for the 2012-2014 period, so SD Division efforts were focused elsewhere as of mid 2011-2012.



Appendix: Report on Targets and Activities

This **Appendix** outlines progress on the targets and supporting activities of the SD National Action Plan 2011-2014. Activities that contribute to the Federal Sustainable Development Strategy (FSDS) are identified with the following symbol:


Target 1.1.1 and supporting activities	Results as of March 31, 2012
Target 1.1.1: By March 31, 2014, CRA will have the <i>No Waste</i> Program in 100% of facilities Measure: Percentage of facilities with the <i>No Waste</i> Program	Status: In progress (target wording has been altered for 2012-2014) The <i>No Waste</i> Program was implemented in 86% of facilities as of March 31, 2012. Approximately 97% of CRA employees have access to the program.
Activity 1.1.1.1: Implement the <i>No Waste</i> Program in additional facilities (Annual)	In progress The SD Division purchased 400 mini-bins to send to CRA facilities as needed. Extra mini-bins were sent to several facilities in Quebec (305 René Lévesque, 165 Point-aux-Lièvres, and 25 rue des Forges) to help support their existing <i>No Waste</i> programs. The SD Division also participated in a meeting with employees who will be moving to a facility in the Trainyards area (HQ) and provided information on the <i>No Waste</i> Program and other SD-related issues.
Output: <i>No Waste</i> Program in additional facilities	The <i>No Waste</i> Program was implemented at 50 O'Connor (HQ) and 1010 Seymour (Pacific), and it will be implemented at the new Trainyards facility (HQ) once CRA employees have moved there.
Activity 1.1.1.2: Develop and promote a <i>CRA Composting Implementation Guide</i> (2013)	In progress The SD Division drafted the <i>Composting Implementation Guide</i> . Stakeholder consultations will be completed in 2012-2013 and the Guide will then be promoted and posted on the SD Web site.
Output: Guide and promotion activities	The guide was drafted. Promotion activities will be completed once the guide has been finalized.
 ¹² Activity 1.1.1.3: Develop and promote a <i>CRA Green Office and Meeting Guide</i> (Annual)	In progress The SD Division developed and finalized the <i>CRA Green Office and Meeting Guide</i> . The guide was posted on the SD Web site on InfoZone in March 2012.
Output: Guide and promotion activities	The guide was finalized and posted on the SD Web site. Additional promotional activities will take place during Waste Reduction Week 2012.



¹² This commitment supports the Federal Sustainable Development Strategy (FSDS).




Target 1.1.2 and supporting activities	Results as of March 31, 2012
<p>Target 1.1.2: By March 31, 2014, CRA will have battery recycling programs in 100% of facilities</p> <p>Measure: Percentage of facilities with battery recycling programs; quantity of batteries recycled</p>	<p>Status: In progress</p> <p>The CRA Facility Questionnaire results compiled in early 2011 showed that approximately 85% of CRA facilities have battery recycling programs in place.</p> <p>Recycling certificates provided by battery recycling service providers, namely the Raw Materials Company and the Rechargeable Battery Recycling Corporation, indicate that the CRA recycled 1,426 kg of single-use and rechargeable batteries in 2011-2012.</p>
<p>Activity 1.1.2.1: Implement battery recycling programs in additional facilities (Annual)</p>	<p>In progress</p> <p>In January 2012, the Compliance Programs Branch (CPB) launched battery recycling programs in the following National Capital Region (NCR) locations: 275 Slater (1 floor), 344 Slater (3 floors), 427 Laurier (1 floor), and 112 Kent (3 floors).</p> <p>During the period, the Information Technology Branch (ITB) in the NCR expanded their battery recycling program to include the collection and recycling of uninterruptable power supplies and laptop batteries weighing less than 5 kg. We will extend this program to all branches in the HQ IT Support region in 2012-2013.</p>
<p>Output: Battery recycling programs in additional facilities</p>	<p>Battery recycling programs were implemented in at least¹³ four additional facilities in 2011-2012.</p>

Target 1.1.3 and supporting activities	Results as of March 31, 2012
 <p>Target 1.1.3: By March 31, 2014, CRA will reuse or recycle all surplus electronic and electrical equipment (EEE) in an environmentally sound and secure manner</p> <p>Measure: Percentage of facilities with implemented EEE disposal plans</p>	<p>Status: In progress</p> <p>As of March 31, 2012, a draft national implementation plan for the disposal of surplus EEE has been developed to ensure the disposal of all EEE in a sound and secure manner. The CRA is establishing policies and mandatory procedures that will ensure all facilities have fully implemented EEE plans in place by March 31, 2014. The CRA tracked the disposal of key equipment types in the headquarters region, which comprises 21% of all CRA facilities.</p>
<p>Activity 1.1.3.1: Establish a national implementation plan for the disposal of all surplus EEE (2012)</p>	<p>In progress</p> <p>Administration Directorate (AD) developed a national implementation plan for the disposal of surplus EEE and provided it to the SD Division for review and comments.</p>
<p>Output: National EEE disposal implementation plan</p>	<p>The national implementation plan for the disposal of surplus EEE was drafted during the period and will be finalized in 2012-2013.</p>
<p>Activity 1.1.3.2: Implement surplus EEE disposal programs in facilities (Annual)</p>	<p>In progress</p> <p>The CRA tracked the disposal of key equipment types in the headquarters region.</p>

¹³ Some facilities may have implemented battery recycling programs without informing the SD Division.




Output: Facilities with EEE disposal programs	Headquarters facilities (representing 21% of CRA facilities) have EEE disposal programs in place that track the disposal of key equipment types.
Activity 1.1.3.3: Establish a methodology to track and report on surplus EEE disposal (2013)	In progress (activity wording has been altered for 2012-2014) AD conducted background research, reviewed provincial EEE recycling programs, and held consultations with key stakeholders regarding the development of an EEE disposal tracking methodology. AD also took steps to strengthen the Finance and Administration Branch (F&A) role in the oversight of disposal of surplus material assets to prepare for the introduction of the EEE disposal tracking methodology.
Output: EEE disposal report	The Materiel Disposal Directive, which establishes the high-level requirements for the disposal of surplus CRA materiel assets, including surplus EEE, was approved and implemented. AD also drafted a national implementation plan for the disposal of surplus EEE, which outlines the key targets for the first phase of the implementation plan (IT hardware).

Target 1.1.4 and supporting activities	Results as of March 31, 2012
 Target 1.1.4: By March 31, 2013, CRA will achieve an 8:1 average ratio of employees to printing units where building occupancy levels, security considerations, and space configuration allow Measure: Employees to printing units ratio	Status: In progress As of March 31, 2012, the CRA had achieved an employee to printing unit ratio of 6.1:1 , surpassing the March 31, 2012 interim target of 4:1.
Activity 1.1.4.1: Develop and implement a national printing device consolidation initiative to reduce the number of printing units (2012)	Complete AD developed tools and resources to help the Agency implement the printing device consolidation initiative. Some of the major efforts included: providing support and guidance to the office print representatives leading the initiative for each branch and region; developing a methodology to help calculate branch and regional employee-to-print device ratios; establishing the CRA's employee-to-printer ratio for each branch and region; developing training material to help employees use the confidential print functionality on network printers; coordinating the reallocation of surplus print devices to meet local needs; encouraging the disposal of ageing and standalone print devices through the Material Disposal Directive; and reviewing each branch and region's office print plan.
Output: Printing device consolidation initiative implemented	The printing device consolidation initiative is in place Agency-wide.









<p>Activity 1.1.4.2: Develop/modify policy instruments to support the national printing device consolidation initiative (Annual)</p>	<p>In progress (activity dropped for 2012-2014)</p> <p>AD developed the Materiel Disposal Directive, which outlines how to properly dispose of all surplus material assets (e.g. printers). The directive came into effect on November 29, 2011. AD also developed confidential print procedures to teach employees how to use the confidential print function on network printers and developed the methodology for calculating branch and regional employee-to-print device ratios. The “Advisor #77: Security Procedures to Prepare Electronic Equipment for Disposal” and “Synergy Notice #221: Label Printers” were also developed to clarify Agency procedures surrounding these types of equipment.</p>
<p>Output: Developed/modified policy instruments</p>	<p>The Materiel Disposal Directive, the Confidential Print Procedures, Advisor #77, and Synergy Notice #221 were developed to support the national printing device consolidation initiative. A CSD review found that no formal policies needed to be developed or modified in 2011-2012 to achieve the FSDS targets.</p>
<p>Activity 1.1.4.3: Develop a national inventory of printing units (Annual)</p>	<p>In progress</p> <p>AD worked in conjunction with ITB to establish and ensure an accurate national inventory of printing units. AD acquired Agency printer inventory data from ITB’s Service Desk database and established a network of branch and regional office print representatives to confirm data integrity at the branch and regional level.</p> <p>AD maintains a national inventory of printing units by:</p> <ul style="list-style-type: none"> • monitoring the Agency’s print device inventory through Service Desk. • promoting branch and regional reallocation of surplus print devices. • encouraging the disposal of ageing and standalone print devices in accordance with the Materiel Disposal Directive. • collaborating with ITB to update and improve the national tracking standards designed to standardize inventory reporting guidelines. • working with ITB to improve the data quality in Service Desk, which is used to monitor Agency print device inventories.
<p>Output: Inventory of printing units</p>	<p>The Agency has an inventory of printing units that is updated on an ongoing basis through Service Desk. Efforts are ongoing to ensure the data is accurate and up-to-date.</p>

Target 1.2.1 and supporting activities	Results as of March 31, 2012
<p> Target 1.2.1: By March 31, 2014, 10% of CRA spending on products and services will be green procurement</p> <p>Measure: Percentage of annual green procurement spending on products and services</p>	<p>Status: Met</p> <p>Green procurement represented 10.5% of all CRA spending on products and services in 2011-2012.</p>



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 Activity 1.2.1.1: Include SD clauses and environmental specifications in all new contractual arrangements valued over \$1M (Annual)	In progress In 2011-2012, CRA awarded 24 contracts valued over \$1M. Of these contracts, 20 included SD clauses.
Output: Contractual arrangements with SD clauses and environmental specifications	SD clauses were included in 83% of the contractual arrangements valued over \$1M that were awarded in 2011-2012.
 Activity 1.2.1.2: Include green procurement criteria in all new publication contractual arrangements (Annual)	In progress No new publication contractual arrangements were issued in 2011-2012.
Output: Green publications	Work is ongoing to ensure that all new publication contractual arrangements include green procurement criteria.
 Activity 1.2.1.3: Ensure all procurement officers with procurement authority have received green procurement training (Annual)	In progress Of the 58 procurement officers with procurement authority, 56 (97%) have received green procurement training.
Output: Green procurement training report	The green procurement training report for 2011-2012 has been established.
 Activity 1.2.1.4: Include environmental measures in the performance agreements or expectations of all managers and functional heads of procurement and materiel management (Annual)	In progress There are nine managers and functional heads of procurement and materiel management, and all nine have confirmed the inclusion of environmental measures in their performance agreements.
Output: Performance agreements with environmental measures	In 2011-2012, all managers and functional heads of procurement and materiel management included environmental measures in their performance agreements.
 Activity 1.2.1.5: Ensure 75% of procurement management processes and controls include environmental considerations based on PWGSC guideline (2014)	In progress AD met with the SD Division in May and June of 2011 to review PWGSC's <i>Guideline and Checklist of Potential Green Procurement Management Controls and Considerations</i> to assess CRA against this checklist (73 processes and controls). A total of 69 were deemed to be relevant to the CRA. As of March 31, 2012, environmental considerations are included in 40 of the 69 CRA procurement processes and controls.
Output: Procurement processes and controls with environmental considerations	At the end of the 2011-2012 period, 58% of the procurement processes and controls identified to be relevant to the CRA included environmental considerations.

Target 1.3.1 and supporting activities	Results as of March 31, 2012
 Target 1.3.1: By March 31, 2014, CRA will reduce office paper use per full-time equivalent (FTE) by 28% from baseline year 2005-2006 Measure: Percentage reduction of office paper purchased per FTE from baseline year	Status: Met As of March 31, 2012, the CRA had reduced office paper consumption to 4,351 sheets per FTE – a 32% decrease from baseline year 2005-2006.





<p>Activity 1.3.1.1: Coordinate a national paper reduction campaign (Annual)</p>	<p>In progress</p> <p>The online paper reduction campaign focused on the financial costs of printing and the lifecycle impacts of printing. The campaign provided information on a variety of software shortcuts that can help employees work more efficiently and promoted information management best practices and paper smart meeting tips.</p>
<p>Output: Paper reduction campaign</p>	<p>The paper reduction campaign took place on April 22, 2011 (Earth Day).</p>
<p>Activity 1.3.1.2: Implement paper reduction initiatives from the 2008 <i>Agency Paper Use Scan</i>, as feasible (2013)</p>	<p>In progress</p> <p>The SD Division met with Taxpayer Services and Debt Management Branch (TSDMB) IT specialists to discuss the sustainability features of TSDMB's new multi-screen print solution. The solution's paper reduction and enhanced usability features were highlighted. TSDMB agreed to pilot the solution with a group of mainframe users so that the SD features could be tested.</p>
<p>Output: Paper reduction initiatives</p>	<p>Paper reduction initiatives directly related to the paper use scan were not implemented in 2011-2012.</p>
<p>Activity 1.3.1.3: Revise the procedures for processing <i>Access to Information Act</i> and <i>Privacy Act</i> (ATIP) requests to reduce paper use requirements and realize efficiencies (2014)</p>	<p>In progress</p> <p>The ATIP Technological Tools Renewal project has three phases. Phase 1 was completed in 2010-2011 and saw the implementation of new imaging software that allows the scanning of new ATIP requests into the system.</p> <p>Phases 2 and 3 were started in 2011-2012 and 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.</p> <p>Phase 2 of the project, which involves developing a formal mechanism for the receipt of electronic documents from offices of primary interest (OPIs), was delayed until the development of a new combined tracking and redaction system is complete (expected Q1 2012-2013).</p>
<p>Output: Revised ATIP procedures</p>	<p>It is estimated that Phase 1 ATIP process changes have reduced paper use by 20%. Approximately 600,000 sheets of paper have been saved using the imaging software, and many of the paper document preparation tasks (e.g., page numbering, collating) were also eliminated. Agency OPIs continue to send paper documents for ATIP requests, which are then scanned into the new software. In 2011-2012, ATIP released close to 500,000 pages electronically.</p>
<p>Activity 1.3.1.4: Convert internal forms to intra-form format (Annual)</p>	<p>In progress</p> <p>Branches and regions continue to promote and convert internal forms to intra-form format where feasible. Some areas choose to convert internal forms to fillable and savable PDF documents.</p>
<p>Output: Intra-forms</p>	<p>The Intra-Form Centre of Expertise has 44 intra-forms and 53 work tools or solutions in development or production.</p>



Target 1.3.2 and supporting activities	Results as of March 31, 2012
Target 1.3.2: By March 31, 2014, CRA will reduce the paper used for external publications by 10% from baseline year 2008-2009 Measure: Percentage reduction of paper used for external publications	Status: In progress As the amount of paper used for external publications in 2011-2012 has not yet been determined, the percentage reduction from the 2008-2009 baseline could not be measured.
Activity 1.3.2.1: Measure paper used for external publications (Annual)	In progress Little progress was made on this activity due to competing priorities. A meeting between the SD Division and key stakeholders is planned for Q1 2012-2013 to develop an implementation plan for paper reduction initiatives over the next three years and to ensure this activity progresses.
Output: External publications paper use report	An external publications paper use report was not completed for 2011-2012.
Activity 1.3.2.2: Include paper reduction initiatives in the Agency Publication Plan (APP) process (Annual)	In progress (activity dropped for 2012-2014) Little progress was made on this activity due to competing priorities.
Output: APP paper reduction initiative report	An APP paper reduction initiative report was not completed for 2011-2012.
Activity 1.3.2.3: Introduce/update SD criteria in the CRA Publishing Policy and establish Agency external paper ¹⁴ reduction directive and guidelines (2014)	In progress The SD Division drafted a Paper Reduction Directive to replace the Reduction in Internal Paper Consumption Directive. Public Affairs Branch (PAB) stakeholders will have the opportunity to review and approve the Directive in Q1 2012-2013, and F&A Assistant Commissioner level approval is expected in Q3 2012-2013. The task of introducing or updating the SD considerations in the CRA Publishing Policy will be addressed during the policy's regular review cycle in 2012-2013.
Output: Updated policy, directive and guidelines	The Paper Reduction Directive was drafted in 2011-2012. The scope of the directive was expanded to include SD considerations for CRA publishing activities based on industry best practices and the <i>Sustainability Options for Greening CRA's External Printed Publications report</i> .

¹⁴ External paper includes paper used in CRA print to mail systems and paper used in external printing shops contracted by the CRA.



Target 1.4.1 and supporting activities	Results as of March 31, 2012
 <p>Target 1.4.1: By March 31, 2014, CRA will reduce greenhouse gas (GHG) emissions from fleet vehicles by 5% from baseline year 2005-2006</p> <p>Measure: Percentage reduction of GHG emissions from fleet</p>	<p>Status: Met</p> <p>GHG emissions from CRA fleet vehicles fell to 373 tonnes of CO₂ equivalent¹⁵ in 2011-2012. This is a 7.4% decrease from the baseline year and surpasses the target due in 2014.</p>
 <p>Activity 1.4.1.1: Ensure all vehicles purchased are right-sized and most fuel efficient in class based on operational requirements¹⁶ (Annual)</p>	<p>In progress</p> <p>The CRA purchased 10 vehicles in 2011-2012. Of these vehicles, one was a hybrid, four were alternative fuel capable (ATF), and five were traditional fuelled vehicles. Of the five traditional fuelled vehicles, three were right-sized and most fuel efficient in their classes.</p>
<p>Output: Right-sized and most fuel efficient in class vehicles purchased</p>	<p>Of the 10 vehicles purchased by the CRA in 2011-2012, 9 were right-sized and 8 were the most fuel efficient vehicle in the class based on operational requirements.</p> <p>The vehicle that was right-sized but not most fuel efficient in class was supposed to be a cube van, but the CRA purchased a cargo van that had a higher roof instead, allowing the client to transport more boxes at a time and reduce the number of trips being made. This cargo van is a 6-cylinder diesel instead of an 8- or 10-cylinder cube van.</p> <p>The vehicle that was neither right-sized nor most fuel efficient in class is a 10-cylinder gasoline engine cube van that is used for mail delivery and general services.</p>
<p>Activity 1.4.1.2: Review and improve the measures to rationalize, rejuvenate and right-size CRA fleet within the fleet management policy instruments and processes (2013)</p>	<p>In progress (activity dropped for 2012-2014)</p> <p>AD continues to monitor opportunities to rationalize, rejuvenate and right-size CRA's fleet.</p> <p>As a follow-up to the 2009 Fleet Directive and Procedures, AD made considerable improvements to its fleet by:</p> <ul style="list-style-type: none"> reducing the number of vehicles by four since the end of last fiscal (2010-2011); substituting a light truck (4-cylinder gasoline) for a medium/heavy truck (6-cylinder diesel), and replacing a traditional SUV with an alternative fuel (ATF) minivan. <p>AD also began a pilot project between the Ottawa Technology Centre and ITB to allow for better usage of an under-utilized vehicle.</p>
<p>Output: Updated measures</p>	<p>The fleet policy instruments are updated every four to five years and were last updated in December 2009.</p>

¹⁵ CO₂ equivalent is a standardized measure for comparing GHG emissions. It involves converting emissions of other GHGs to CO₂ based on the global warming potential of these other GHGs.

¹⁶ Right-sized is determined through CRA's Flowchart for Vehicle Requirements.



Activity 1.4.1.3: Promote fleet management training initiatives to fleet managers and drivers (2012)	In progress The SD Division and AD worked together to identify appropriate fleet management training products. AD received information regarding the fleet management training provided by the Canada School of Public Service and will evaluate this course in 2012-2013 to determine if it will be beneficial to fleet drivers and managers.
Output: Promotion activities	No training products were promoted to fleet managers and drivers in 2011-2012.

Target 1.4.2 and supporting activities	Results as of March 31, 2012
Target 1.4.2: By March 31, 2014, CRA will achieve a 5% shift towards sustainable travel options for business and commuter travel from baseline year 2007 Measure: Percentage shift in the use of sustainable travel options	Status: In progress (target wording has been altered for 2012-2014) The percentage shift in the use of sustainable travel options will not be measured as this was planned for 2013-2014 and this target has since been modified. For 2012-2014, this target will read "By March 31, 2014, CRA will promote sustainable business travel options and inform employees on sustainable commuting options."
Activity 1.4.2.1: Introduce/update SD criteria in policy instruments and processes related to business and commuter travel during regular review cycles (Annual)	In progress Work to introduce or update SD criteria in policy instruments and processes related to business and commuter travel during their regular review cycles is ongoing and will continue in 2012-2013. The normal review cycle is five years for policy instruments.
Output: Updated policy instruments and processes	In 2011-2012, Financial Administration Directorate (FAD) updated the CRA Travel Directive, My Travel, and the CAS travel module to include SD criteria. FAD also plans to review and update the Relocation Policy in 2012-2013. Real Property and Service Integration Directorate (RPSID) drafted a directive on showers and lockers in CRA facilities that includes SD criteria. RPSID also drafted and implemented a new parking directive, which is being implemented at CRA facilities when their current occupancy agreements expire. Certain aspects of this directive remain outstanding, such as decisions related to parking for disabled employees. These aspects will continue to be reviewed in 2012-2013.
Activity 1.4.2.2: Promote sustainable business travel options (Annual)	In progress The SD Division developed a toolkit for promoting sustainable business travel options and posted it to the national SD Web site. The toolkit includes a guide for implementing sustainable business travel (SBT) programs in the workplace, a local sustainable travel options assessment tool, a SBT plan template, and SBT tools and resources.
Output: Promotion activities	The toolkit will be promoted during Environment Week 2012.



Activity 1.4.2.3: Inform employees of sustainable commuting options (Annual)	In progress (activity combined with activity 1.4.2.2 for 2012-2014) The SD Division developed a toolkit for supporting sustainable commuting options, which was posted to the national SD Web site. The toolkit includes a guide for supporting sustainable commuting programs in the workplace, a local sustainable travel options assessment tool, a sustainable commuting plan template, and sustainable commuting tools and resources.
Output: Commuting information	The toolkit will be promoted during Environment Week 2012.
Activity 1.4.2.4: Introduce/update SD criteria in facility site selection and leasing processes (2014)	In progress RPSID determined that a review and update of the facility site selection and leasing processes was a high priority.
Output: Updated site selection and lease processes	RPSID expects to review and update the facility site selection and leasing processes in 2012-2013.
Activity 1.4.2.5: Prepare recommendations report for realizing efficiencies from alternative work arrangements (2013)	Complete The SD Division drafted the recommendations report and provided it to RPSID for comment. Based on RPSID feedback, the SD Division updated and finalized the recommendations report and provided it to RPSID for their information and use.
Output: Recommendations report	The recommendations report for realizing efficiencies from alternative work arrangements was completed in 2011-2012.
Activity 1.4.2.6: Reduce the CRA real property footprint through alternative work arrangements (2014)	In progress The SD Division developed a recommendations report for realizing efficiencies from alternative work arrangements in collaboration with RPSID. This report, along with an additional analysis of existing alternative work arrangements, will help RPSID provide clear direction on alternative work arrangements with the goal of reducing the CRA real property footprint.
Output: Reduced accommodation requirements	Work will continue in 2012-2013 in support of this activity.

Target 1.4.3 and supporting activities	Results as of March 31, 2012
Target 1.4.3: By March 31, 2014, CRA will reduce energy use from office equipment by 20% in selected facilities from baseline year 2009-2010 and reduce energy use in data centres Measure: Percentage reduction in energy use in selected CRA facilities and in data centres	Status: In progress (target wording has been altered for 2012-2014) The reduction in energy consumption from office equipment in selected facilities will not be measured as this was planned for 2013-2014 and this target has since been modified. For 2012-2014, this target will read "By March 31, 2014, the CRA will promote energy conservation related to office equipment and implement energy conservation initiatives in data centres."
Activity 1.4.3.1: Promote energy conservation best practices (Annual)	In progress The SD Division launched an energy conservation campaign for Waste Reduction Week (October 17-23, 2011), and included energy conservation information, tools, and resources on the Waste Reduction Week 2011 Web page on the national SD Web site.



Output: Promotion activities	The theme for the energy conservation campaign was "Work Smart–Waste Less," and its focus was on interactive best practices for conserving energy in the workplace. Other promotions included battery recycling and green office initiatives.
Activity 1.4.3.2: Measure energy use from office equipment in selected facilities (2014)	In progress (activity dropped for 2012-2014) The energy use from office equipment was not measured in selected facilities as this was planned for 2013-2014 and this activity has since been dropped. The focus going forward will be on promoting energy conservation best practices in the workplace (see activity 1.4.3.1). The SD Division is considering developing an energy use inventory toolkit that can be used by CRA offices interested in measuring energy consumption and reduction as part of local conservation initiatives.
Output: Energy use report	An energy use report was to be completed in 2013-2014, but the activity has been dropped.
Activity 1.4.3.3: Implement energy conservation initiatives in CRA data centres (2014)	Complete The CRA's server assets and data centres were transferred as part of the creation of Shared Services Canada effective October 2011. As such, there will be limited capacity in the future for the CRA to influence energy efficiencies in regards to servers and data centres, and the activity is being marked as complete. In 2011-2012, ITB continued to look for opportunities to consolidate servers by leveraging existing infrastructure and virtualization technology. This consolidation reduces space and power requirements, and it also contributes to lower air conditioning requirements in the data centres. ITB also began procuring storage devices that are more efficient from a power, cooling, and environmental footprint perspective and introducing technologies that are making more efficient use of storage, such as virtualization and thin provisioning.
Output: Energy conservation initiatives	These initiatives are expected to reduce the environmental impact of storage on the data centres by 40-60% when completed in Q2 2012-2013. The vendor community is required to describe how their storage solutions provide benefits in support of SD and financially evaluate floor space and power consumption of the storage devices within all request for proposal (RFP) processes. ITB is currently requesting proposals for a new tape solution that will provide the technology to reduce the current environmental footprint of data centres by more than 50% through features such as de-duplication of backup data.



Target 1.5.1 and supporting activities	Results as of March 31, 2012
<p>Target 1.5.1: By March 31, 2014 CRA will improve the management of halocarbon containing equipment¹⁷ and petroleum storage tank systems to minimize environmental impacts</p> <p>Measure: Percentage of CRA facilities with up-to-date halocarbon and petroleum storage tank system inventories; number and amount of halocarbon releases</p>	<p>Status: In progress</p> <p>Information from the National Halocarbon Inventory (NHI) indicates that 93% of CRA facilities have up-to-date halocarbon inventories. The single petroleum storage tank system that will remain under the CRA's responsibility has an updated system inventory.</p> <p>The SD Network reported that there were two halocarbon releases in 2011-2012, one in the Ontario region and one in the Pacific region. Both releases were less than 10 kg and therefore did not need to be reported to Environment Canada.</p>
<p>Activity 1.5.1.1: Maintain an up-to-date CRA National Halocarbon Inventory (Annual)</p>	<p>In progress</p> <p>The SD Division, with support from the SD Network, continued to manage the National Halocarbon Inventory (NHI). As of March 31, 2012, the information in the NHI was as follows:</p> <ul style="list-style-type: none"> • ATL - 100% complete (17/17 facilities), 181 systems • QC - 100% (19/19 facilities), 164 systems • ON - 94% (32/34 facilities), 294 systems • HQ & ON - 100% (3/3 facilities), 116 systems • HQ - 74% (20/27 facilities), 270 systems • PRA - 100% (15/15 facilities), 219 systems • PAC - 100% (20/20 facilities), 188 systems • Total - 93% (126/135 facilities), 1432 systems <p>The SD Division also drafted updated Halocarbon Standard Operating Procedures (SOP) and sent the document to the SD regional and branch coordinators for consultation. The SD Division will update the SOP based on feedback from the consultation process and finalize the document in 2012-2013.</p>
<p>Output: Completed national halocarbon inventory</p>	<p>The National Halocarbon Inventory was updated for March 31, 2012.</p>
<p>Activity 1.5.1.2: Develop halocarbon product replacement plans to replace/eliminate outdated systems (2014)</p>	<p>In progress</p> <p>The SD Division completed the draft Halocarbon Replacement Plan. The plan is written in an FAQ style and explains the who, what, where, when, and why of replacing outdated systems. The SD Division is also planning to develop communication materials to inform the owners of these outdated systems that they should be looking to replace or dispose of them.</p>
<p>Output: Product replacement plans</p>	<p>The Halocarbon Replacement Plan was drafted by the SD Division in 2011-2012. Consultations between the SD Division and the SD Network regarding the plan are expected to take place in 2012-2013.</p>

¹⁷ Halocarbons are chemicals found in refrigeration systems such as water coolers, refrigerators, and air conditioners.



Activity 1.5.1.3: Maintain an up-to-date CRA petroleum storage tank system ¹⁸ inventory (Annual)	In progress The CRA owns and operates three storage tank systems. All are located in the National Capital Region. Two of these systems are being transferred to Shared Services Canada. Given this, the SD Division updated the CRA petroleum storage tank system inventory accordingly and ensured that the information for the one remaining storage tank system (at 555 Mackenzie Avenue) is accurate.
Output: Petroleum storage tank system inventory	The petroleum storage tank system inventory is up-to-date for 2011-2012.
Activity 1.5.1.4: Conduct reviews to ensure that the CRA petroleum storage tank systems comply with federal regulations (2013)	In progress The SD Division worked with RPSID to ensure that local personnel responsible for the one remaining CRA petroleum storage tank system are aware and accept responsibility for ensuring that the storage tank system meets federal regulations.
Output: Federal regulations compliance	The SD Division will continue to work with RPSID to determine an appropriate scope and scale to review CRA petroleum storage tank systems to ensure compliance with federal regulations.

Target 2.1.1 and supporting activities	Results as of March 31, 2012
Target 2.1.1: Taxpayers and benefit recipients have more electronic service options Measure: Percentage of electronic options for tax and benefit services	Status: In progress SD Division research found that it was not feasible to determine the percentage of electronic options for tax and benefit services. However, the CRA continues to develop new e-services and improve existing options to increase service accessibility and reduce costs and environmental impacts. See activity 2.1.1.1 for information regarding new e-services and enhancements to existing e-services.
Activity 2.1.1.1: Develop and release new electronic service options to taxpayers and benefits recipients (Annual)	In progress Documented improvements have been made to the <i>My Account</i> , <i>My Business Account</i> , <i>My Payment</i> , and <i>Represent a Client</i> online service portals. The PD7A form (<i>Statement of Account for Current Source Deductions</i>) is now available to clients in an electronic format. There were approximately 11.6 million PD7As issued in 2010, which represents a significant opportunity to reduce the production of the paper-based versions of this form as well as increase the use of CRA e-services. In January 2012, the CRA launched a new Web page, <i>E-Services for Businesses</i> , highlighting its online services for businesses. The page takes a task-based approach and was created as a central resource for all business electronic transactions.

¹⁸ Petroleum storage tank system means a tank or commonly connected tanks and all piping, vents, pumps, sumps, diking, overfill protection devices, spill containment devices and oil-water separators.



	The Electronic Transfer of Accounting Data (ETAD) service, a significant addition to the <i>My Business Account</i> portal, was implemented in 2011-2012. The ETAD service allows businesses selected for an audit to electronically transmit their records directly to the auditor assigned to the file. This service is expected to produce savings in document transmission time, reduce costs and physical storage requirements, and increase the security of the process.
Output: New electronic service options (e.g., My Account, My Business Account, Benefit Online Application, Automated Benefit Application, Electronic Transfer of Accounting Data)	The CRA continuously looks for ways to improve its online service portals. The new <i>My Business Account Enquiries Service</i> is set to be launched April 16, 2012, and more enhancements are planned for both <i>My Account</i> and <i>My Business Account</i> in 2012-2013.
Activity 2.1.1.2: Establish criteria and measure the SD benefits of CRA electronic services (Annual)	In progress The SD Division consulted with the SD Coordinators for the main e-service branches (Assessment and Benefit Services Branch, Compliance Programs Branch, Legislative Policy and Regulatory Affairs Branch, Taxpayer Services and Debt Management Branch) and developed e-service questionnaires to track enhancements. The questionnaires were provided to e-service contacts identified by the SD Coordinators. These completed questionnaires provided information on the expected benefits of the e-services. This information is collected semi-annually.
Output: SD benefits are measured	The SD Criteria Tool was identified as a standard approach to measuring the SD benefits of CRA e-services, but no formal analysis was conducted in 2011-2012.

Target 2.2.1 and supporting activities	Results as of March 31, 2012
Target 2.2.1: Canadians have greater access to tax and benefits information through outreach activities Measure: Type of outreach events and number of participants	Status: In progress (target dropped for 2012-2014) In the 2011-2012 fiscal year, the CRA delivered a total of 5,769 outreach sessions to 136,122 participants. Seminars and speaking engagements were the most frequently held events (3,970) and the most widely attended (89,721). Home and trade shows and kiosk setups attracted the second highest number of participants (21,281).
Activity 2.2.1.1: Increase the number of groups targeted for outreach events and integrate SD considerations and messages into outreach activities and communication (2014)	In progress (activity dropped for 2012-2014) The SD Division contacted National Outreach Coordinating Committee (NOCC) coordinators to obtain information about their outreach events and how they incorporate SD considerations. The SD Division was told that NOCC coordinators fill out a generic template when organizing their outreach events. This template can be accessed through the outreach database on Infozone, and it includes a field for sustainable development considerations (i.e., what elements make the event a "green event").
Output: Outreach events that incorporate SD considerations; SD messages are on the National Outreach Coordinating Committee Web site	Of the 5,769 outreach events held by the CRA in 2011-2012, 5,354 (93%) included at least one SD consideration. The most common SD considerations were for electronic communications with participants, recycling facilities, and encouraging participants to attend using sustainable transportation. Other SD considerations included encouraging energy conservation practices during the event and delivering the event information via webcast/webinar.



	<p>The NOCC Web site's homepage explains that "outreach activities in the CRA are designed and developed with sustainability in mind, in line with the Agency's commitment to sustainable development." It goes on to provide more information on how CRA outreach events can include sustainability considerations.</p>
<p>Activity 2.2.1.2: Measure and communicate the SD benefits of CRA outreach activities (Annual)</p>	<p>In progress (activity dropped for 2012-2014)</p> <p>The SD Division prompted the TSDMB SD Coordinator to gather data on Community Volunteer Income Tax Program (CVITP). SD is promoted through the CVITP by providing free tax software to community organizations and their volunteers and promoting electronic filing during volunteer training sessions.</p> <p>TSDMB developed a series of webcasts on topics geared to new small businesses and individuals. Some of the webcasts are currently available on the CRA Web site, and more will be posted in 2012-2013. The use of these webcasts has the potential to reach more people at home or at the workplace, reducing the number of people who would travel to similarly themed face-to-face outreach events.</p> <p>The CRA outreach database also captures information on outreach events such as the number of events, participants, and the number of events that were "green" (see activity 2.2.1.1 for more details).</p>
<p>Output: Report on SD benefits of outreach activities</p>	<p>A formal report on the SD benefits of outreach activities was not completed in 2011-2012. This report is no longer expected as the activity has been dropped for the remainder of the SD National Action Plan 2011-2014.</p>

Target 3.1.1 and supporting activities	Results as of March 31, 2012
<p>Target 3.1.1: Employees have increased access to electronic training and learning options</p> <p>Measure: New e-learning products and processes</p>	<p>Status: In progress</p> <p>Human Resources Branch (HRB) determined that approximately 85% of the 143 CRA learning products developed in 2011-2012 included an e-learning component (up from 68% in 2009-2010).</p>
<p>Activity 3.1.1.1: Integrate SD messages in human resources communications and products related to recruitment, career management, and healthy and respectful workplace (Annual)</p>	<p>In progress (activity dropped for 2012-2014)</p> <p>The SD Division drafted indicator questions and prompted the HRB SD Coordinator to gather information on existing HR communications at the CRA and identify which ones already include SD messages.</p>
<p>Output: By 2014, SD messages in recruitment campaigns (e.g., external student/ graduate hiring, good practices on telework, Respectful Workplace Web site)</p>	<p>The HRB SD Coordinator provided information on which communications typically include SD messages and explained that this is typically done on an ad hoc basis. As HR messaging can come from a variety of different groups, it is difficult to fully incorporate SD messages into all of these communications.</p>



<p>Activity 3.1.1.2: Increase and promote electronic options to minimize the need for printed training and learning materials (2014)</p>	<p>In progress</p> <p>In order to encourage CRA learners to reduce print volumes, HRB removed the functionality that enables users to print entire course contents from all the off-the-shelf products in their library. Learners will still be able to print individual pages if necessary, but this makes learners think about what information they really need to print.</p> <p>HRB continued to design and develop more e-learning resources in the form of electronic performance support tools. These resources are designed to be used online with effective search features that eliminate the need to produce and print large manuals and reference documents. The Know-How Web site on InfoZone is an example of this kind of resource.</p> <p>The CRA will continue to incorporate technology in the support and delivery of its learning products. HRB plans to incorporate e-learning components into all of their facilitator-led products. They are also developing a learning product evaluation survey that course participants will automatically receive by email upon course completion, which will minimize the need for paper evaluation forms.</p>
<p>Output: New electronic training and learning options</p>	<p>About 85% of CRA learning products developed in 2011-2012 included an e-learning component.</p>

Target 3.1.2 and supporting activities	Results as of March 31, 2012
<p>Target 3.1.2: SD awareness among employees is maintained at a minimum of 90%</p> <p>Measure: Percentage of employees aware of SD at the CRA</p>	<p>Status: In progress (target wording has been altered for 2012-2014)</p> <p>The percentage of employees aware of SD at the CRA will not be available due to activity 3.1.2.4 being dropped. For 2012-2014, this target will read "Employees have access to new SD communications products and training materials."</p>
<p>Activity 3.1.2.1: Develop and promote an SD online learning product for employees (2014)</p>	<p>In progress</p> <p>The SD Division met with a HRB representative to discuss the feasibility of developing an online SD course for employees. During the discussions, it was determined that the SD Division requires an awareness product as opposed to a formal training course. The SD Division's objectives under this activity are now to develop an online tutorial outlining how to use the SD Criteria Tool, and design a general SD awareness presentation to be posted on the national SD Web site.</p>
<p>Output: Online SD learning product is available for employees; online knowledge transfer guide for MGs and ECs; e-learning solutions for auditors by 2014</p>	<p>The SD Division will begin preparing the SD Criteria Tool tutorial and the general SD awareness product in 2012-2013. A formal online knowledge transfer guide for MGs and ECs does not currently exist, but the "<i>Being an MG</i>" and "<i>Being an EC</i>" links in the Manager's Corner provide some online orientation.</p> <p>There are several e-learning solutions currently available to auditors through the Agency's online directory of learning products. The "<i>GST/HST Essentials for International Auditors</i>" course and the "<i>Orientation</i>," "<i>Net Worth</i>," "<i>Legislation</i>," and "<i>Interviews for SEP Auditors</i>" courses all have an online participation option.</p>



<p>Activity 3.1.2.2: Continue to deliver the SD module within the F&A training session of MGLP (Annual)</p>	<p>In progress</p> <p>The SD Division continued to provide SD learning to CRA managers via the Management Gestionnaire Learning Program (MGLP). The purpose of the program is to enhance the capacity of managers to integrate SD into their business processes and influence employee decision-making that supports SD. Managers received information on how to access SD resources and how to support employees in applying SD in their jobs.</p>
<p>Output: SD module in MGLP is delivered</p>	<p>A total of 440 managers attended 22 SD sessions under the MGLP in 2011-2012.</p>
<p>Activity 3.1.2.3: Modernize the SD Program management and communication (2014)</p>	<p>In progress</p> <p>The SD Division worked with PAB to review and update the three-year SD Communications Strategy to ensure that internal and external communication activities are attainable and aligned with the SD Strategy 2011-2014.</p> <p>The SD Division developed communication products (e.g., planning kits for the SD Network, event Web pages, AC messages, announcements) for each of the three national SD events: Earth Day, Environment Week, and Waste Reduction Week. The SD Division continued to provide guidance and support to the SD Network as required (e.g., responding to questions via phone calls and emails, delivering orientation sessions for new SD Coordinators, and providing ad hoc SD awareness presentations). Regular monitoring of the SD inbox allowed the SD Division to respond to 100% of all enquiries within the five-day service delivery standard.</p> <p>The SD Division continued organizing quarterly SD Network meetings and videoconferences, and distributing the minutes from these sessions to the participants. Teleconferences between SD Division management and the regional SD Coordinators were also held on a bi-weekly basis to maintain regular communications with regional staff.</p> <p>Several SD Division representatives attended wiki training sessions and developed a wiki space for the CRA's SD Program as another avenue for SD-related communication.</p> <p>The SD Division also began updating its Web site to reflect the program modifications and changes to the SD Network that will take place on April 1, 2012.</p>
<p>Output: SD accountabilities are integrated into job functions; wiki application by 2012</p>	<p>No work on integrating SD accountabilities into job functions was performed during the period. The CRA SD wiki application went online in Q2 2011-2012.</p>
<p>Activity 3.1.2.4: Conduct the SD Awareness Survey (2014)</p>	<p>In progress (activity dropped for 2012-2014)</p> <p>The SD Division planned to conduct the SD Awareness Survey in 2013-2014, but the activity has since been dropped.</p>
<p>Output: SD Awareness Survey Report</p>	<p>The SD Awareness Survey will not be completed in 2013-2014 as planned. Therefore, the report will also not be completed.</p>



Target 3.2.1 and supporting activities	Results as of March 31, 2012
<p>Target 3.2.1: SD considerations are integrated into the life cycle management of IT processes and infrastructure</p> <p>Measure: Types of SD considerations included in IT management</p>	<p>Status: In progress</p> <p>SD considerations are fully integrated in ITB's <i>Welcome Aboard</i> and <i>Setting the Compass</i> training sessions. ITB has also incorporated SD into the monthly Major Project Review Committee's (MPRC) reporting tool.</p>
<p>Activity 3.2.1.1: Integrate SD criteria in ITB project templates (2014)</p>	<p>In progress</p> <p>ITB incorporated a SD checkbox into the monthly Major Project Review Committee's reporting tool. This was implemented as of the end of March 2012.</p> <p>Next steps include providing SD criteria information (possibly through a SD Division presentation) to those who complete the form regularly. There is also a need to develop a mechanism whereby information from the form is rolled up to the summary dashboard.</p>
<p>Output: SD criteria in project templates</p>	<p>The Major Project Review Committee reporting tool has incorporated SD criteria.</p>
<p>Activity 3.2.1.2: Integrate SD considerations into ITB training and learning products (Annual)</p>	<p>In progress</p> <p>Sustainable workplace practices are presented at <i>Welcome Aboard</i> sessions for new employees. These sessions are delivered to approximately 40 participants at a time and are held several times throughout the year. Sustainable workplace practices are also presented to new managers and team leaders during <i>Setting the Compass</i> orientation sessions.</p> <p>A green learning session was presented to a work section of 12 ITB employees. It was well received.</p> <p>The SD Division provided two information sessions on the SD Criteria Tool to ITB staff. A total of 12 employees attended.</p>
<p>Output: IT training/ learning products include SD (i.e., <i>Welcome Aboard</i> and <i>Setting the Compass</i>)</p>	<p>SD is incorporated into all <i>Welcome Aboard</i> and <i>Setting the Compass</i> sessions.</p>
<p>Activity 3.2.1.3: Measure and communicate SD benefits associated with IT improvements (2013)</p>	<p>In progress</p> <p>Green IT initiatives are currently reported each quarter in ITB's Technology Infrastructure Quarterly Report (TIQR). The TIQR has a restricted audience due to its sensitive content, so there is more opportunity to communicate the SD benefits related to IT improvements.</p>
<p>Output: Report on SD benefits of IT improvements</p>	<p>The SD Division will work with ITB in 2012-2013 to develop an improved method of sharing the SD benefits associated with IT improvements.</p>



Target 3.3.1 and supporting activities	Results as of March 31, 2012
<p>Target 3.3.1: SD is integrated into corporate accountability framework</p> <p>Measure: Types of corporate documents and templates that have integrated SD</p>	<p>Status: In progress</p> <p>SD is integrated into the <i>Corporate Business Plan</i> (CBP) 2012-2013, the <i>Departmental Performance Report</i> (DPR), the <i>Report on Plans and Priorities</i> (RPP) 2012-2013, the Strategic Investment Planning templates, and the Resource and Investment Management Committee process and templates.</p>
<p>Activity 3.3.1.1: Integrate SD into corporate plans and reports (Annual)</p>	<p>In progress</p> <p>The SD Division was successful in integrating SD into the CBP. SD was also integrated into the RPP and DPR.</p>
<p>Output: SD integrated into RPP/CBP, DPR/Annual Report</p>	<p>SD was integrated into the CBP, the RPP and the DPR.</p>
<p>Activity 3.3.1.2: Continue integrating SD measures in EC performance agreements and MG performance expectations (Annual)</p>	<p>In progress</p> <p>The SD Division worked with its contacts in Strategy and Integration Branch and HRB to obtain data on the integration of SD measures into EC and MG performance agreements/expectations.</p> <p>In March 2012, the SD Division provided input related to the CRA SD Strategy commitment to integrate SD measures in 100% of EC performance agreements into the Guidelines to Complete Executive/Cadre (EC) Performance Agreements for 2012-2013. Once approved, the related SD Web page will be updated with the new content.</p>
<p>Output: SD measures integrated in 100% of EC performance agreements and 90% of MG performance expectations</p>	<p>The results obtained by the SD Division show that 99% of ECs and 80% of MGs included SD measures in their 2011-2012 performance agreements/expectations.</p>
<p>Activity 3.3.1.3: Integrate SD criteria into key corporate templates (Annual)</p>	<p>In progress</p> <p>In 2011-2012, the CRA integrated SD considerations into the Resource and Investment Management Committee (RIMC) and the Strategic Investment Plan (SIP) processes and templates. The integration of SD considerations in the SIP submission template will enable the CRA to assess potential SD impacts before approving major projects. The integration of SD questions into the RIMC project measurement profile and project justification will ensure that the CRA manages identified SD impacts during the project implementation phase. These new project management capacities are expected to come into effect in 2012-2013.</p>
<p>Output: SD criteria integrated in key Agency templates (RIMC, Strategic Investment, Benefits Measurement Plan, FACS)</p>	<p>SD criteria were integrated into the SIP and RIMC templates. Integrating SD considerations into the priority-setting model templates of the F&A corporate systems governance will be pursued in 2012-2013.</p>



Activity 3.3.1.4: Use the SD Criteria Tool to integrate SD considerations into CRA policies, programs, plans, and projects (2014)	In progress Two presentations on the SD Criteria Tool were delivered to a total of 12 ITB employees during the period. The SD Division will work to improve the tool, its marketing, and its visibility in 2012-2013.
Output: CRA Policies, programs, plans, and projects include sustainability criteria	The SD Division was not informed of any branches or groups using the SD Criteria Tool during their planning processes in 2011-2012. The use of the tool and its results can be kept confidential, so this does not mean that the tool is not being used.
Activity 3.3.1.5: Update the SD Line of Enquiry for use in internal audits (2012)	In progress (activity due date has been changed to 2013) The SD Division reviewed and proposed updates to the SD Line of Enquiry (LoE) during the period and contacted Corporate Audit and Evaluation Branch (CAEB) to have the updated sections included in the Internal Audit Manual.
Output: SD Line of Enquiry updated	The SD Division proposed updates to the SD LoE during the period and will continue working with CAEB to have the updated sections integrated into the Internal Audit Manual in 2012-2013.