Canada Revenue
Agency

Agence du revenu
du Canada

Performance Report on Sustainable Development
April 1, 2004, to March 31, 2005

December 2005

Canada

Table of Contents

Commissioner's message

This Canada Revenue Agency (CRA) *Performance Report on Sustainable Development 2004-2005* outlines our progress over the first year of our *Sustainable Development Strategy 2004-2007*. The report notes our significant achievements in the areas of environmental management, sustainable development integration into aspects of program delivery, employee engagement and awareness, and system improvements to enhance the management of the sustainable development program.

I am pleased to report that we have completed 85 percent of the work set out for year one of our sustainable development strategy. Of particular note are the results of the first Agency-wide sustainable development awareness survey which indicate that 70 percent of CRA employees have some level of familiarity with sustainable development, both generally and as it relates to the CRA. This is testimony to the commitment of our employees, as well as an endorsement of the strategic learning and communication efforts of current and previous sustainable development strategies.

I commend the work of our sustainable development coordinators and their committees in bringing sustainable development to the employee. This dual approach of sensitization and action at all levels of the organization will bring us closer to our vision of being recognized globally in the area of sustainable development.

For those who are not familiar with our *Sustainable Development Strategy 2004-2007*, it can be accessed on the CRA's Internet site at http://www.cra-arc.gc.ca/E/pub/xi/rc4087/rc4087-03e.html. It describes in detail the sustainable development goals we have set for the Agency for the next couple of years and is a testament to our commitment in this area.

I encourage everyone to become familiar with these goals and to continue to think and act sustainably in your daily decisions.

Michel Dorais

Vision

The Canada Revenue Agency's sustainable development vision is: "To be a globally recognized organization for best practices for sustainable development." Our aim is to demonstrate sustainability in carrying out our mandate of tax and benefits administration by:
- conducting our internal operations with efficiency
- creating a supportive and stimulating work environment for our employees
- providing taxpayers, benefits recipients, and clients with quality service at reduced financial, social, and environmental costs

Strategy

In accordance with the *Auditor General Act*, the Canada Revenue Agency (CRA) tabled its third sustainable development strategy (2004–2007) in Parliament in February 2004. The strategy came into effect on April 1, 2004, and outlines a four-part interconnected plan to continue the course of getting our house in order through capacity building and purposeful interventions for sustainable development results. The four areas of focus are:
- environmental excellence in operations
- sustainable service delivery
- employee engagement
- modern sustainable development management

We also identified six mini-strategies to facilitate the achievement of expected results. They are as follows:

Mini-strategies	Results expected by March 31, 2007
1. Engage leadership from management 2. Ensure effective and creative communication 3. Provide simple and effective tools and support 4. Support and enhance the national sustainable development network 5. Target systems and templates as a means of integrating sustainable development into the CRA's planning activities 6. Assign appropriate resources	✓ Systematic management of environmental issues ✓ Stronger leadership for sustainable development and more employee buy-in ✓ Enhanced program delivery through systematic paper measurement, sustainable work travel, and influencing negotiations with partners ✓ Completed framework for management of sustainable development, and decision-making that includes sustainable development considerations

National action plan

The national action plan 2004-2007 drives the sustainable development strategy. The plan details goals, objectives, targets, activities, completion dates, offices of responsibility, performance indicators and measures, and data collection methods. The plan consists of

4 goals, 9 objectives, 22 targets, and 69[1] activities to be completed over the three-year period. The national plan is supported by individual branch and regional plans developed through a consultative process and approved by respective assistant commissioners.

Environmental management programs (EMPs) form an important part of the national action plan. EMPs are individual work plans used to systematically manage the CRA's environmental responsibilities through identification of opportunities, establishment of targets, systematic implementation, monitoring, and reporting. For 2004–2005, we approved five EMPs addressing fleet, green procurement, solid and hazardous wastes, internal paper, as well as a general EMP that included targets for outside emissions, halocarbons, and storage tank management. The main targets of these EMPs are reflected in goals 1and 2 of the national plan. Details are reported through the Environmental Management System. For more information on the CRA Sustainable Development Strategy 2004–2007 and the Sustainable Development Action Plan for 2004–2007, visit **www.cra-arc.gc.ca/sds/**.

Management and reporting

The Sustainable Development Division within the Finance and Administration Branch is responsible for co-ordinating the preparing, implementing, monitoring of, and reporting on, the sustainable development strategy. The work of the Division is steered by senior level champions that form the Sustainable Development Steering Committee. The Division reports to the Committee quarterly, and its support and direction has been instrumental in advancing the Sustainable Development Program.

The Sustainable Development Network, consisting of representatives and co-ordinators in all CRA branches and regions, enables sustainable development (SD) management throughout the CRA. The majority of Sustainable Development co-ordinators have established committees, and in some cases subcommittees that support the implementation of local SD plans. The Sustainable Development Network reports performance to the Sustainable Development Division through a Web-based electronic reporting tool designed for the Sustainable Development Program.

The National Environmental Management System Committee (NEMSC) is another important group that approves targets and monitors progress on identified environmental issues of significance to the CRA. Representation on this committee is CRA-wide and function specific. An internal paper subcommittee of the NEMSC focuses on reducing internal paper use, given its significance as an area for potential savings for the CRA.

SD performance is summarized for management, which includes reporting to the CRA Management Committee and Board of Management. SD performance is also included in CRA in-year reports and the annual report to Parliament. A more detailed report is prepared in the form of this annual performance report on sustainable development[2], which is posted on the CRA intranet and Web sites for employees, parliamentarians, and interested Canadians.

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[1] Activities are updated annually to keep current with the changing operating environment of the CRA.
[2] This report is referenced in the annual report of the CRA.

An important aspect of the management of the Sustainable Development Program is responding to audit queries from the Commissioner of the Environment and Sustainable Development (CESD). The CESD has a mandate to monitor the extent to which federal departments and agencies meet their SD plans and objectives, and to report annually to the House of Commons. The CESD determines what aspect of our Sustainable Development program to audit, and their assessment of the CRA provides important information that benchmarks progress toward our SD vision.

Performance summary 2004–2005

For year one (April 1, 2004 to March 31, 2005) of the three-year plan we scheduled work to start on 20 of the 22[3] targets in our national action plan. This translated into 47 activities planned for completion by March 31, 2005[4]. We completed 85% (40 of 47 activities). One activity was dropped due to shifting priorities. For the EMPs, we achieved 77% completion (40 of 52 targets) —details on the main targets are outlined in **Appendix 1**, which details performance by target for year one of the three-year national action plan. Progress represents the initial steps towards realizing planned results by March 31, 2007.

Performance distributed by goal
April 1, 2004, to March 31, 2005
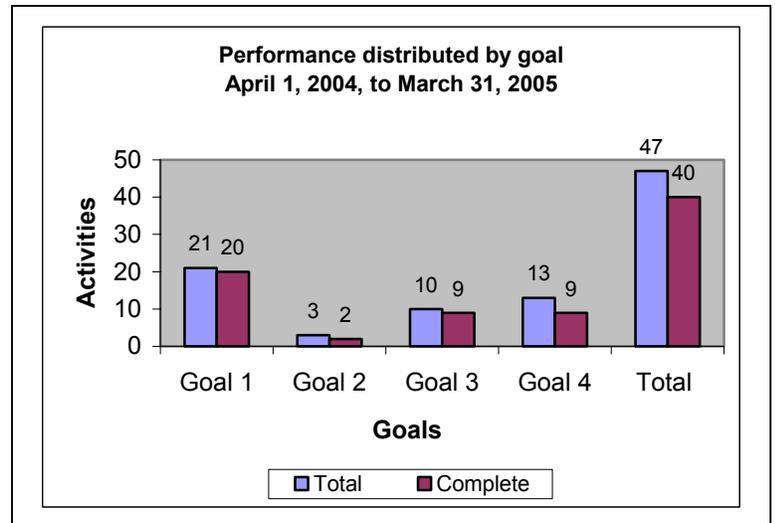
In the CESD's fall 2004 report, the CRA was ranked (from among the six agencies and departments audited) as the only organization that demonstrated success in meeting two of its three 2001–2004 sustainable development strategy commitments on office solid waste reduction. The CESD also started audit work on green procurement, the environment policy, and the quality of the 2004–2007 sustainable development strategies. Results will be available in the next period.

To enhance the quality of SD reporting, we did research to weight and score the activities, targets, and goals of the national action plan. The purpose of this exercise was to align the Sustainable Development Program to report on results rather than activities. More information on this exercise will be available in 2005–2006.

An important part of the work of this strategy is to establish baselines and follow-up results for all targets of the strategy by March 2007. To date, we have established results for 9 of the 22 targets—work continues for the remaining 11 targets. Available results for the established performance measures are outlined in **Appendix 2.**

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[3] Work on the remaining two targets (2.3.1 and 4.1.3) will start in 2005–2006.
[4] Of these activities, 29 are "annual," which means that the same activities will be pursued over the three-year life of the strategy (including those of target 3.1.1).

Lessons learned and corrective actions

We learned important lessons during the year:

Leadership – In the absence of mandatory inclusion of sustainable development (SD) clauses in performance agreements, we anticipate that SD clauses that speak directly to how an area can use its function to advance SD within the CRA demonstrates applicability more clearly—therefore making it more likely for them to be voluntarily included in the performance agreements of the Executive/Cadre Group.

Continuity and integration – We confirmed the importance of institutionalizing key SD initiatives to ensure continuity. This is particularly true for learning, recognition, and integrating SD into decision-making. As such, we will intensify our efforts to streamline SD into both established and new organizational instruments and processes.

Performance measurement – Despite the challenges posed by the unavailability and timeliness of SD performance data, we will augment the pace of establishing results for all 22 targets of the strategy. Our main approach is to use existing databases, and plug into new ones as they are being developed.

SD management – Strengthening the Sustainable Development Network has always been an area of focus of successive SD strategies. For the next period, we will look more closely at the resource capacity of the Network vis-à-vis demands of the SD file, to narrow/eliminate gaps.

Next steps

For 2005–2006, we will update the national action plan to reflect organizational changes and shifting priorities. We will also explore ways of strengthening the Sustainable Development Network for more effective implementation and reporting, and complete research to position the Sustainable Development Program for results-based reporting. Other main activities to pursue include:

- extending the No-Waste Program to 29 more facilities
- implementing the Transit Pass Program in the National Capital Region
- advancing the institutionalization of sustainable development criteria in CRA partnerships, programs, policies, and plans
- exploring the establishment of an innovation fund for sustainable development
- continuing to establish baselines for performance measures
- starting work to prepare for the sustainable development strategy for 2007–2010
- responding to external audit enquiries

Appendix 1 – Performance by target of the national action plan for 2004–2005

Targets	Description	Status	Summary
Goal 1 – Reduce the effects of our operations on land, air, and water			
Target 1.1.1 **(4 activities)**	Annually continue to reduce gasoline consumption by the CRA on-road fleet **(annual)**	C[5]	The CRA continued efforts to manage its fleet of 74 vehicles (19 are leased) in a sustainable manner. We promoted best practices by updating the fleet management Web site, and researched opportunities to increase vehicle pooling. A total of 19 CRA vehicles were pooled within the CRA and with government departments—other opportunities are being explored. We bought one hybrid vehicle, bringing total hybrids owned by the CRA to six. We were also proactive in exceeding the requirements of the *Alternative Fuels Act* by buying 20 ATF vehicles. **Completed four of four activities**
Target 1.1.2 **(3 activities)**	Reduce outside emissions (GHGs) as a result of employee travel **(March 31, 2007)**	IP[6]	The first step towards systematically reducing the amount of pollution generated by CRA employee and business travel was to plan for activities to be implemented in years two and three of the strategy. This was done through the establishment of an environmental management program for outside emissions. The main activities to pursue include the development of a commuter/business options strategy, implementation of the federal transit pass program for the National Capital Region, development and delivery of a sustainable business travel course to internal auditors, and the establishment of a baseline for measuring results. As planned, the EMP for outside emissions was finalized and approved during the period. **Completed one of one activity**

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[5] Complete
[6] In progress

Targets	Description	Status	Summary
Target 1.1.3 **(2 activities)**	Divert solid waste from landfill by an average of 60% in selected facilities occupied by the CRA **(March 31, 2007)**	C	We expanded our national solid waste management program from 7 to 29 facilities. This represents 20% of facilities occupied by the CRA, and 50% of the total employee population.[7] The first step was to develop a three-year strategy for solid waste diversion that involved planning, implementation, and measurement. During the period, we established criteria against which we selected the 29 facilities. The main criterion was the number of full-time CRA employees per facility. For year-two, we will implement new programs and improve the existing No Waste programs to realize planned diversion rates. We increased our efforts to communicate best practices for solid waste management by updating the waste management Web site "At your disposal." We developed some components of the waste management communication materials that include signage and message templates to support the launch of No Waste programs. The Sustainable Development Division continued to provide strategic support and information to the Sustainable Development Network on best practices for solid waste management. **Completed two of two activities**

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[7] While our focus is on these 29 facilities, various types of waste management continue in others.

Targets	Description	Status	Summary
Target 1.1.4 **(3 activities)**	Strengthen implementation of the CRA Acquisition of Goods Policy and Green Procurement Guidelines/Procedures **(March 31, 2007)**	C	To increase green procurement within the CRA, the Sustainable Development Division strengthened its liaison with the Administration Directorate, Finance and Administration Branch, to include environmental criteria in all strategic sourcing contracts. Environmental criteria were developed and included in strategic sourcing Request For Proposal (RFP) documents issued for multifunction photocopiers and a national contract for filing and storage cabinets. Specifications included the use of low volatile organic compounds (VOC technology), packaging take-back, removal and recycling requirements, as well as toner cartridge return, reuse, and disposal requirements. We investigated and found potential savings in substituting single-use batteries with rechargeable ones. The benefits were promoted during Waste Reduction Week 2004, and work continues to finalize and implement a communication strategy for increasing the use of rechargeable batteries. In addition to updating the green procurement Web site, the Sustainable Development Division worked with the Administration Directorate to develop a national communication to procurement specialists and end-users as a reminder of the required functional approvals and steps for buying furniture. The communication, which includes references to SD requirements, will be issued in the next period. **Three of three activities completed**

Targets	Description	Status	Summary
Target 1.1.5 **(4 activities)**	Annually improve electronic capabilities of internal forms and publications **(annual)**	IP	We identified two internal CRA publications and one internal system to assess for potential paper savings. For the publications, we reviewed the distribution practice of a hard-copy desk drop to each employee of *Interaction* magazine and the newsletter called *Agency Update*. For *Interaction,* a 2004 survey revealed that only 67% of employees had access to both the paper and online versions of the magazine. Of that number, 62% read the paper version most, while 54% indicated a preference to read the online version in the absence of the paper version. Based on the survey results, steps were taken to increase the visibility of the online version, while simultaneously switching to 30% post-consumer content paper, and placing a "Please recycle!" logo on the back cover. We also reduced the number of pages from 20 to 16, and supported reduction of the distribution list, since employees were given the opportunity to choose their preferred version. Estimated paper savings from *Interaction* totalled 363,360 pages, which is about 21 trees saved. A decision was made to continue desk drops of *Agency Update* because not all employees had access to InfoZone, the CRA's intranet. Three issues of the newsletter were released during the period. We suspended the project to completely automate the employee security screening system to eliminate the rejection rate of requests, and save on paper and mailing costs. This was due mainly to other government initiatives geared towards the same end. **One of two activities was completed—the second was dropped.[8]**

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[8]Another activity was completed ahead of schedule—implementation of the electronic time and activity records with e-signature capability.

Targets	Description	Status	Summary
Target 1.1.6 **(5 activities)**	Reduce internal consumption of paper (printing and photocopying) by 2% per employee based on the national baseline year (2001–2002) **(March 31, 2007)**	C	Internal paper consumption analysis results for 2004–2005 showed that, per employee, paper use fell by 4.6% (from 7,399 in 2003–2004 to 7,055 in 2004–2005). We credit this decline to the CRA-wide promotion and implementation of paper reduction initiatives. These included: • Update of the Paper Talk intranet site, which resulted in a 175% increase in visits to the site—rising from 7,120 to 19,582. • Launch of the Paper Reduction Campaign on Earth Day, April 2004, which included information on CRA paper consumption, as well as practical tips on reducing paper use. Again results showed a spike in Web-site visits after the campaign, increasing from 658 visits a month before the campaign to 7, 058 visits a month after the campaign. • Branches continued to post their internal documents and reports online, as well as converting hardcopy documents to online versions. An example is the Corporate Audit and Evaluation Branch, which continued to post its final reports and audit-planning memorandum on the CRA's intranet and Web sites. • The Human Resources Branch completed nine electronic-learning courses during the period, including a course on the RAPID system that let more than 6,000 employees take the course electronically. Electronic tutorials were developed to support the rollout of the electronic time and activity records system—Employee Self-Service and Manager Self-Service portals—to all employees. • The Duplex-By-Default initiative sought to default all duplex-capable printers to print on both sides of the paper. Across the CRA, the rate of conversion was 82%. Conversion rates for the CRA regions were: Atlantic 82%, Quebec 63%, Northern Ontario 92%, Southern Ontario 78%, Prairies 90%, and Pacific 98%. Branches recorded an 81% conversion rate. **Five of five activities completed**

Targets	Description	Status	Summary
Target 1.2.1 **(2 activities)**	Annually prevent the release of halocarbons into the atmosphere **(annual)**	IP	The federal *Halocarbons Regulations* and the CRA standard operating procedures for halocarbon-containing systems require us to keep an inventory of all systems in CRA facilities, and to report releases. For easier implementation, we separated the work of establishing the inventory into two parts—systems in Crown-owned facilities leased by the CRA, and systems in private facilities leased by the CRA. For Crown-owned leases, four of the six regions completed their inventory (Pacific, Southern Ontario, Prairies, Atlantic). Northern Ontario was 83% complete. But Quebec Region and Headquarters were not done. For private leases, Atlantic was 100% complete, Pacific 87%, Prairies 36%, and Northern Ontario 23%. Headquarters, Quebec, and Southern Ontario had no inventories. All incomplete inventories will be done in the next period. Reporting to Environment Canada is required for halocarbon releases that exceed 10 kg. One leak weighing 0.004 kg occurred in the Pacific Region from a defective heat pump. It was later decommissioned and a new unit was installed. **One of two activities completed**

Targets	Description	Status	Summary
Target 1.2.2 **(3 activities)**	Reduce the use of hazardous substances, where feasible, and properly dispose of hazardous waste **(March 31, 2007)**	IP	Our work to systematically address hazardous substances used by the CRA began in 2003–2004 when we conducted a detailed hazardous materials inventory and compliance audit. During 2004–2005, we prioritized the recommendations of the audit to address the raised issues according to priority and resource availability. The inventory included batteries, cell phones, information technology equipment, and toner/ink cartridges. We used this information to develop and approve an environmental management program for hazardous waste. Work earmarked for coming periods includes development and communication of a battery recycling guide, and examining the feasibility of recycling information technology equipment and cell phones. We conducted a feasibility assessment of the proper disposal of fluorescent lights in CRA-occupied buildings. Recommendations are that the CRA continue to encourage its service provider (Public Works and Government Services Canada) to implement proper disposal programs for fluorescent light tubes, in addition to replacing high mercury content lamps with low content ones, and implementing energy efficiency programs as feasible. **Two of two activities completed**

Targets	Description	Status	Summary
Goal 2 – Our programs demonstrate sustainable service delivery			
Target 2.1.1 **(2 activities)**	Promote sustainable work and travel arrangements among auditors in the Corporate Audit and Evaluation Branch **(March 31, 2006)**	IP	The CRA spent over $44 million on business travel during 2004–2005, which translates into significant air pollution. We identified our internal auditors as a potential group for efficiencies through education on sustainable travel choices. To tailor a course that was pertinent to their requirements, we conducted a needs assessment of the travel methods of the Corporate Audit and Evaluation Branch (CAEB) across the country. The results showed that the course should address local and long-distance travel, given that a comparable number of auditors travel locally and long distance for their work. The course should also address several modes of transportation such as taxis, private vehicles, public transit, and rentals. With this information, we secured $40,000 from the Federal House in Order (FHIO)[9] to develop a sustainable business travel training course and a supporting Web site. The course will be piloted with the CAEB and opportunities sought for extension to other areas within the CRA. **One of one activity completed**

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[9] The FHIO is a fund established by the Government of Canada to finance projects geared at reducing greenhouse gas emissions in federal government departments.

Targets	Description	Status	Summary
Target 2.1.2 **(2 activities)**	Reduce paper use in tax and benefits program delivery **(March 31, 2007)**	IP	One way of reducing the paper burden for the CRA and achieving business transformation is to expand online service delivery options to clients. During the period, we implemented a marketing strategy to encourage the use of our Web site to get information and do transactions with the CRA. In 2004–2005, our Web site registered more than 24 million visits, an increase of 27.6% over the previous year. Marketing activities were aimed at reaching a greater number of individuals and businesses, and to further increase take-up rates for electronic filing. As a result, we achieved a rate of 49.4% for our income tax filing season, up from 47.7% in 2003–2004. Although, this was marginally below our target of 50% participation for T1 electronic filing, we had more than 800,000 new electronic filers, bringing the total to more than 11.5 million electronic filers for the fiscal year. We also exceeded the target for Internet-filed corporate (T2) returns by 18,416, resulting in 93,416 Internet-filed T2 returns. This represents an increase of more than three times the amount of T2 Internet-filed returns received in 2003–2004. In addition to T2 Internet filing, GST/HST Internet filing doubled; T4 Internet filing rose by 41%; and electronic payments increased by 19%. Over the next period, we will establish a process to measure paper savings resulting from these services. **One of one activity completed**

Targets	Description	Status	Summary
Target 2.2.1 **(2 activities)**	Integrate sustainability criteria into negotiations, discussions, partnerships, and decision-making with provinces and territories, and government departments/agencies on CRA business **(March 31, 2007)**	IP	As part of our systematic approach to integrating SD into CRA decision-making processes, we targeted our relationship with partners, provinces and territories, and other government agencies and departments to include sustainability criteria. We envision that we can use our service provider role to influence and strengthen the inclusion of social, economic, environmental, and good governance considerations in these processes. As a first step, we established a working group of key representatives from CRA branches, and prepared a context document that outlined the way forward. We also drafted a set of sustainability criteria under the four headings of social, economic, environmental, and good governance. Consultations continue between the Policy and Planning Branch[10] and the Sustainable Development Division to finalize the criteria. **One of one activity in progress**
Goal 3 – All employees apply sustainable development in their jobs			
Target 3.1.1 **(2 activities)**	CRA leaders will demonstrate their support for sustainable development (SD) in the workplace **(March 31, 2007)**	IP	We identified the inclusion of SD commitments in performance agreements as one way of strengthening leadership for SD. We approached this by providing a menu of SD commitments for inclusion in the guidelines for preparing performance agreements for CRA executives and managers. Our target for 2004–2005 was to have SD commitments in the performance agreements of 100% of assistant commissioners (ACs), and 5% of the Executive/Cadre (EC)[11] Group and Management Group (MG). We missed our target for the ACs (50%). To increase take-up, we intend to make the commitments more function-specific. However, we exceeded our target for ECs (56%) and MGs (84%). **One of two activities completed**
Target 3.1.2 **(2 activities)**	Integrate SD messages into processes for attracting new employees **(March 31, 2006)**	IP	As part of our plans to convey our SD commitment to the public, we assessed opportunities to include SD messages in our communications and documentation processes for recruitment. The analysis revealed that the most effective way was to post simple messages on key Career pages of the CRA's intranet and Web sites. Implementation will follow in the next period. **One of one activity completed**

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[10] This is now called the Corporate Strategies and Business Development Branch.
[11] Formerly EX/SM Groups.

Targets	Description	Status	Summary
Target 3.2.1 **(3 activities)**	Annually strengthen and support the national Sustainable Development Network, other SD committees, and grassroots employee efforts in all branches and regions **(annual)**	IP	We surveyed the Sustainable Development Network on their level of satisfaction with the services offered by the Sustainable Development Division. The results revealed a 76% satisfaction level. The areas assessed were: - training and awareness - events and initiatives - meetings and consultations - provision of information and guidance - performance reporting The provision of information and guidance received the highest ratings. Our support for the Sustainable Development Network includes quarterly meetings, SD awareness sessions, workshops, the provision of orientation, and other services. The Sustainable Development Division held four quarterly meetings with the Network. The meetings provide a forum for update on progress on the strategy and action plans, consultations on new programs and initiatives, sharing of best practices, and discussion on issues affecting the Network and their local SD initiatives. The Division also provided two SD awareness sessions to 32 new branch network members, including their new local committee members. This number represents the level of turnover in Network representation in the branches alone. It speaks to the ongoing challenge of high turnover on the SD file, which impacts negatively on the success of local action plans. This is an area that we will address through a Sustainable Development Network improvement plan. We made good on our plan to meet with all new Sustainable Development co-ordinators for orientation to their SD file and the work of the Sustainable Development Division. Notwithstanding the challenge of geographical distance between the regions, we attended regional meetings of the Ontario and Atlantic regions, and the new Sustainable Development co-ordinator for Quebec visited Headquarters for orientation. **Two of two activities completed**

Targets	Description	Status	Summary
Target 3.2.2 **(6 activities)**	Annually implement the Learning Strategy for Sustainable Development **(annual)**	IP	In November 2004, we conducted our first national employee survey on SD awareness at the CRA. Of every 10 respondents, 7 indicated at least some familiarity with SD in general, and as it relates to the CRA. There are two key messages that surfaced from the results. Firstly, that employees have matured beyond general SD knowledge and are eager to learn what SD means to the CRA and how they can contribute in their daily functions. Secondly, that the presence of a local, functioning SD network increases the level of awareness in the local population. This was supported by the preference of respondents to hearing about SD from their manager or local SD representative, rather than from a national communiqué. These results have provided strategic direction for future communications and learning approaches. We enabled the foregoing favourable awareness results through the following: • implementing activities that supported the communications strategy, including three national events—Earth Day, Environment Week, and Waste Reduction Week • issuing three SD quarterly newsletters • communicating the results of the 2004 CESD audit report on office waste • providing ongoing updates to the Sustainable Development intranet site • having an SD article published in the internal publication for senior management called *In the Public Eye* In communicating the social aspects of SD, the Information Technology Branch combined their SD, Wellness, and Helping Hands programs under one umbrella to demonstrate how physical and emotional wellness, as well as volunteering in the community promotes balance, well-being, and social sustainability. We held discussions with the Employment Equity Program and the Employee Assistance Program to integrate messages that demonstrate the link between their services and that of social sustainability. The Sustainable Development Division hosted a kiosk at the Finance and Administration Branch's Diversity Day event to highlight how appreciation of all cultures supports social sustainability.

Targets	Description	Status	Summary
			We developed an SD learning plan and curriculum in concert with the Human Resources Branch. In the delivery of general and specific SD learning there were seven SD sessions to be delivered to managers in the Management Group Learning Program.
			We identified two main ways of institutionalizing SD learning—firstly, to continue to integrate SD messages in specific CRA learning products; and secondly, to enable learning services staff to promote SD to their clients during the course development process. **Four of four activities completed**
Target 3.2.3 **(2 activities)**	Annually recognize employees; and improve opportunities to recognize employee contributions to sustainable development in the workplace **(March 31, 2006)**	IP	"What is rewarded is repeated" – We acknowledge the importance of recognition to advance the Sustainable Development Program. Accordingly, to increase the opportunities for SD recognition, we did research that included a resource scan, recognition policy review, and consultations with Employee Recognition Program (ERP) and Sustainable Development co-ordinators. We determined that the most practical and feasible approach is to use the existing recognition infrastructure by providing a recognition tool kit to show ERP and Sustainable Development co-ordinators how to include SD recognition in their local recognition programs. The tool kit will include SD resources such as criteria guidelines, sample templates, ideas for awards, and implementation guidelines. Development will take place in the next period. **One of one activity completed**
Goal 4 – Modern systems that support and maintain sustainable development			

Targets	Description	Status	Summary
Target 4.1.1 **(5 activities)**	Implement a national online data management system for the Sustainable Development Strategy 2004–2007 **(March 31, 2005)**	C	Providing accurate and timely performance information is an important aspect of SD management. We improved the Web-based reporting system (PR-Tool) by updating individual branch and regional action plans to reflect the work of the current strategy. Additionally, we conducted phase two enhancements that enabled the Sustainable Development Division to manage the status of targets in the national SD action plan. Using the reports submitted through the PR-Tool, the Sustainable Development Division prepared four quarterly SD report cards, and finalized and published the annual performance report on SD for 2003–2004. By year-end, all branches and regions submitted reports through the system. Continual improvement is required to enhance the use of the tool and the quality of performance information submitted by the Sustainable Development Network. One corrective measure employed was the development and delivery of a performance-reporting workshop to the branches. More one-on-one work is required with the co-ordinators to enhance the overall quality of reports from the Network. **Five of five activities completed**

Targets	Description	Status	Summary
Target 4.1.2 **(5 activities)**	Develop and improve the CRA's Environmental Management System (EMS) **(March 31, 2006)**	IP	Our Environmental Management System is a strategic and systematic way of planning, implementing, reporting, and reviewing our activities related to environmental issues in order to reduce the negative impacts of our business activities. We started our annual planning cycle by updating and approving a total of five environmental management programs: • procurement • internal paper • fleet • solid and hazardous waste • a general program for outside emissions, assessing the responsibilities under the new storage tank guidelines, and addressing our halocarbons responsibilities For storage tanks, we updated our inventory and the Standard Operation Procedures to reflect changes in the *Federal Storage Tanks Regulations*. We also conducted compliance assessments on all five tanks, and found that none required corrective actions. Overall, we completed 77% (40 of 52) of targets, dropped 1, and had 11 in progress at year-end. Three meetings of the National Environmental Management System Committee (NEMSC) were held, including the annual general meeting where the annual environmental management programs were approved. We also had three meetings with the Paper-Subcommittee of the NEMSC. We trained eight new members of the NEMSC, and developed and used an Intranet tool for reporting against EMP targets. One of the activities of the strategy is to baseline the CRA's external paper use. We sent a call letter to the program branches to solicit appropriate representation on the paper subcommittee of the EMS[12].

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[12] Initially, the plan was to include program branch representation on the existing internal paper subcommittee, but a decision was made later to separate the work of the internal and external paper subcommittees.

Targets	Description	Status	Summary
			Two of the four program branches identified representatives. Work will continue next period to complete representation on the working group and advance the establishment of a baseline for external paper use. **Three of four activities completed**
Target 4.2.1 **(5 activities)**	Integrate sustainability criteria into CRA programs, policies, and business plans **(March 31, 2006)**	IP	The establishment of sustainability criteria is seen as one of our main tools to catalyze SD integration into the planning and implementation phases of CRA decision-making. We approached this by establishing a working group that drafted a context paper, as well as SD criteria for CRA programs, policies, and business plans. Consultations ensued with the Sustainable Development Network, after which the criteria were finalized. The criteria are presented as a checklist of questions under the headings of social, economic, environment, and good governance considerations. Work will continue to promote and enable the use of the criteria. We began consultations with the stakeholders leading the review of the CRA Travel Policy as a first step in applying the criteria to a management policy. The Sustainable Development Division provided the Financial Administration Directorate, Finance and Administration Branch, with a recommendations document of sustainability considerations for the policy. Discussions will continue next period.[13] Our Administration Directorate,[14] Finance and Administration Branch, agreed to promote video conferencing instead of travelling as a way to reduce business travel costs (financial and environmental). A business case was drafted, and equipment was bought to increase the CRA's video-conferencing capability. A communiqué will be sent out to all employees once the additional facilities become available. During 2004–2005, the CRA held 298 video and audio conferences involving 1,023 sites with an estimated 2,600 participants. **One of three activities completed**

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[13] The Relocation Policy was not slated for review; hence no work ensued, given the agreed best practice of integrating SD considerations during policy/program review and update.

[14] Formerly Telephony and Program Support Directorate (TPSD).

Targets	Description	Status	Summary
Target 4.2.2 **(3 activities)**	Develop and implement a line of enquiry procedure into corporate audit and evaluation processes to capture information on the level of sustainable development integration into programs and operations **(March 31, 2007)**	IP	The ultimate aim of the Sustainable Development Program is to incorporate SD thinking into all levels of decision-making within the CRA. We are committed to using the internal audit process as a means of ascertaining the level of SD integration at the CRA. This will involve the development and use of an SD line of enquiry and criteria by auditors. As a first step, the Sustainable Development Division worked with the Corporate Audit and Evaluation Branch to develop an SD line of enquiry. This was in the CAEB approval process at the end of the period. The next step is to include the line of enquiry in the revised CAEB audit manual for communication and use by auditors. **One of one activity in progress**

Appendix 2 – Performance results

Targets and measures	2004–2005	2003–2004
1.1.1 – Litres per km. of gasoline consumed and reduction in GHG emissions	Unavailable	Unavailable
1.1.2 – Percentage reduction of GHG emissions	Unavailable	Unavailable
1.1.3 – Average solid waste diversion rates at participating facilities	66%[15]	79%[16]
1.1.4 – Percentage of green products bought	5%	2%[17]
1.1.5 – Paper saved through electronic forms, publications, and systems	Unavailable	Unavailable
1.1.6 – Percent reduction in internal paper consumption	7,055 pages per employee	7,399 pages per employee
1.2.1 – Annual number and amount of halocarbon releases	1 release (0.004 kg)	Unavailable
1.2.2 – Number of hazardous substances and hazardous wastes managed under best practices	Unavailable	Unavailable
2.1.1 – Reduction in travel and administration costs	Unavailable	Unavailable
2.1.2 – Reduction in paper consumption in program delivery	Unavailable	Unavailable
2.2.1 – Number of negotiations, discussions, partnerships, decision-making with partners that included sustainability criteria	Unavailable	Unavailable
2.3.1 – Percentage of public who perceive the CRA as being committed to sustainable development	Unavailable	Unavailable
3.1.1 – Percentage of annual branch/regional sustainable development commitments completed	48% (37% - branch/58% - regions)	Unavailable
3.1.2 – Number of new employees exposed to sustainable development messages in the hiring processes	Unavailable	Unavailable
3.2.1 – Sustainable Development Network's level of satisfaction with support from the Sustainable Development Division	76%	Unavailable
3.2.2 – Percentage of employees who are aware of the CRA's Sustainable Development Program	70%	Unavailable
3.2.3 – Number of employees recognized for their sustainable development contributions at the CRA, and the type of recognition received	Unavailable	Unavailable

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[15] Based on 29 facilities.

[16] Based on 7 facilities.

[17] This has been adjusted from the 5% reported in the Performance Report on Sustainable Development 2003–2004.

Targets and measures	2004–2005	2003–2004
4.1.1 – Meet reporting timelines of the CRA and the CESD (CRA annual report, performance report, CESD audits)	2 of 3 deadlines met	2 of 3 deadlines met
4.1.2 – Timely reporting of Environmental Management Program targets (CRA annual report, performance report, CESD audits)	2 of 3 deadlines met	2 of 3 deadlines met
4.1.3 – Favourable review of the Sustainable Development Strategy by the CESD	Unavailable	Unavailable
4.2.1 – Number of new programs, policies, and plans developed using sustainability criteria	Unavailable	Unavailable
4.2.2 – Level of sustainable development integration into programs and operations	Unavailable	Unavailable

Appendix 3 – List of abbreviations

CAEB	Corporate Audit and Evaluation Branch
CESD	Commissioner of the Environment and Sustainable Development
CRA	Canada Revenue Agency
CSBDB	Corporate Strategies and Business Development Branch
EMP	Environmental Management Program
EMS	Environmental Management System
ERP	Employee Recognition Program `
HRB	Human Resources Branch
NEMSC	National Environmental Management System Committee
PPB	Policy and Planning Branch
RFP	Request for Proposal
SD	Sustainable Development
WBRO	Web-Based Rapid Order