



Canada Revenue
Agency

Agence du revenu
du Canada

Sustainable Development Action Plan for 2007-2010

April 1, 2007 to March 31, 2010

If you have any questions or comments on this document or sustainable development at the Canada Revenue Agency, please contact us at:

Sustainable Development Division
Canada Revenue Agency
555 Mackenzie Ave.
Ottawa ON K1A 0L5
Phone (613) 941-3121
Fax (613) 957-7613
SD.DD@cra-arc.gc.ca

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Introduction

This document, the Canada Revenue Agency's (CRA) Sustainable Development (SD) Action Plan 2007-2010, outlines the main activities that the CRA has committed to undertake to advance its Sustainable Development Strategy. It sets out a course of action towards reducing the impacts of our operations and service delivery on the environment; leveraging sustainable development to enhance business objectives and efficiencies; and demonstrating how the CRA contributes to the economic and/or social well-being of Canadians, businesses, clients and partners.

The Plan has four goals that focus on our internal operations, service delivery to the public, our employees, and modern sustainable development management systems. These goals are supported by 16 targets that represent the areas of greatest impact for sustainable development at the CRA. The targets are supported by 65 activities, each of which have a detailed work plan and are reviewed annually and updated, where necessary.

Some of the activities in the Plan carry forward the work from previous plans (ex. diverting waste from landfill), while others introduce new areas for exploration (ex. SD Report Card). For additional information on the logic chain of how our activities will lead us to achieve our long-term outcomes, see *Appendix 1*.

By 2010, we will have achieved systematic management of the effects of our operations on the environment. We will have been more efficient in our use of resources. We will have leveraged the principles and practices of sustainable development, innovation, and information technology to increase efficiency and enhance tax and benefit services delivered to the public. We will have sustained leadership from employees and management, and continued to educate and motivate a workforce that is skilled in practicing sustainable development in their jobs. Finally, we will have strengthened our framework and reporting systems for sustainable development and developed a Sustainable Development Report Card, which will have economic, social, and environmental indicators spanning all CRA business lines.

Accountability and Reporting

Sustainable development is everyone's responsibility. Successful implementation of this national Plan will require the commitment and involvement of all CRA managers and employees. The Board of Management will be monitoring the implementation of the action plan, and we will require

guidance from our senior executives, leadership from our middle managers, and action and involvement from our employees.

To implement the plan, we have identified Offices of Primary Interest (OPI), Offices of Collaborating Interest (OCI), and partners. The OPI's are responsible for taking the lead in implementing the activity and are fully accountable for its completion. The OCI's and partners are accountable for providing support to the OPI to complete the activity.

The primary groups responsible for advising on, implementing, or reporting on activities in the Plan are:

- **Sustainable Development Steering Committee (SDSC) and Sustainable Development (SD) Champions:** The role of the SDSC is to guide the work of the Sustainable Development (SD) Division, report to the Agency Management Committee on progress with the SD Strategy, and to exert influence on senior executives to make the CRA's internal operations and service delivery more efficient, sustainable, and environmentally responsible. The members of the SDSC are the two SD Champions at the Assistant Commissioner-level, the Chief Financial Officer and Assistant Commissioner of the Finance and Administration Branch, the Director General of the Strategic Management and Program Support Directorate, and staff of the SD Division. Of the two SD Champions, one has a role to provide advice on internal operations, while the other advises on external service delivery. As spokespersons for sustainable development across the CRA, the SD Champions are responsible for communicating our sustainable development values to employees, the public and our partners. Through their leadership and advice, they will move us closer to making sustainable development part of our corporate culture and business decisions.
- **Sustainable Development (SD) Division:** This is a dedicated group of employees in Headquarters situated within the Strategic Management and Program Support Directorate of the Finance and Administration Branch. The Division is responsible for consulting on and updating the CRA's Sustainable Development Strategy, at least every three years; and for updating and implementing annually the national Sustainable Development Action Plan. The Division also consolidates CRA-wide performance on sustainable development for quarterly and annual reports

to employees, Agency Management Committee, Board of Management, and Parliament. It responds to internal audit enquiries and requests from the Commissioner of the Environment and Sustainable Development. It also leads sustainable development communications, learning, and events; provides expertise and advice to employee requests for information; and provides leadership and technical support to the SD Network.

- **Sustainable Development (SD) Network:** Each branch and region of the CRA prepares a sustainable development action plan that directly supports the national Plan. To implement these plans, each branch and region has appointed an SD Representative and SD Coordinator. These two positions are the main vehicle for communicating with employees, and in understanding unique branch and regional challenges and opportunities for sustainable development. The SD Representatives are selected from within the management cadre and are responsible for coordinating the planning, reporting, and approvals of sustainable development plans within their area of responsibility. The SD Coordinator supports the SD Representative by coordinating the implementation of the activities of the branch/regional action plan. Most branches and regions have sustainable development committees, and, in some cases, sub-committees to support their work.
- **National Environmental Management System (EMS) Committee:** The mandate of this committee is to assist with planning, approving, and implementing activities that reduce the effects of our operations on the environment (Goal 1). The committee consists of representatives from each directorate within the Finance and Administration Branch in Headquarters, each region, and select branches in Headquarters. The committee and its sub-committees are under the direction of the National EMS Coordinator within the SD Division.
- **Branches:** The branches are the key to integrating sustainable development into the CRA's business decisions. By integrating sustainable development into their functional areas of responsibility, branches can affect change at the corporate level. All Assistant Commissioners have signed this Plan, and are accountable for their commitments in the plan. They are also accountable for developing an annual branch plan that supports this national Plan. Under the direction of their SD Coordinator, branches are responsible for promoting awareness on sustainable development to their employees, and for implementing, measuring, and reporting on their sustainable development commitments in a quarterly report for submission to the SD Division.
- **Regions:** Our regions comprise the bulk of the CRA's employee population and deliver CRA programs directly to Canadians. All regional Assistant Commissioners have signed this Plan, and are accountable for their commitments in the plan. They are also accountable for developing an annual regional plan that supports this national Plan. Under the direction of their SD Coordinator, regional offices define specific roles for promoting awareness to employees at the local level, and implementing, measuring, and reporting on their sustainable development commitments in a quarterly report for submission to the SD Division.
- **Partnerships:** The SD Division and the SD Network liaise with other government departments (OGDs) and organizations through various national, regional and local working groups. These partnerships help to reduce duplication of effort, learn about best practices, and ensure that our strategy and action plans reflect the priorities of the Government of Canada. We also rely on partners, such as our facilities service provider, to advance specific targets in our strategy.
- **Management:** Management at all levels, including the Board of Management, are responsible for providing support and direction for planning and implementing sustainable development activities at the CRA.
- **Employees:** Sustainable development is a shared responsibility throughout the CRA. All employees are responsible for being aware of the principles of sustainable development, and for applying these principles in their work.

GOAL 1: REDUCE THE EFFECTS OF OUR OPERATIONS ON LAND, AIR, AND WATER.

Objective 1.1: Reduce waste and ensure efficient use of resources

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
<p>1.1.1 The CRA will expand its waste management program by diverting solid waste from landfill by an average of 70%, in priority facilities that represent approximately 75% of CRA employees (FTE) by March 31, 2010.</p>	1.1.1.1	Develop a methodology for estimating Greenhouse Gas (GHG) emissions from waste management programs at priority facilities. (March 31, 2008)	GHG methodology	FAB (SMPSD)/ - / -
	1.1.1.2	Implement the No Waste program in additional priority facilities representing a total of 75% of CRA employees (FTE). (March 31, 2009)	No Waste program in all priority facilities	FAB (SMPSD)/ SD Network/ service providers
	1.1.1.3	Implement reduction and reuse programs at priority facilities, such as green meetings, office moves, paper reduction, and reusable mugs. (March 31, 2009)	Reduction and reuse programs in priority facilities	FAB (SMPSD)/ SD Network and EMS Committee/ service providers
	1.1.1.4*	Measure waste diversion rates, including reduction and reuse totals, and measure emissions (GHG) reductions as a result of waste management programs at all priority facilities. (March 31, 2009)	Comprehensive waste diversion total that includes reduction and reuse results and emissions (GHG)	FAB (SMPSD)/ SD Network / service providers
<p>Performance Indicators</p> <p>Number of facilities with reduction and reuse programs; number of additional facilities with No Waste program; percentage of employees with access to No Waste program; percentage of targets completed in environmental management program for waste</p> <p>Performance Measures</p> <p>Average diversion rates that include reduction and reuse totals at participating facilities</p> <p>Data Collection Method/Source</p> <p>Waste audits</p>				

* This commitment contributes to the Government of Canada's sustainable development priorities.

Targets and Corresponding Performance Indicators and Measures	Activities	Activity Outputs	Accountability (OPI/OCI/Partner)
<p>1.1.2 Expand the green procurement program to achieve the following results:</p> <ul style="list-style-type: none"> - By March 31, 2008, green products account for 10% of total product spending - By March 31, 2009, green products account for 15% of total product spending - By March 31, 2010, green products account for 20% of total product spending 	<p>1.1.2.1* Include SD clauses and environmental specifications in all new strategic sourcing contracts (Annual)</p>	<p>Strategic sourcing contracts that include SD clauses and environmental specifications</p>	<p>FAB (AD) / FAB (SMPSD)/ -</p>
<p>Performance Indicators Percentage of materiel managers and procurement officers trained in green procurement; percentage of targets completed in environmental management program for green procurement; percentage of strategic sourcing contracts that include environmental specifications; estimated paper savings from improved efficiency in the procurement process</p> <p>Performance Measures Annual percentage of green products purchased by dollar value compared to annual total dollar value spent on products</p> <p>Data Collection Method/Source Reports from online ordering system; review and assessment of contracts issued and orders issued against contracts</p>	<p>1.1.2.2 Develop a management plan to expand the scope of green procurement to include IT hardware and software. (March 31, 2008)</p>	<p>Expanded scope of Environmental Management Program for Green Procurement</p>	<p>FAB (SMPSD)/ FAB (AD), ITB / -</p>
	<p>1.1.2.3* Review and improve the efficiency of the CRA procurement process when working with suppliers, such as the bidding process, ordering systems, e-capabilities, green procurement tracking, and any new contracting tools. (March 31, 2009)</p>	<p>Improved efficiency in procurement process</p>	<p>FAB (AD) / FAB (SMPSD)/ -</p>
	<p>1.1.2.4 Explore opportunities to green services procured by the CRA. (March 2009)</p>	<p>Recommendations report document</p>	<p>FAB (AD) / FAB (SMPSD) / -</p>
	<p>1.1.2.5 Implement a Printer Consolidation Strategy that will establish appropriate user-to-printer ratios and update acquisition, renewal and disposal policies and procedures to achieve these ratios. (March 31, 2010)</p>	<p>User-to-printer ratios and updated policies and procedures</p>	<p>FAB (AD) / ITB (NISD & DTS) / -</p>
	<p>1.1.2.6* Provide green procurement training to 100% of procurement officers and their managers. (March 31, 2010)</p>	<p>Procurement managers and procurement officers trained</p>	<p>FAB (AD) / FAB (SMPSD)/ -</p>

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
1.1.3 By March 31, 2010, reduce the paper burden by simplifying internal processes and leveraging information technology, resulting in a reduction of multi-purpose office paper by 22% per employee (FTE), based on the baseline year 2004-2005 ¹ .	1.1.3.1	Expand the paper baseline to include the three major sources of the CRA's paper consumption: 1) multi-purpose office paper; 2) paper used in CRA printing systems (e.g., ELCS); and 3) paper printed in external printing shops. (March 31, 2008)	Baseline for internal and external paper consumed by, or on behalf of, the CRA	FAB (SMPSD, AD) / PAB (EPMD), CSBDB (SIMD) / TSDMB (TID)
Performance Indicators Percentage of targets completed in environmental management program for paper; reduction in use of paper in the ATIP process; results of implementing AWICS program; new paper baseline Performance Measures Percentage reduction in multi-purpose office paper purchased per employee (FTE) Data Collection Method/Source Paper purchase reports; AWICS program implementation reports	1.1.3.2	Revise the procedures for responding to requests under the <i>Access to Information Act</i> and the <i>Privacy Act</i> (ATIP), resulting in a reduced paper burden, while maintaining or improving processing efficiency. (March 31, 2008)	Revised ATIP process	PAB (AIPD) / - / -
	1.1.3.3	Implement the Office Print Output Strategy to reduce the life-cycle cost of print output and paper consumption by setting up a long-term procurement strategy for multifunctional devices that enhances electronic capabilities and more directly links printing costs to print volumes. (March 31, 2010)	Enhanced e-capabilities for multifunctional devices, and print costs linked to print volumes	FAB (AD) / ITB / -
	1.1.3.4	Implement, where possible, the Agency Wide Information Classification Scheme (AWICS) program as an effective means to reduce paper, electronic and Web content information storage. (March 31, 2010)	AWICS program	CSBDB (SIMD) / - / -
	1.1.3.5	Develop a strategy and funding proposal for internal/external forms that will set out requirements to advance the electronic capabilities of forms (ex. fillable, saveable, electronic authentication), as well as establish formal requirements for data processing, accessibility, and automated multi-format publishing. (March 31, 2010)	Internal/external forms strategy and funding proposal	PAB (EPMD) / - / TSDMB (TID)

¹ In the 2004-2007 Sustainable Development Strategy, the CRA committed to reducing its paper use by 2% per employee against a baseline year 2001-2002. Due to an improved methodology, the paper consumption baseline was changed to 2004-2005 for the new strategy. Since adopting this new baseline year, CRA has already reduced its paper use by 11%. Also, the CRA must set a higher reduction target number (22%) in order to reduce its paper use past its original commitment in the 2004-2007 strategy.

Targets and Corresponding Performance Indicators and Measures		Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
1.1.4	The CRA processes approximately 97,000 employee travel claims per year. The CRA will implement sustainable business travel practices to increase efficiency and reduce emissions (GHG) from employee business travel, by March 31, 2010.	1.1.4.1*	Establish an emissions (GHG) baseline for business travel to include local and long-distance travel and videoconferencing. (March 31, 2008)	Baseline for business travel	FAB (SMPSD, FAD & AD) /- / -
		1.1.4.2	Develop data fields to capture emissions data in the travel component of the Corporate Administrative System (CAS), and make relevant changes to associated travel forms. (March 31, 2009)	New data capture fields in CAS and on travel forms	FAB (FAD) / FAB (SMPSD), ITB / -
Performance Indicators Percentage of travellers receiving communications on sustainable business travel; type of tracking fields integrated into CAS and travel forms; unique hits to sustainable business travel Web page; number of policies/procedures updated with sustainable business travel criteria; percentage of targets completed in the environmental management program for outside emissions Performance Measures Percentage emissions reduction from business travel; percentage increase in use of modes of sustainable business travel Data Collection Method/Source Corporate Administrative System		1.1.4.3	Communicate best practices for sustainable business travel to priority employee groups, such as frequent travellers and travel administrators at the CRA. (March 31, 2009)	Communications materials, activities and Web page	FAB (SMPSD) / FAB (FAD) & SD Network / -
		1.1.4.4	Update policies and procedures for business travel, taxi use, and the parking allocation process, with sustainable business travel criteria. (March 31, 2010)	Sustainable business travel criteria integrated into policies and procedures	FAB (FAD & RPSID) / FAB (SMPSD) / -

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
1.1.5 Contribute to cleaner air by reducing by 15%, from 2004-2005 levels, emissions (GHG) per kilometre travelled by CRA fleet , by March 31, 2010.	1.1.5.1*	All vehicles purchased/leased by the CRA are either hybrid or alternative fuel capable, where operationally feasible. (Annual)	Hybrid and alternative fuel vehicles in fleet	FAB (AD) / - / -
Performance Indicators Percentage of targets completed in environmental management program for fleet; percentage of gasoline purchased for CRA vehicles that is ethanol blended; number and percentage increase in hybrid and alternative fuel vehicles; number of CRA fleet drivers who received communications material on ethanol fuels Performance Measures Annual average emissions (GHG) per kilometre travelled by CRA fleet Data Collection Method/Source Reports from fleet management database system	1.1.5.2*	All gasoline purchased for CRA road vehicles will be ethanol blended, where available. (Annual)	Ethanol blended fuel used by fleet	FAB (AD) / - / -
	1.1.5.3	Develop and distribute communications materials to CRA fleet drivers on ethanol blended fuels and retailers. (March 31, 2008)	Communications materials	FAB (AD)/ FAB (SMPSD) / -

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
1.1.6 The CRA will implement energy reduction programs at priority CRA facilities, by March 31, 2010.	1.1.6.1	Develop an Environmental Management Program (EMP) for Energy. (March 31, 2008)	EMP for Energy	FAB (SMPSD) / FAB (RPSID) / -
Performance Indicators Percentage of targets completed in environmental management program for energy; number of priority facilities where communications materials on energy conservation were delivered to employees; new baselines on energy use and emissions (GHG) Performance Measures Number of priority facilities with energy reduction programs; energy reduction targets and measurement system in place for each priority facility Data Collection Method/Source PWGSC energy program	1.1.6.2*	Identify priority facilities, such as Crown-owned facilities where the CRA is a sole tenant and where the service provider can measure building energy use, and establish an energy use baseline and emissions (GHG) baseline. (March 31, 2009)	Priority facilities identified and baselines established	FAB (RPSID) / FAB (SMPSD) and SD Network / service providers
	1.1.6.3*	Implement energy reduction programs in priority facilities, in coordination with the landlord, service provider, real property, sustainable development, and other stakeholders. (March 31, 2009)	Energy reduction programs in priority facilities	FAB (RPSID & SMPSD) / SD Network / service providers
	1.1.6.4	Develop and deliver communications materials on energy conservation to employees in priority facilities that have energy reduction programs. (March 31, 2010)	Communications materials and activities	FAB (SMPSD) / FAB (RPSID) and SD Network / service providers

Objective 1.2: Comply with environmental legislation and regulations

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
1.2.1 Reduce the use and prevent the release of hazardous materials, including halocarbons , into the environment by March 31, 2010.	1.2.1.1	Complete an assessment of IT hardware and software disposal practices across the CRA and use results to expand the scope of the environmental management program (EMP) for hazardous materials. (March 31, 2008)	Assessment document, and new IT hardware/software disposal activities in the EMP for hazardous materials	FAB (SMPSD) / ITB (DTS) & FAB (AD) / -
Performance Indicator Percentage of targets completed in environmental management programs for hazardous materials; results of assessment of IT hardware/software disposal practices and next steps Performance Measures Percentage reduction in use of hazardous materials, such as batteries and halocarbons; number and amount of releases of halocarbons Data Collection Method/Source Compliance assessments; purchase reports	1.2.1.2	Explore opportunities to add the use non-toxic cleaning products into new and renewed leases at priority CRA facilities. (March 31, 2009)	Recommendations report	FAB (RPSID) / FAB (SMPSD) / service providers
	1.2.1.3	Develop and implement product replacement plans for priority items in halocarbons inventory. (March 31, 2010)	Product replacement plans	FAB (SMPSD) / SD Network / -

GOAL 2: DEMONSTRATE SUSTAINABLE SERVICE DELIVERY OF TAX AND BENEFIT PROGRAMS

Objective 2.1: Enable efficient and innovative program delivery

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
<p>2.1.1 By March 31, 2010, continue to simplify the tax filing process by increasing electronic services, and reducing the paper burden on individuals, businesses, and charities.</p> <hr/> <p>Performance Indicators Estimated percentage of individual tax filers, businesses, and Charities receiving communications materials relating to service improvements; type of efficiencies gained by the CRA as a result of new e-services</p> <p>Performance Measures Percentage increase in publications available in e-format; new e-services available in 'My account'; new e-services available in 'My business account'; increased take-up rate of individual and business returns filed electronically; estimated reduction in paper use due to new e-service initiatives</p> <p>Data Collection Method/Source CRA Annual Forecast Reports; CRA Annual Report; branch annual reports</p>	2.1.1.1	Research and develop an historical timeline of CRA tax filing processes, focusing on the shift from paper filing to E-filing, and the associated paper burden. (March 31, 2008)	Timeline report with paper usage	CSBDB (SIMD) / FAB (SMPSD) / -
	2.1.1.2	Enhance service to <i>individual</i> tax filers by implementing new e-service options in the 'My account' portal on the CRA Web site, and by increasing communications through public outreach activities. (March 31, 2010)	E-service improvements for individual taxpayers that reduce the need to print and mail forms, and lead to faster service; increased public outreach (i.e., communications materials and events)	ABSB, Appeals, CPB, TSDMB / ITB / -
	2.1.1.3	Enhance services to <i>businesses</i> by launching the 'My business account' portal; expanding the information returns that can be filed electronically; improving the GST NETFILE service; identifying opportunities to simplify, improve and reduce information requirements and corresponding outputs from businesses; and encouraging the use of e-services for businesses through marketing and outreach. (March 31, 2010)	E-service improvements for business that reduce the need to print and mail forms; and increased public outreach (e.g., communications materials and events)	ABSB, Appeals, CPB, TSDMB / ITB / -
	2.1.1.4	As part of the CRA initiative to improve the regulatory environment in which <i>charities</i> operate, enhance e-services to charities and access to program information through the CRA Web site and public outreach activities. (March 31, 2010)	E-service improvements for charities that reduce the need to print and mail forms, and results of Charities Partnership Outreach Program	LPRAB (CD) / - / -

Targets and Corresponding Performance Indicators and Measures	Activities	Activity Outputs	Accountability (OPI/OCI/Partner)
2.1.2 By March 31, 2010, simplify services to benefit recipients by increasing public outreach, e-services, and reducing the paper burden to ensure eligible families and individuals receive timely and correct benefit payments.	2.1.2.1 Implement the Benefit Program Communications Strategy to enhance communications and public outreach services to benefit recipients. (March 31, 2010)	Communications materials and public outreach activities for benefit recipients	ABSB (BPD) /TSDMB / -
<hr/> Performance Indicators Results of activities implemented as part of the benefit program communications strategy; type of efficiencies gained (e.g., faster service, less materials used) from new e-services and self-service options for benefit recipients; type of efficiencies gained by the CRA as a result of new e-service to benefit recipients Performance Measures Client satisfaction levels; increased take-up rate of benefit recipients Data Collection Method/Source CRA Annual Forecast Reports; CRA Annual Report	2.1.2.2 Enhance e-services and self-service options on the CRA Web site for benefit recipients, such as an online benefit application process. (March 31, 2010)	New e-services that reduce need to print and mail forms, and lead to faster service	ABSB/ ITB / -

Objective 2.2: Enhance partnerships to support shared sustainable development objectives

Targets and Corresponding Performance Indicators and Measures	Activities	Activity Outputs	Accountability (OPI/OCI/Partner)
2.2.1 When engaging in partnerships with other government departments and organizations to pursue our business objectives of administering tax and benefit programs and protecting Canada's revenue base, we will pursue efficient and environmentally responsible service delivery, and economic prosperity and access to social services for broader segments of society by March 31, 2010.	2.2.1.1 Integrate sustainability criteria into new key federal/provincial partnerships, where appropriate. (Annual)	Action plan identifying key federal/provincial partnerships for SD integration	CSBDB (CRD) and FAB (SMPSD) / SD Network/ -

Targets and Corresponding Performance Indicators and Measures	Activities	Activity Outputs	Accountability (OPI/OCI/Partner)
<p>Performance Indicators</p> <p>Percentage of partnership negotiations/discussions that included considerations of sustainability criteria; number of commitments completed in the action plan for integrating SD into partnerships; number of volunteers trained and number of community associations carrying out the CVITP in partnership with CRA; number of software/computers donated to the CVITP</p> <p>Performance Measures</p> <p>Percentage of negotiations, discussions, and decision-making with partners that applied sustainability criteria; efficiencies gained by implementing the Service Delivery Strategy; type of efficiencies the CRA offers to clients and partners in its service delivery; total number of returns and total number of electronic returns completed by Community Volunteer Income Tax Program volunteers</p> <p>Data Collection Method/Source</p> <p>Agency 2010 reports; branch SD performance reports; CRA Annual Report; annual federal/provincial reports</p>	<p>2.2.1.2 Promote the Community Volunteer Income Tax Program (CVITP) to ensure that eligible Canadians are aware of the assistance that can be obtained through the program; and provide program volunteers and community associations with the necessary software/computers to assist individuals to file their tax returns electronically. (Annual)</p>	<p>Promotional activities for tax clinics; software and computers donation</p>	<p>TSDMB (TSD) /-/-</p>

	2.2.1.3*	Contribute to economic development in Canada and abroad by holding a leadership position within organizations, such as the Organization for Economic Co-operation and Development (OECD); and sharing information with partners on better tax administration, encouraging better economic practices, working with partners to develop internationally accepted tax rules, and managing and coordinating technical assistance projects in different countries. (Annual)	Membership and/or leadership position in international committees; shared information, best practices, and technical assistance with partners	CPB (CSR D) / - / -
	2.2.1.4	Implement a Service Delivery Strategy that will enable the CRA to be more efficient, effective, and responsive in its delivery of core programs and services on behalf of client-governments, such as increasing electronic service options. (March 31, 2010)	Business transformation initiatives, new electronic services and other efficiencies in providing services on behalf of clients	CSBDB (SPD) / - / -
	2.2.1.5*	Contribute to the economic sustainability of First Nations communities by working with First Nations members and representative associations through the First Nations Advisory Committee, and the Department of Finance to establish and administer tax administration agreements with interested First Nations. (March 31, 2010)	Meetings held with the First Nations Advisory Committee and partners, and annual advancements in establishing new tax administration agreements	CSBDB (CRD)/ - / -

Objective 2.3: Communicate our commitment to sustainable development to the public

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
<p>2.3.1 Communicate the CRA's commitment to sustainable development to Canadians and achieve a minimum 45% of the public surveyed that perceive the CRA to be committed to sustainable development, by March 31, 2010.</p> <hr/> <p>Performance Indicators Type of SD concepts included in marketing and branding products; number of tax outreach sessions with SD content and number of participants; result of recommendations report for the use of SD watermark and next steps</p> <p>Performance Measure Percentage of public who perceive the CRA as being committed to SD</p> <p>Data Collection Method/Source CRA public opinion survey</p>	2.3.1.1	Integrate principles of sustainable development, such as innovation and efficiency, into the CRA's marketing and/or branding strategies, and advertising campaigns. (March 31, 2008)	Principles of SD reflected in CRA marketing, branding or advertising to the public	PAB (CD) / , ABSB, Appeals, CPB, TSDMB, FAB (SMPSD) / -
	2.3.1.2	Explore the use of an 'SD watermark' or SD statement on client and taxpayer correspondence and the CRA's external Web site. (March 31, 2008)	Recommendations report	FAB (SMPSD) / PAB (CD) , ABSB, Appeals, CPB, TSDMB / -
	2.3.1.3	Develop and implement a plan to communicate the CRA's commitment to SD through its regional tax outreach programs. (March 31, 2009)	Implementation plan	FAB (SMPSD) / PAB (CD), ABSB, Appeals, CPB, TSDMB / SD Network

GOAL 3: ALL EMPLOYEES APPLY SUSTAINABLE DEVELOPMENT IN THEIR JOBS

Objective 3.1: Demonstrate leadership and commitment to sustainable development

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
<p>3.1.1 By March 2010, CRA leaders will demonstrate their support for SD in the workplace by committing to SD responsibilities in their performance agreements:</p> <ul style="list-style-type: none"> - 90% of EC (Executive Cadre) - 90% of MG (manager/gestion) and equivalents <hr/> <p>Performance Indicators Number of branch management committees with SD learning included in the agenda and number of participants; number of EC managers who received training or communications materials on SD; number of MG Learning Program sessions with SD content delivered and number of participants</p> <p>Performance Measures Percentage of EC and MG performance agreements that include an SD clause; percentage of MGs with SD in their performance agreements and percentage that met the commitment; percentage of annual branch/regional SD Action Plan commitments completed</p> <p>Data Collection Method/Source Annual branch /regional SD reports; reports from MG program (HRB) and EC program (CSBDB)</p>	3.1.1.1	Include meaningful and measurable SD expectations in the guidelines for preparing performance agreements for EC and MG management levels. (Annual)	SD responsibilities in guideline document	FAB (SMPSD) / HRB (EOOD, EPPD) and CSBDB (CPGMD) and SD Network / -
	3.1.1.2	Continue to develop and deliver job-specific SD training for MG managers. (Annual)	SD training module for MG's	FAB (SMPSD) / HRB (TLD) / -
	3.1.1.3	Explore opportunities to deliver SD messages and communications materials to ECs, and to integrate principles of SD into new management development learning programs/resources. (ex. EXDP). (March 31, 2008)	Recommendations report for reaching EC's with SD messages	FAB (SMPSD) / HRB (EPPD, TLD) / -

Objective 3.2: Raise the level of employee involvement and support for sustainable development

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
3.2.1 By March 31, 2010, we will educate our large workforce to achieve 95% of employees who indicate they have some awareness of CRA's effort to reduce its environmental footprint and demonstrate sustainable service delivery.	3.2.1.1	Innovate in the delivery of general SD awareness messages to employees through national campaigns, events, and local initiatives, such as Environment Week. (Annual)	National and local SD campaigns, events, and communications materials	FAB (SMPSD) / SD Network / -
Performance Indicators Results of and participation in national and local SD awareness campaigns and events; number of Innovation Fund proposals received, accepted and results of funded projects; number of employees recognized for their contributions to SD in the workplace; number of SD training modules developed for target employees and number of employees trained; number of employee orientation programs amended to include SD and number of new employees reached Performance Measure Percentage of employees who are aware of the CRA SD program Data Collection Method/Source Employee awareness survey	3.2.1.2	Implement the SD Innovation Fund nationally to employees. (Annual)	National SD Innovation Fund program	FAB (SMPSD) / - / -
	3.2.1.3	Strengthen employee commitment to SD in workplace by providing employees and their managers with the necessary tools and examples to include SD commitments in employee performance agreements. (March 31, 2008)	Web page and guidance material on including SD in employee performance agreements	FAB (SMPSD) / SD Network / -
	3.2.1.4	Develop and launch a Recognition Toolkit for recognition coordinators to enable them to recognize employees in the branches and regions for their contributions to SD in the workplace, such as innovation in business practices leading to efficient internal operations and service delivery. (March 31, 2008)	Recognition Toolkit and launch plan	FAB (SMPSD) and HRB (SBMPSD) / SD Network / -
	3.2.1.5	Integrate SD information into orientation programs for new employees in the branches and regions. (March 31, 2009)	SD included in branch and regional orientation programs	FAB (SMPSD) / SD Network / -
	3.2.1.6	Develop and deliver job-specific SD training for target employee groups, such as corporate planners, policy makers, frequent travellers, and procurement officers, which will support the SD training needs the SD Strategy 2007-2010. (March 31, 2010)	SD Learning Plan 2007-2010; training modules for target employee groups	FAB (SMPSD) / CSDBD (CPGMD), FAB (AD), SD Network / -

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
3.2.2 Contribute to cleaner air and employee well-being by developing and implementing an employee commuting program at priority facilities in major urban areas by March 31, 2010.	3.2.2.1*	Establish a baseline for employee commuting, such as emissions (GHG) and employee commuting behaviour / mode of travel. (March 31, 2008)	Baseline survey and report	FAB (SMPSD) / PAB (POREAD) / SD Network
Performance Indicators Number of priority facilities where commuting information was delivered to employees; unique hits to employee commuting Web page; number and type of commuting-related service improvements in each region; percentage of targets completed in the environment management program for outside emissions Performance Measures Number of priority facilities where the employee commuting program was implemented; percentage of employees who commute; percentage increase in use of commuting alternatives; percentage reduction in emissions (GHG) and/or percentage increase in sustainable modes of travel Data Collection Method/Source Employee commuting survey	3.2.2.2	Develop and deliver programs and communications materials to encourage sustainable commuting among CRA employees. (March 31, 2009)	New programs to encourage employee commuting; and communications materials, activities, Web page	FAB (SMPSD) / HRB (SRCD), ITB and SD Network / Transport Canada
	3.2.2.3	Explore opportunities to negotiate employee travel needs, such as building location, showers, lockers and bike racks, into new lease agreements for priority facilities. (March 31, 2010)	Recommendations report	FAB (RPSID) / FAB (SMPSD) / -
	3.2.2.4	Discuss opportunities to integrate sustainable transportation criteria into relevant policies and procedures, such as the Telework Policy. (March 31, 2010)	Recommendations report for integrating employee commuting criteria integrated into policies	HRB (SRCD) / FAB (SMPSD) / -

GOAL 4: USE MODERN SYSTEMS THAT SUPPORT AND MAINTAIN SUSTAINABLE DEVELOPMENT.

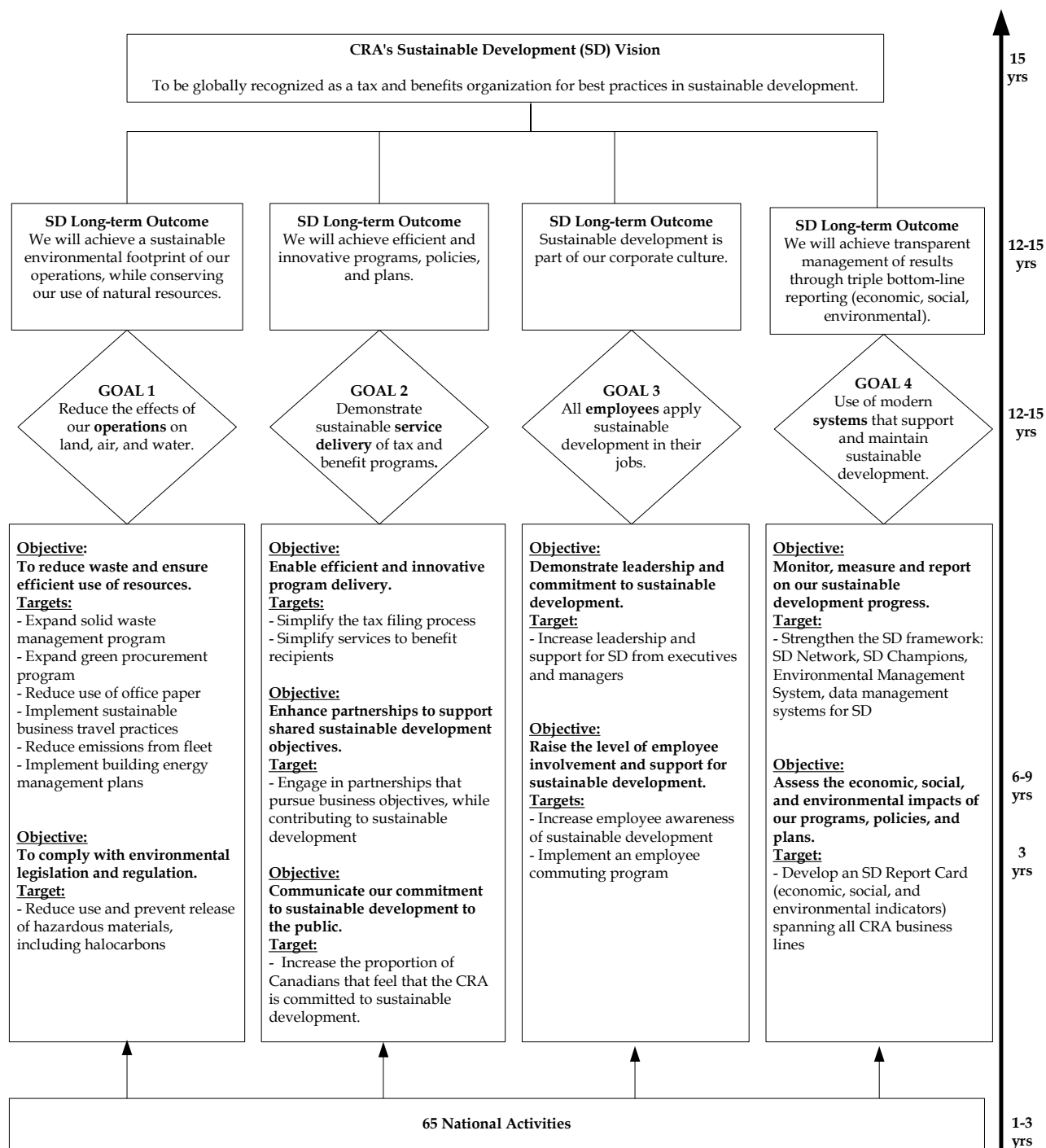
Objective 4.1: Monitor, measure and report on our sustainable development progress

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
4.1.1 By March 31, 2010, enable SD to be integrated into the core business of the CRA by strengthening the SD framework : SD Network, SD Champions, Environmental Management System (EMS), and SD planning, reporting, and data management systems.	4.1.1.1	Continue to plan, implement, and report performance of the CRA Environmental Management System (EMS). (Annual)	EMS annual report	FAB (SMPSD) / national EMS Committee / -
Performance Indicators Timely SD and EMS reports that meet reporting timelines of the CRA and the Commissioner of the Environment and SD (CESD); SD Strategy 2010-2013 tabled in Parliament; SD Steering Committee quarterly meetings; type of improvements to the SD Network; type of changes resulting from the EMS internal review Performance Measures SD Network's level of satisfaction with the services provided by the SD Division; new data management system for the SD Strategy and; percentage complete and results of annual EMS targets; renewal of national PR Tool; number of elements implemented from the performance measurement strategy for SD; renewed three-year commitment from SD Champions; favourable review of the SD Strategy by the CESD Data Collection Method/Source PR Tool; annual Performance Report on SD; annual EMS Report; annual SD action plan; EMS internal review; minutes from the SD Champion's Steering Committee meetings; CESD annual reports	4.1.1.2	Renew the three-year commitment from SD Champions (Assistant Commissioner-level) and the Terms of Reference for SD Steering Committee. (March 31, 2008)	SD Champions and committee terms of reference	FAB (SMPSD) / ABSB & ITB / -
	4.1.1.3	Improve and formalize (where needed) the SD Network infrastructure in all branches and regions. (March 31, 2008)	Improved SD Network infrastructure	FAB (SMPSD) / SD Network / -
	4.1.1.4	Improve SD performance reporting by aligning the data management and statistical analysis systems for the national, branch and regional SD action plans, and the environmental management programs of the EMS. (March 31, 2008)	Improved system for data management and statistical analysis of SD Strategy and EMS	FAB (SMPSD) / CSBDB (SIMD) / -
	4.1.1.5	Conduct an internal review of the CRA's Environmental Management System (EMS). (March 31, 2010)	EMS internal review	FAB (SMPSD) / EMS committee/ -
	4.1.1.6	Develop the CRA's fifth SD Strategy for 2010-2013. (March 31, 2010)	SD Strategy document tabled in Parliament	FAB (SMPSD) / SD Network / stakeholders

Objective 4.2: Assess economic, social and environmental impacts of our programs, policies and plans

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
4.2.1 By March 31, 2010, develop an SD Report Card (economic, social and environmental indicators) that will demonstrate the CRA's contribution to and progress towards sustainable development.	4.2.1.1*	Continue to integrate sustainability criteria into key programs and policies of the CRA. (Annual)	CRA programs and policies assessed using the sustainability criteria	FAB (SMPSPD) /SD Network / -
Performance Indicators Number and type programs, policies, and plans that were assessed using sustainability criteria; number and type of social/economic/environmental indicators developed; number of branches and regions consulted with and represented in the SD Report Card Performance Measures Economic, social, and environmental indicators for the CRA; and the SD Report Card published in the CRA Annual Report Data Collection Method/Source CRA Annual Report; CRA Corporate Business Plan; Corporate Administrative System reports; PR Tool	4.2.1.2*	Develop an SD Report Card by establishing economic, social and environmental indicators spanning all business lines. (March 31, 2008)	SD Report Card	FAB (SMPSPD) / CSBDB (CPGMD), SD Network / stakeholders
	4.2.1.3*	Publish the SD Report Card in the 2008-2009 CRA Annual Report to Parliament. (March 31, 2010)	SD Report Card in Annual Report	CSBDB (CPGMD) / FAB (SMPSPD)/ -

Appendix 1: Logic Model for the Sustainable Development Action Plan 2007-2010



Appendix 2: Definitions of Terminology and Acronyms

Terminology

* – This symbol indicates that the activity directly supports one of the sustainable development priorities of the Government of Canada.

Vision – A visionary statement that describes what the CRA will be known for once it fully adopts sustainable development into its business.

Long-term Outcome – A high-level statement about the desired societal results of our actions towards sustainable development. Long-term outcomes are usually close-ended statements that are too high level to measure.

Goal – A statement indicating a desired result that is long-term and strategic, and achievable within a 15-year period (i.e., over the span of five three-year strategies). It focuses on key priorities and is related to those areas where the CRA can make the biggest difference towards sustainable development. Objectives subdivide the goal into focus areas.

Objective – A clear statement that subdivides a goal into focus areas, and is achievable within a 6 to 9-year period (i.e., over the span of two or three three-year strategies). Targets subdivide the objective into specific commitments.

Target – A statement that subdivides an objective into specific commitments. It is SMART (specific, measurable, achievable, results-oriented, and time bound), is usually achievable within a three-year period, and will lead towards achieving objectives. Activities subdivide the target into annual achievements.

Activity – A short-term action that, in combination with other activities, will lead to achieving a target.

Activity Output – The result of an activity, which is often a document or service provided.

Performance Indicators – A qualitative or quantitative interim measurement that demonstrates that meaningful steps are being taken to achieve a target; and is linked to the activities that support the target.

Performance Measures – A qualitative or quantitative measurement that determines whether or not a target has been met.

Data Collection Method / Source – A short description of the type of data needed to measure performance towards achieving a target, where to find the data (e.g., Annual Report), and the means of collecting the data.

Accountability (OPI/ OCI/ Partner) – Indicates who is responsible for completing the activity. The group listed first in the “Accountability” column of the Action Plan is designated as the Office of Primary Interest (OPI). The group listed second in the column is designated as the Office of Collaborating Interest (OCI). The group listed third in the column is designated as a partner. OPIs are responsible for taking the lead in implementing the activity, and are fully accountable for its completion. OCIs are accountable for providing support to the OPI to complete the activity, while the OPI will approach the partner for input.

Acronyms

ABSB	Assessment and Benefit Services Branch
ABSB (BPD)	Assessment and Benefit Services Branch (Benefit Programs Directorate)
Appeals	Appeals Branch
CAEB	Corporate Audit and Evaluation Branch
CPB	Compliance Programs Branch
CPB (CSRD)	Compliance Programs Branch (Compliance Strategy and Research Directorate)
CSBDB (CRD)	Corporate Strategies and Business Development Branch (Client Relations Directorate)
CSBDB (CPGMD)	Corporate Strategies and Business Development Branch (Corporate Planning, Governance, and Measurement Directorate)
CSBDB (SIMD)	Corporate Strategies and Business Development Branch (Statistics and Information Management Directorate)
CSBDB (SPD)	Corporate Strategies and Business Development Branch (Strategic Policy Directorate)
FAB (SMPSD)	Finance and Administration Branch (Strategic Management and Program Support Directorate)
FAB (FAD)	Finance and Administration Branch (Financial Administration Directorate)
FAB (AD)	Finance and Administration Branch (Administration Directorate)
FAB (RPSID)	Finance and Administration Branch (Real Property and Service Integration Directorate)
FAB (SRMIAD)	Finance and Administration Branch (Security, Risk Management and Internal Affairs Directorate)
FTE	Full-time equivalent employee
HRB (EODD)	Human Resources Branch (Employment, Organization and Operations Directorate)
HRB (EPPD)	Human Resources Branch (Executive Personnel Programs Directorate)
HRB (SBMPSD)	Human Resources Branch (Strategic Branch Management and Program Support Directorate)
HRB (SRCD)	Human Resources Branch (Staff Relations and Compensation Directorate)
HRB (TLD)	Human Resources Branch (Training and Learning Directorate)
ITB	Information Technology Branch
PAB (AIPD)	Public Affairs Branch (Access to Information Directorate)
PAB (CD)	Public Affairs Branch (Communications Directorate)
PAB (EPMD)	Public Affairs Branch (Electronic and Print Media Directorate)

PAB (POREAD)	Public Affairs Branch (Public Opinion Research and Environment Analysis Directorate)
PWGSC	Public Works and Government Services Canada
LPRAB (CD)	Legislative Policy and Regulatory Affairs Branch (Charities Directorate)
National EMS Committee	National Environmental Management System Committee (some branches and all regions)
SD Network	Sustainable Development Network (a committee with representation from all branches and regions)
TSDMB (TID)	Taxpayer Services and Debt Management Branch (Tax Information Division)
TSDMB (TSD)	Taxpayer Services and Debt Management Branch (Taxpayer Services Directorate)