

# Canada Revenue Agency's 2021 to 2022 Departmental Sustainable Development Strategy Year-End Report



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# Canada Revenue Agency's 2021 to 2022 Departmental Sustainable Development Strategy (DSDS) Year-End Report

The Canada Revenue Agency (CRA) tabled its [2021 to 2022 DSDS Interim Report](#) in May 2022. This CRA 2021 to 2022 DSDS Year-End Report is the follow-up to the interim report.

In December of 2020, the amended Federal Sustainable Development Act (FSDA) came into force, which now requires the tabling of a report on progress made on DSDS commitments within one year of tabling the DSDS. The Act, as amended, requires departments to prepare and table a report on progress in implementing their DSDS at least once in each of the two years following the tabling of their DSDS.

This progress year-end report supports the commitment in the FSDA to make environmental decision-making more transparent and accountable to Parliament. It also contributes to an integrated, whole-of-government view of activities supporting environmental sustainability.

The departmental information reported provides progress on the [CRA's 2020 to 2023 DSDS commitments](#).

## 1. Introduction to the Departmental Sustainable Development Strategy

The [2019 to 2022 Federal Sustainable Development Strategy \(FSDS\)](#) presents the Government of Canada's sustainable development goals and targets, as required by the [FSDA](#). In keeping with the purpose of the Act, to provide the legal framework for developing and implementing a FSDS that will make sustainable development decision-making more transparent and accountable to Parliament, the CRA has developed this 2021 to 2022 year-end report to demonstrate progress to meet performance targets in its 2020 to 2023 DSDS.

## 2. Sustainable development in the CRA

The CRA's 2020 to 2023 DSDS describes the department's actions in support of achieving the FSDS goal of greening government. This report presents available results for the departmental actions pertinent to this goal. Previous years' reports are available on the CRA's [DSDS Performance Reports](#) web page and in the supplementary information tables of the CRA's [Departmental Results Report](#) web pages.

## 3. Departmental performance by FSDS goal

The following tables provide performance information on departmental actions in support of the FSDS goal of greening government.

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## **Context: Greening Government**

The CRA pursues sustainable development (SD) within the context of our corporate mandate to administer taxes, benefits, and related programs for governments across Canada. The CRA is committed to contributing to the economic and social well-being of Canadians in a way that meets the needs of the present without compromising the ability of future generations to meet their own needs.

As a large organization, the CRA recognizes the impact it has in the communities in which our employees live and work. We continue to commit to:

- minimize harmful emissions from our vehicle fleet
- purchase products responsibly to reduce environmental impacts
- ensure that our decision-making process includes consideration of FSDS goals and targets through the strategic environmental assessment (SEA) process and make public statements on the results of CRA's assessments when an initiative that has undergone a detailed SEA
- take action to understand climate change impacts that could potentially affect our assets, services and operations across the country
- contribute to the United Nations' 2030 Agenda for SD and the United Nations' SD goals



**Greening Government:** The Government of Canada will transition to low-carbon, climate-resilient and green operations

**2020 to 2023 Departmental Sustainable Development Strategy: 2021 to 2022 Year-End Results**

**FSDS Target(s)**

Reduce greenhouse gas (GHG) emissions from federal government facilities and fleets by 40% below 2005 levels by 2030 (with an aspiration to achieve this target by 2025) and 80% below 2005 levels by 2050 (with an aspiration to be carbon neutral).

\*As a tenant organization, the CRA is only responsible for fleet GHG emissions reductions.

1. GHG Emissions Reduction				
FSDS contributing action(s)	Corresponding departmental action(s)	Starting Point(s) Performance Indicator(s) Target(s)	Results achieved	Contribution by each departmental action to the FSDS goal and target
Fleet management will be optimized including by applying telematics to collect and analyze vehicle usage data on vehicles scheduled to be replaced.	Develop a strategic approach by November 2020 and take action to reduce emissions from the CRA fleet, including consideration of applying telematics and purchasing hybrid or zero-emissions vehicles where practical.	<p><b>Starting Point:</b> Base year 2020-2021:</p> <ul style="list-style-type: none"><li>Overall fuel consumption (LGE): 47,774</li><li>Average fuel consumption rate (LGE/100km): 15.0</li><li>GHG emissions rate (gCO<sub>2</sub>eq/100km travelled): 346,000</li></ul> <p><b>Performance Indicators:</b></p> <ul style="list-style-type: none"><li>Overall fuel consumption in litres per gasoline equivalent (LGE)</li><li>Average fuel consumption rate (LGE/100km)</li><li>GHG emissions rate in grams per carbon dioxide equivalent (gCO<sub>2</sub>eq) per 100km travelled</li></ul> <p><b>Target:</b> Fleet emissions are 40% below 2005 levels by 2030</p>	<p>GHG fleet performance and comparison to the 2020-2021 base year:</p> <ul style="list-style-type: none"><li>Overall fuel consumption (LGE): 53,960 (13% increase)</li><li>Average fuel consumption rate (LGE/100km): 14.1 (6% decrease)</li><li>GHG emissions rate (gCO<sub>2</sub>eq/100km travelled): 326,400 (6% decrease)</li></ul>	<p><b>FSDS:</b> Actions that reduce fleet GHG emissions</p> <p><b>SDG 13:</b> Take urgent action to combat climate change and its impacts</p>

FSDS contributing action(s)	Corresponding departmental action(s)	Starting Point(s) Performance Indicator(s) Target(s)	Results achieved	Contribution by each departmental action to the FSDS goal and target
Publicly disclose detailed environmental performance information on government operations—in particular, a complete inventory of federal greenhouse gas emissions and energy use—on the Greening Government website each year	Measure and report on GHG emissions from the CRA fleet using the Federal Greenhouse Gas Tracking Protocol	<p><b>Starting Point:</b> GHG emissions from base year 2005-2006: 397 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e). Fiscal Year 2018-2019 GHG emissions was: 215 tCO<sub>2</sub>e.</p> <p><b>Performance Indicators:</b></p> <ul style="list-style-type: none"> <li>GHG emissions from fleet in fiscal year 2005 to 2006 (base year): = <b>[X] kilotonnes of carbon dioxide equivalent (ktCO<sub>2</sub>e)</b></li> <li>GHG emissions from fleet in current reporting fiscal year = <b>[Y] ktCO<sub>2</sub>e</b></li> <li>Percentage (%) change in GHG emissions from fleet from fiscal year 2005-2006 to current reporting fiscal year = <b>[1-Y/X] %</b></li> </ul> <p><b>Target:</b> Fleet emissions are 40% below 2005 levels by 2030</p>	GHG emissions from the CRA fleet were 125.5 tonnes, which represents a 68.4% decrease from 2005-2006 levels. The ongoing COVID-19 pandemic contributed to the significant reduction in GHG emissions. The CRA's focus on right-sizing and greening its fleet will further contribute to reduced emissions.	<p><b>FSDS:</b> Actions that reduce fleet GHG emissions</p> <p><b>SDG 13:</b> Take urgent action to combat climate change and its impacts.</p>

### FSDS Target(s)

Our administrative fleet will be comprised of at least 80% zero-emission vehicles (ZEV) by 2030.

2. GHG Emissions Reduction

FSDS contributing action(s)	Corresponding departmental action(s)	Starting Point(s) Performance Indicator(s) Target(s)	Results achieved	Contribution by each departmental action to the FSDS goal and target
Fleet management will be optimized including by applying telematics to collect and analyze vehicle usage data on vehicles scheduled to be replaced	<p>As a step toward the FSDS 2030 target, ensure 75% of new light-duty unmodified administrative fleet vehicle purchases will be ZEVs or hybrids</p> <p>Ensure all new executive vehicle purchases will be ZEVs or hybrids</p>	<p><b>Starting Point:</b> Number of vehicles in the administrative fleet in 2018 to 2019 was 54, of which 7 (13%) were hybrid vehicles</p> <p><b>Performance Indicators:</b></p> <ul style="list-style-type: none"> <li>Total number of vehicles in administrative fleet</li> <li>Percentage of annual administrative fleet purchases that are ZEV or hybrids</li> <li>Percentage of ZEV in administrative fleet</li> <li>Executive vehicle ZEV or hybrid purchases</li> </ul> <p><b>Target:</b> Fleet comprised of 80% ZEVs by 2030</p>	<p>Fleet results:</p> <ul style="list-style-type: none"> <li>Total number of vehicles in the administrative fleet: 50</li> <li>Percentage of annual administrative fleet purchases that are ZEV including plug-in hybrids: 100% (2 out of 2 vehicles purchased)</li> <li>Percentage of ZEV in administrative fleet: 18% (9 of 50 vehicles)</li> <li>Executive vehicle ZEV or hybrid purchases: 0</li> </ul>	<p><b>FSDS:</b> As conventional vehicles are replaced with ZEVs, and/or the size of the fleet is reduced, a greater proportion of the fleet will be ZEV, where operationally feasible</p> <p><b>SDG 13:</b> Take urgent action to combat climate change and its impacts</p>

FSDS Target(s)

Actions supporting the Goal: Greening Government

3. GHG Emissions Reduction				
FSDS contributing action(s)	Corresponding departmental action(s)	Starting Point(s) Performance Indicator(s) Target(s)	Results achieved	Contribution by each departmental action to the FSDS goal and target
CRA-specific commitment	By 2023, the CRA will minimize the environmental impacts of its real property portfolio by effectively managing the floor space per full time employee (FTE) by continuing to modernize workplace through new and innovative methods, maintaining a maximum general purpose office space utilization rate of 16.4m2 / full-time equivalent	<p><b>Starting Point:</b> The CRA office space utilization rate was ~15.7m²/FTE in 2018 to 2019 (base year), which exceeded the target Government of Canada (GC) utilization rate of 16.4m²/FTE or less</p> <p><b>Performance Indicators:</b></p> <ul style="list-style-type: none"><li>• Number of square metres (m²) of general purpose office space divided by the number of FTEs</li><li>• Number and percentage of completed new fit-up and major refit projects measured at project close-out that implemented Workplace 2.0</li></ul> <p><b>Target:</b> Government of Canada utilization rate of 16.4m²/FTE or less</p>	<p>As of April 1, 2022, the CRA office space utilization rate was 15.5 m²/FTE, below the base year, and still below the GC utilization rate.</p> <p>Eleven new fit-up or major refit projects were completed. All (100%) were CRA Workplace 2.0 compliant and below the target utilization rate.</p>	<p><b>FSDS:</b> Right-sizing space that is within the CRA’s real property portfolio will help minimize energy use and therefore GHG emissions from heating and electricity</p> <p><b>SDG 13:</b> Take urgent action to combat climate change and its impacts</p>

FSDS Target(s)

By 2022, departments have developed measures to reduce climate change risks to assets, services and operations.

Climate Change Adaptation				
FSDS contributing action(s)	Corresponding departmental action(s)	Starting Point(s) Performance Indicator(s) Target(s)	Results achieved	Contribution by each departmental action to the FSDS goal and target
Increase training and support on assessing climate change impacts, undertaking climate change risk assessments and developing adaptation actions to public service employees, and facilitate sharing of best practices and lessons learned	By 2021, departments will take action to understand the climate change impacts that could potentially affect federal assets, services and operations across the country	<p><b>Starting Point:</b> CRA has business continuity plans in place for all critical services and a robust approach to corporate risk management</p> <p><b>Performance Indicators:</b></p> <ul style="list-style-type: none"><li>• Begin departmental climate risk assessment in 2020 to 2021</li><li>• Measures developed to reduce climate change risks to assets, services, and operations by end of 2022 to 2023</li></ul> <p><b>Target:</b> By 2023, the CRA has developed measures to reduce climate change risks to assets, services and operations</p>	Work began on November 4, 2021 to undertake a Climate Risk and Vulnerability Assessment (CRiVA) on the CRA services and programs, which was completed in August 2022. Following the assessment, the CRA has reviewed the recommendations to develop climate adaptation measures to strengthen its business continuity planning, departmental risk planning, and climate risk strategy, by end of fiscal year 2022-2023.	<p><b>FSDS:</b> By factoring climate variability and change into policy, programs and operations, the CRA will be able to adapt to a changing climate and protect our public assets and resources while strengthening planning and decision making</p> <p><b>SDG 13:</b> Take urgent action to combat climate change and its impacts</p>

FSDS Target(s)

Actions supporting the Goal: Greening Government

Sustainable Travel and Commute				
FSDS contributing action(s)	Corresponding departmental action(s)	Starting Point(s) Performance Indicator(s) Target(s)	Results achieved	Contribution by each departmental action to the FSDS goal and target
CRA-specific commitment	<p>By 2023, the CRA will reduce GHG emissions from business-related air travel by a minimum of 40%, relative to 2008-2009 levels*</p> <p>*The baseline year is different from the other GHG emissions targets in order to be consistent with previous CRA DSDSs and facilitate comparison across time.</p>	<p><b>Starting Point:</b> GHG emissions from business air travel in 2008 to 2009 were 9,447 tonnes. In 2018 to 2019, the GHG emissions were 5,577 tonnes</p> <p><b>Performance Indicators:</b></p> <ul style="list-style-type: none"><li>Annual GHG emissions from business-related air travel compared to fiscal year 2008 to 2009</li><li>Percentage reduction in GHG emissions compared to 2008 to 2009</li></ul> <p><b>Target:</b> 40% reduction in emissions compared to 2008 to 2009</p>	<p>GHG emissions from business-related air travel were 44.7 tonnes, representing a 99.5% reduction compared to the 2008-2009 baseline year.</p> <p>The CRA recognizes that this strong performance is due in large part to COVID-19 travel restrictions, and solidifying strong performance for the long-term will require additional efforts.</p>	<p><b>FSDS:</b> The CRA will continue to review and refine its business travel programs to ensure that low carbon travel options are prioritized to help reduce GHG emissions</p> <p><b>SDG 13:</b> Take urgent action to combat climate change and its impacts</p>
CRA-specific commitment	<p>Enable telework where feasible to provide CRA employees the opportunity to be flexible in where they complete their work</p>	<p><b>Performance Indicators:</b> Number of telework pilot programs in place</p>	<p>The CRA, like other federal departments and agencies, has experienced one of the largest telework arrangements as a result of the COVID-19 pandemic. At this time, the Agency is working to implement a <a href="#">GC Workplace</a> plan based on flexible design, efficient, and green workplaces. This will reduce GHG emissions through reduced travel and using less energy in our physical environments.</p>	<p><b>FSDS:</b> The promotion of telework options can help reduce GHG emissions while encouraging employees to be more conscious of environmental impacts of their daily travel</p> <p><b>SDG 13:</b> Take urgent action to combat climate change and its impacts</p>
CRA-specific commitment	<p>Promote sustainable travel and revise the CRA Travel Directive and Procedures to include sustainable business travel training as a requirement for all travellers</p>	<p><b>Starting Point:</b> In 2018 to 2019, sustainable business travel was promoted during Environment week and 53 employees completed the sustainable business travel course</p> <p><b>Performance Indicators:</b></p> <ul style="list-style-type: none"><li>Travel Directive and Procedures with requirement to complete the sustainable business travel training approved</li><li>Messages issued and events held to promote sustainable travel</li><li>Number of sustainable business travel courses completed</li></ul> <p><b>Target:</b> Revised Travel Directive and Procedures are approved in 2020 to 2021; sustainable travel is promoted during at least 2 national events</p>	<p>The CRA promoted sustainable business travel (SBT) during the Earth Day, Environment Week, and Waste Reduction Week’s annual national events.</p> <p>The SBT course helps employees make sustainable travel decisions. Since the 2018 to 2019 base year, 1,638 employees have completed the course, including 1,159 employees in 2021-22</p> <p>The updated CRA Travel Directive was approved by the CRA Board of Management in June 2020, and the CRA Travel Procedures were updated in December 2021.</p> <p>The SBT course is now a mandatory requirement for non-executive employees who plan to travel for CRA business.</p>	<p><b>FSDS:</b> The promotion of sustainable travel options and the inclusion of the sustainable business travel training as a requirement for travellers can help reduce GHG emissions while encouraging employees to be more conscious of environmental impacts of travel</p> <p><b>SDG 13:</b> Take urgent action to combat climate change and its impacts</p>

FSDS Target(s)

Actions supporting the Goal: Greening Government

Waste Reduction / Diversion				
FSDS contributing action(s)	Corresponding departmental action(s)	Starting Point(s) Performance Indicator(s) Target(s)	Results achieved	Contribution by each departmental action to the FSDS goal and target
CRA-specific commitment in support of the Government of Canada commitment to divert at least 75% of non-hazardous and plastic waste (by weight) from landfills by 2030	<p>The CRA will work with Public Services Procurement Canada to promote waste reduction initiatives to employees including:</p> <ul style="list-style-type: none"><li>• Holding educational and awareness sessions on proper usage of recycling systems</li><li>• Identifying priority locations for composting programs</li><li>• Using waste audits to inform targeted interventions</li><li>• Emphasizing the importance of minimizing contamination of the recycling streams</li><li>• Promoting reduction of single-use plastics in government operations, events and meetings</li></ul>	<p><b>Starting Point:</b> N/A</p> <p><b>Performance Indicators:</b></p> <ul style="list-style-type: none"><li>• Number of composting pilot programs initiated</li><li>• Number of awareness events held</li></ul> <p><b>Target:</b> Divert at least 75% of non-hazardous and plastic waste (by weight) from landfills by 2030</p>	<p>The CRA currently has one composting pilot program. In 2021, the CRA installed a clean-tech mechanical composter at the CRA headquarters building that will convert organic waste to biofuel. The CRA also plans to install a clean-tech paper shredder in 2022-2023 that will convert waste paper to additional biofuel.</p> <p>Due to the majority of employees working from home during the COVID-19 pandemic, the launch of the clean-tech mechanical composter pilot project is on hold until a sufficient number of employees return to work.</p> <p>Educational awareness sessions on recycling, composting and reducing single use plastics are regularly promoted during the Earth Day and Environment Week and the Waste Reduction Week.</p>	<p><b>FSDS:</b> Diverting waste from landfill reduces GHG emissions associated with transport waste and its decomposition at in landfills. Material recovery via recycling reduces emissions for the extraction and production of virgin materials</p> <p><b>SDG 13:</b> Take urgent action to combat climate change and its impacts</p>

FSDS Target(s)

Actions supporting the Goal: Greening Government

Green Procurement				
FSDS contributing action(s)	Corresponding departmental action(s)	Starting Point(s) Performance Indicator(s) Target(s)	Results achieved	Contribution by each departmental action to the FSDS goal and target
The CRA will reduce the environmental impacts associated with its procurement decisions and practices	Ensure all acquisition card holders as well as procurement and materiel management specialists are trained in green procurement (such as, the Canada School of Public Service course on green procurement, or equivalent) within one year of being identified	<p><b>Starting Point:</b> Number (and percentage) of procurement officers and materiel management specialists that have been trained in green procurement in 2018-2019 (base year): 100%</p> <p><b>Performance Indicator:</b></p> <ul style="list-style-type: none"><li>Percentage of procurement and materiel management specialists trained in green procurement within one year of being identified</li><li>Percentage of acquisition card holders trained in green procurement</li></ul> <p><b>Target:</b> 100% of procurement officers and material management specialists receive training with one year of being identified. By March 31, 2021, 50% of existing acquisition card holders are trained in green procurement. By March 31, 2022, 100% of acquisition card holders are trained in green procurement.</p>	<p>All 45 (100%) out of 45 procurement and materiel management functional specialists were trained in green procurement within one year of being identified as a specialist. (This excludes those who have had their authority suspended or cancelled due to extended leave or assignments).</p> <p>All 995 (100%) out of 995 acquisition cardholders were trained in green procurement.</p>	<p><b>FSDS:</b> Green procurement incorporates environmental considerations into purchasing decisions and is expected to motivate suppliers to reduce the environmental impact of the goods and services they deliver, and their supply chains</p> <p><b>SDG 12:</b> Ensure sustainable consumption and production patterns</p>
The CRA will use environmental criteria to reduce the environmental impact and ensure best value in government procurement decisions	<p>Explore opportunities to add commodity or client-specific sustainable development clauses/requirements through the use of procurement Requests for Information (RFI)</p> <p>Ensure that the CRA Procurement Policy provides the flexibility to use alternative procurement methods to take advantage of opportunities to further the achievement of sustainable development objectives</p>	<p><b>Starting Point:</b> N/A</p> <p><b>Performance Indicators:</b></p> <ul style="list-style-type: none"><li>Identify commodities and/or clients to participate by March 31, 2021</li><li>Develop SD clauses for RFIs by March 31, 2022</li><li>Implement new clauses/requirements by March 31, 2023</li><li>Review the CRA Procurement Policy and update as required by March 31, 2021</li></ul> <p><b>Target:</b> Commodity or client-specific sustainable development clauses/requirements that can be used in CRA contracts are implemented by March 31, 2023</p>	<p>Progress was made with each of the commodities previously identified as candidates to develop new sustainable development clauses for use in future procurement contracts:</p> <p>For office supplies, as part of the consultations with Public Services and Procurement Canada (PSPC), the CRA received a summary of industry feedback in response to a Request for Information (RFI) that PSPC conducted for this commodity. Given the timeliness of PSPC’s RFI, its feedback was leveraged by the CRA to develop point-rated evaluation criteria targeting use of electric vehicles for delivery, product packaging, and International Organization for Standardization (ISO) certifications. These criteria were reviewed and refined with CRA’s SD Centre of Expertise, and were included in an Request For Proposal (RFP) for office supplies, which was published during Q4 2021-22. Once the RFP is complete, these rated criteria will be examined to determine potential value for inclusion in future solicitation processes.</p> <p>For records management, an Invitation to Qualify (ITQ) was completed. The ITQ process provides a space for consultation, where lessons are drawn from the industry. As a result of the ITQ for records management, only one qualified supplier was identified, therefore eliminating the need to issue a RFP. The contract currently under development will leverage the image on demand function much more than physical document delivery, resulting in a smaller carbon footprint. This function will also reduce paper consumption due to fewer documents having to be copied as a result of damage in transit to different locations across the country. Once the Statement of Work is finalized, the CRA will determine the appropriate clauses to be added to the contract.</p>	<p><b>FSDS:</b> Green procurement incorporates environmental considerations into purchasing decisions and is expected to motivate suppliers to reduce the environmental impact of the goods and services they deliver, and their supply chains</p> <p><b>SDG 12:</b> Ensure sustainable consumption and production patterns</p>

FSDS contributing action(s)	Corresponding departmental action(s)	Starting Point(s) Performance Indicator(s) Target(s)	Results achieved	Contribution by each departmental action to the FSDS goal and target
Support for green procurement will be provided including guidance, tools and training for public service employees	Ensure that heads and their designated managers of procurement and material management have green procurement included in their performance evaluations	<p><b>Starting Point:</b> Percentage of designated officials with green procurement in their performance evaluations in 2018 to 2019 (base year): 6 or 100%</p> <p><b>Performance Indicator:</b> Percentage of heads and their designated managers of procurement and materiel management that have green procurement included in their performance evaluations</p> <p><b>Target:</b> 100% of designated officials have performance evaluations that include green procurement</p>	100% of the CRA's six managers and heads of procurement and materiel management have performance evaluations that include green procurement.	<p><b>FSDS:</b> Green procurement incorporates environmental considerations into purchasing decisions and is expected to motivate suppliers to reduce the environmental impact of the goods and services they deliver, and their supply chains</p> <p><b>SDG 12:</b> Ensure sustainable consumption and production patterns</p>
CRA-specific commitment	Engage the Sustainable Development Centre of Expertise (SD CoE) on environmental considerations for all non-confidential contractual arrangements valued over \$250K	<p><b>Starting Point:</b> Percentage of non-confidential contracts over \$500K reviewed for SD considerations in 2018 to 2019 (base year): 100%</p> <p><b>Performance Indicator:</b> Percentage of non-confidential contracts valued over \$250K that the SD CoE reviewed for potential sustainable development considerations</p> <p><b>Target:</b> 100% of non-confidential contracts over \$250K reviewed for SD considerations</p>	Fourteen (14) new non-confidential contracts over \$250,000 were awarded. The SD CoE reviewed all 14 (or 100%) for SD considerations.	<p><b>FSDS:</b> Green procurement incorporates environmental considerations into purchasing decisions and is expected to motivate suppliers to reduce the environmental impact of the goods and services they deliver, and their supply chains</p> <p><b>SDG 12:</b> Ensure sustainable consumption and production patterns</p>

FSDS Target(s)

Actions supporting the Goal: Greening Government

Paper Reduction				
FSDS contributing action(s)	Corresponding departmental action(s)	Starting Point(s) Performance Indicator(s) Target(s)	Results achieved	Contribution by each departmental action to the FSDS goal and target
CRA-specific commitment	By 2023, the CRA will reduce internal multipurpose office paper use per employee by 65% from 2005-2006 levels	<p><b>Starting Point:</b> Reduce paper use from 2005 to 2006 (base year) 6,407 sheets/FTE; paper use in 2018 to 2019 was 2,639 sheets/FTE or 59% reduction from 2005-2006 levels</p> <p><b>Performance Indicator:</b></p> <ul style="list-style-type: none"><li>• Annual amount of office paper use per employee</li><li>• Percentage reduction in annual office paper use from previous year</li><li>• Percentage reduction in annual office paper use relative to the 2005 to 2006 baseline</li></ul> <p><b>Target:</b> 65% reduction of office paper use per employee from 2005 to 2006 levels</p>	<p>The annual amount of office paper use per employee was 440 sheets, representing a 22% decrease from the 563 sheets per employee in 2020 to 2021, and a 93% decrease from 2005 to 2006 base year.</p> <p>The CRA recognizes that this strong performance is due in large part to COVID-19 remote work, and solidifying strong performance for the long-term will require additional efforts.</p>	<p><b>FSDS:</b> Paper reduction initiatives prioritize materials and solutions that minimize our impact on the environment</p> <p><b>SDG 12:</b> Ensure sustainable consumption and production patterns</p>
CRA-specific commitment	By 2023, redesign web-forms to allow employees, managers and administrative assistants the ability to electronically complete and approve compensation transaction requests	<p><b>Starting Point:</b> In 2018 to 2019 (base year) there were 72 web-forms</p> <p><b>Performance Indicator:</b> Number of Web-forms redesigned per year</p> <p><b>Target:</b> Modernize an additional 62 web-forms over the next 3 years</p>	The CRA has made significant advancement in its efforts to modernize its compensation web-forms. Forty-five (45) additional web-forms (73%) of the total 62 additional web-forms for the 3-year period (2020 to 2023) have been developed to enable electronic completion and approval of compensation transactions requests. This initiative continues to reduce paper use to create a positive impact on the environment.	<p><b>FSDS:</b> Paper reduction initiatives prioritize materials and solutions that minimize our impact on the environment</p> <p><b>SDG 12:</b> Ensure sustainable consumption and production patterns</p>
CRA-specific commitment	By 2022, convert web-based repository for compensation processes and procedures to the Electronic Performance Support System, eliminating the need to print records	<p><b>Starting Point:</b> For 2020, 8 compensation processes will be converted to the Electronic Performance Support System</p> <p><b>Performance Indicator:</b> Number of process converted to the Electronic Performance Support System</p> <p><b>Target:</b> By 2022, convert 100% of compensation processes (84 processes)</p>	The CRA identified 118 compensation processes. The CRA converted 105 compensation processes to the Electronic Performance Support System (EPSS), with the remaining 13 processes no longer required (due to integration into other processes or are no longer used). One hundred percent (100%) of the conversation compensation processes to the EPSS are now complete, which are used by over 300 compensation agents. As a result, a significant amount of paper was reduced.	<p><b>FSDS:</b> Paper reduction initiatives prioritize materials and solutions that minimize our impact on the environment</p> <p><b>SDG 12:</b> Ensure sustainable consumption and production patterns</p>

FSDS contributing action(s)	Corresponding departmental action(s)	Starting Point(s) Performance Indicator(s) Target(s)	Results achieved	Contribution by each departmental action to the FSDS goal and target
CRA-specific commitment	Reduce paper use by: <ul style="list-style-type: none"><li>Maintaining a minimum of 86% digital filing rate for individual (T1) returns and 91% digital filing rate for business (T2) returns</li><li>Maintaining current usage of online mail and electronic document storage</li></ul>	<p><b>Starting Point:</b> N/A</p> <p><b>Performance Indicators:</b> Paper savings estimate due to T1 digital filing, T2 digital filing, online mail, and electronic document storage</p> <p><b>Target:</b> N/A</p>	<p>The digital filing rate for T1 income tax and benefit returns was 91.0%. There were 27.7 million returns filed digitally, which represent a 0.8% increase compared to last year. This paper savings estimate is 304.4 million sheets of paper (based on an average T1 return of 11 sheets of paper).</p> <p>The digital filing rate for T2 corporation income tax returns was 93.6%. There were 2.6 million returns filed digitally, which represent 0.7% decrease compared to last year. This paper savings estimate is 18.1 million sheets of paper (based on an average T2 return of 7 sheets of paper).</p> <p>There were 33.8 million pieces of online mail issued to individuals and businesses, which represents a 4.4% increase compared to last year. This paper savings estimate is 33.8 million sheets of paper (based on an average piece of correspondence of 1 sheet of paper).</p> <p>There were 2.6 million electronic documents received by the CRA's document storage system, which represents a 126.4% increase compared to last year. This paper savings estimate is 2.6 million sheets of paper (based on an average submission of 1 sheet of paper).</p> <p>*2020-2021: T1 and T2 results have been updated to 90.2% and 94.2% respectively as reported in the CRA 2020-2021 Department Results Report, (and not 94% and 95% respectively as originally reported in the CRA 2020-2021 DSDS Year-End Report).</p>	<p><b>FSDS:</b> Paper reduction initiatives prioritize materials and solutions that minimize our impact on the environment</p> <p><b>SDG 12:</b> Ensure sustainable consumption and production patterns</p>

FSDS Target(s)

Actions supporting the Goal: Greening Government

Promote Sustainable Practices				
FSDS contributing action(s)	Corresponding departmental action(s)	Starting Point(s) Performance Indicator(s) Target(s)	Results achieved	Contribution by each departmental action to the FSDS goal and target
CRA-specific commitment	Maintain the national SD section of the external CRA website to promote SD information to employees and SD results to the public	<p><b>Starting Point:</b> SD CRA internet and intranet pages are up-to-date and relevant to employee needs</p> <p><b>Performance Indicators:</b> Percentage of SD webpages reviewed annually</p> <p><b>Target:</b> 100% of SD webpages are reviewed by March 31, 2023</p>	<p>The CRA continuously throughout the year updates its SD internet and intranet webpages related to the DSDS and national annual events, such as Earth Day, Environment Week, and Waste Reduction Week. This included updates to provide employees with suggestions on how to reduce their energy usage and waste in the remote working environment.</p> <p>One hundred (100%) CRA SD web pages were reviewed and development began on a workplan to ensure all pages are up-to-date and relevant:</p> <ul style="list-style-type: none"><li>Internet: 434 English and French web pages</li><li>Intranet: 320 English and French web pages</li></ul>	<p><b>FSDS:</b> Employee mobilization supports the overall strategy to green government by encouraging employee-led efforts to change behaviour towards more environmentally friendly outcomes. This ultimately helps the Government of Canada to reduce greenhouse gas emissions, resource use, and waste.</p> <p><b>SDG 11:</b> Make cities and human settlements inclusive, safe, resilient and sustainable</p>
CRA-specific commitment	Promote SD training and awareness opportunities, best practices, and guidance documents to employees (e.g., National SD events, online SD awareness products and SD-related guides and best practices)	<p><b>Starting Point:</b> Employees are aware of the CRA's SD priorities</p> <p><b>Performance Indicators:</b></p> <ul style="list-style-type: none"><li>Number of events promoted</li><li>Visits to SD pages on the CRA's intranet</li></ul> <p><b>Target:</b> 3 National SD events are promoted annually</p>	<p>Three annual national SD events were promoted: Earth Day, Environment Week, and Waste Reduction Week. Planning kits were shared with the SD Network and promotional activities took place throughout the week of the events. Events were promoted through the CRA's intranet site, senior management emails, intranet banners, and social media.</p> <p>Evaluation data indicates the CRA's internal communication strategy developed for promoting SD was successful with 16,754 visits to its SD intranet web pages, which inform employees ways to reduce their environmental impacts by promoting sustainable travel options, green procurement, and encouraging paper and waste reduction methods.</p>	<p><b>FSDS:</b> Employee mobilization supports the overall strategy to green government by encouraging employee-led efforts to change behaviour towards more environmentally friendly outcomes. This ultimately helps the Government of Canada to reduce greenhouse gas emissions, resource use, and waste.</p> <p><b>SDG 11:</b> Make cities and human settlements inclusive, safe, resilient and sustainable</p>
CRA-specific commitment	Promote and manage the CRA's strategic environmental assessment (SEA) process and support proposal developers looking for assistance in assessing environmental effects	<p><b>Starting Point:</b> In 2018-2019 (base year) 33 preliminary SEA scans were completed</p> <p><b>Performance Indicators:</b></p> <ul style="list-style-type: none"><li>Percentage of SEAs and preliminary scans completed annually</li><li>Public statements available on CRA website</li></ul> <p><b>Target:</b> Continued full compliance with the Cabinet Directive on the Environmental Assessment Policy</p>	<p>Thirty-three (33) preliminary SEA scans and four (4) detailed SEAs were completed representing a 76% increase from the twenty (20) preliminary and one (1) detailed SEAs that were completed in 2020-2021, and a 12% increase from 2018-2019.</p> <p>The SEAs were completed to meet the CRA's full compliance with the Cabinet Directive on the Environmental Assessment Policy.</p>	<p><b>FSDS:</b> The SEA process helps incorporate environmental considerations into the CRA's proposal development process, including considering whether expected outcomes of a proposal could affect any of the FSDS goals and targets</p> <p><b>SDG 16:</b> Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>

FSDS contributing action(s)	Corresponding departmental action(s)	Starting Point(s) Performance Indicator(s) Target(s)	Results achieved	Contribution by each departmental action to the FSDS goal and target
CRA-specific commitment	Integrate SD considerations into corporate policy instruments (CPI) during their review cycles, as appropriate and feasible	<p><b>Starting Point:</b> 2019 to 2020 (base year)</p> <p><b>Performance Indicators:</b> Percentage of CPIs that are renewed that are reviewed for SD considerations</p> <p><b>Target:</b> 100% CPIs reviewed will consider sustainable development</p>	To improve efficiencies, the CRA implemented a prescreening process, in which the CRA reviewed 49 CPIs (100%) where SD was identified for consideration.	<p><b>FSDS:</b> The corporate policy review process further integrates SD considerations into the CRA's policy development portfolio. This includes considering whether expected outcomes of a policy could affect any of the FSDS goals and targets.</p> <p><b>SDG 16:</b> Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>
CRA-specific commitment	Support and provide guidance to employees responsible for the management of the CRA's halocarbon-containing systems (for example, in refrigeration, air conditioning, and fire extinguishing systems)	<p><b>Starting Point:</b> Halocarbon requirements are understood at the CRA</p> <p><b>Performance Indicator:</b> Employees responsible for the management of the CRA's halocarbon-containing systems are provided guidance on how to handle local halocarbon-containing systems</p> <p><b>Target:</b> All requirements of the Federal Halocarbon regulations are followed</p>	The CRA provided guidance on individual requests pertaining to halocarbon containing systems. In addition, the content on the CRA's intranet web site contains guidance on halocarbon handling for employees.	<p><b>FSDS:</b> Actions that reduce the emission of halocarbons into the atmosphere will lead to reduction in GHGs from government operations</p> <p><b>SDG 13:</b> Take urgent action to combat climate change and its impacts</p>
CRA-specific commitment	Manage the CRA's battery recycling program; support facilities that want to become battery collection points; and report on the total annual weight of the CRA batteries sent for recycling	<p><b>Starting Point:</b> In 2018 to 2019 (base year) 2,849 kg of batteries were sent for recycling</p> <p><b>Performance Indicator:</b> Weight of batteries sent for recycling each year</p> <p><b>Target:</b> Maintain program</p>	The total weight of batteries sent for recycling was 314 kg, which represents a 46% decrease compared to the 579 kg recycled in 2020-2021, and 89% decrease compared to the 2018 to 2019 base year. As a result of the majority of employees working from home in 2021-22, the quantity of batteries used at the office and sent for recycling was significantly reduced.	<p><b>FSDS:</b> Actions to reduce waste will help to reduce Scope 3 emissions for the Production, transport and disposal of material. Diverting waste from landfill reduces landfill gas and transport waste hauling emissions</p> <p><b>SDG 12:</b> Ensure sustainable consumption and production patterns</p>

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#### 4. Report on integrating sustainable development

The Canada Revenue Agency will continue to ensure that its decision-making process includes consideration of FSDS goals and targets through its SEA process. A SEA for a policy, plan or program proposal includes an analysis of the impacts of the given proposal on the environment, including on relevant FSDS goals and targets.

Public statements on the results of the Canada Revenue Agency's assessments are made public when an initiative that has undergone a detailed SEA. Please see the CRA's [Sustainable Development Organization – Public Statements](#). The purpose of the public statement is to demonstrate that the environmental effects, including the impacts on achieving the FSDS goals and targets, of the approved policy, plan or program have been considered during proposal development and decision-making.