

**Canada Revenue Agency**

**Sustainable Development Action Plan for 2004-2007**

**March 31, 2004 to April 7, 2007**

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## Introduction

The Canada Revenue Agency (CRA) Sustainable Development Action Plan 2004-2007, outlines the main activities that the CRA has committed to undertake to advance its Sustainable Development Strategy. This national action plan has four goals that are supported by 22 targets and 69 activities. The activities will be reviewed annually, and updated where necessary.

## Background

Our vision is to be a globally recognized organization for best practices for sustainable development. Our Sustainable Development Strategy will lead us towards this vision, and our Action Plan will enable us to implement the Strategy. The strategy is a four-part interconnected agenda that focuses on our internal operations, service delivery to the public, our people, and modern sustainable development management. The diagram below shows the relationship between the goals of the Strategy, our expected results by the end of the three years, and our long-term outcomes for sustainable development at the CRA.

Goals	Results by 2007	Long-term Outcomes	<b>VISION</b> To be a globally recognized organization for best practices for sustainable development.
1. Reduce the effects of our operations on land, air, and water.	We will achieve systematic management of the effects that our operations have on the environment. This includes strengthened best practices and corrective measures.	We will achieve a sustainable environmental footprint of our operations, while conserving our use of natural resources.	
2. Our programs demonstrate sustainable service delivery.	We will increase our sustainable service delivery commitment to the public by systematically measuring paper savings, influencing our negotiations with partners, and piloting sustainable employee work travel.	We will achieve efficient and innovative programs, policies, and plans.	
3. All employees apply sustainable development in their jobs.	We will achieve stronger leadership and greater buy-in from employees and management. We will continue to improve tools and internal communications for sustainable development.	Sustainable development is part of our corporate culture.	
4. Modern systems that support and maintain sustainable development.	We will complete our sustainable development framework and move to fully electronic reporting systems for sustainable development. We will continue to integrate sustainable development into our business planning and reporting processes.	We will achieve efficient and innovative programs, policies, and plans.  We will achieve transparent management of results through triple bottom-line reporting (economic, social, environmental).	

**Goals 1 and 2** demonstrate how we can influence our operations and business to be more sustainable. Goal 1 aims to reduce the effects of our internal operations on land, air, water, and ultimately the surrounding communities. Goal 2 aims to demonstrate sustainable service delivery, and communicate our sustainable development commitment to the public.

**Goals 3 and 4** focus on our employees and management of sustainable development. These goals are the means by which we will achieve the first two goals. Goal 3 aims to have all employees apply sustainable thinking in their jobs and beyond. Goal 4 seeks to modernize management frameworks, systems, and processes to enable us to integrate sustainable development into both our operations and service delivery.

## Sustainable Development Action Plan 2004-2007

### 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	Year/ Month	Activities	Activity Outputs	Accountability (OPI/OCI/Partner)
1.1.1 Annually continue to reduce gasoline consumption by CRA on-road fleet <hr/> <b>Performance Indicator</b> Percentage of Fleet Environmental Management Program targets completed each year <b>Performance Measure</b> Litres per kilometre of gasoline consumed; and reduction in GHG emissions <b>Data Collection Method</b> Reports from fleet management database system	Annual	1.1.1.1 Implement targets in the <i>Environmental Management Program (EMP) for Fleet</i> , and update targets annually. <b>(Annual)</b>	Completed EMP targets	FAB (RPSDD)/ FAB (MMD) and EMS Committee/ -
		1.1.1.2 Promote more efficient vehicle use. <b>(Annual)</b>	Communication materials and activities	FAB (MMD)/ FAB (RPSDD)/ -
		1.1.1.3 Purchase more fuel-efficient vehicles. <b>(Annual)</b>	Fuel-efficient vehicles purchased	FAB (MMD)/ FAB (RPSDD)/ -
		1.1.1.4 Purchase alternative fuel vehicles. <b>(Annual)</b>	Alternative fuel vehicles purchased	FAB (MMD)/ FAB (RPSDD)/ -
1.1.2 Reduce outside emissions (GHGs) as a result of employee travel by March 31, 2007 <hr/> <b>Performance Indicator</b> Percentage of Outside Emissions Environmental Management Program targets completed each year; number of unique hits to the CRA commuting Web site <b>Performance Measure</b> Percentage of reduction of outside emissions (GHGs) <b>Data Collection Method</b> Survey	07/03	1.1.2.1 Develop and implement a CRA Commuter Options Strategy. <b>(March 31, 2006)</b>	CRA Commuter Options Strategy document, promotional materials, Web site	FAB (RPSDD)/ ITB, HRB, and SD Network/ Transport Canada
		1.1.2.2 Define scope of aspect management. <b>(March 31, 2005)</b>	Environmental Management Program for Outside Emissions	FAB (RPSDD)/ EMS Committee/ -
		1.1.2.3 Establish a baseline on outside emissions. <b>(March 31, 2006)</b>	Baseline number established	FAB (RPSDD)/ EMS Committee/ -

Targets and Corresponding Performance Indicators and Measures	Year/ Month	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
<p>1.1.3. Divert solid waste from landfill by an average of 60% in selected facilities occupied by the CRA, by March 31, 2007</p> <hr/> <p><b>Performance Indicator</b> Percentage of Solid and Hazardous Waste Environmental Management Program targets completed each year</p> <p><b>Performance Measure</b> Average diversion rates at participating facilities</p> <p><b>Data Collection Method</b> Waste audits</p>	07/03	1.1.3.1	Implement targets in the <i>Environmental Management Plan (EMP) for Solid and Hazardous Waste</i> , and update targets annually. <b>(Annual)</b>	Completed EMP targets	FAB (RPSDD)/ EMS Committee/ -
		1.1.3.2	Enable employees to support waste reduction initiatives and best practices, which may include: waste recycling at participating facilities; waste recycling at corporate social events; green meetings; green conferences. <b>(Annual)</b>	Waste reduction strategies at work events	SD Network/ - / -
<p>1.1.4. Strengthen implementation of the <i>CRA Acquisition of Goods Policy and Green Procurement Guidelines/ Procedures</i>, by March 31, 2007</p> <hr/> <p><b>Performance Indicator</b> Percentage of Green Procurement Environmental Management Program targets completed each year</p> <p><b>Performance Measure</b> Percentage of “green” products purchased</p> <p><b>Data Collection Method</b> Reports from online ordering system</p>	07/03	1.1.4.1	Implement targets in the <i>Environmental Management Program (EMP) for Greener Procurement</i> , and update targets annually. <b>(Annual)</b>	Completed EMP targets	FAB (RPSDD)/ FAB (MMD) and EMS Committee/ -
		1.1.4.2	Increase purchase of “green” products. <b>(Annual)</b>	Communications materials and procurement training	FAB (MMD)/ FAB (RPSDD)/ -
		1.1.4.3	Promote awareness for including SD considerations in the procurement contracting process. <b>(Annual)</b>	Promotional materials, tools, etc. that assist with integrating SD into the contracting process	FAB (MMD)/ FAB (RPSDD)/ -

Targets and Corresponding Performance Indicators and Measures	Year/ Month	Activities	Activity Outputs	Accountability (OPI/OCI/Partner)
1.1.5 Annually improve electronic capabilities of internal forms and publications <hr/> <b>Performance Indicator</b> Annual number of internal forms and publications enhanced to electronic use <b>Performance Measure</b> Paper saved through use of electronic forms, publications, and systems <b>Data Collection Method</b> Publishing and ordering reports from the Corporate Administrative Systems	Annual	1.1.5.1	Implement Shared Travel Services Initiative (STSI) to enable travel claims to be processed electronically. <b>(March 31, 2007)</b>	Shared Travel Services Initiative FAB (FAD)/ - / -
		1.1.5.2	Continue to use an automated personnel security screening process to reduce internal paper use. <b>(Annual)</b>	Automated personnel security screenings FAB (Security) / - / -
		1.1.5.3	Convert employee time and activity record forms to electronic format with e-signature capabilities to reduce internal paper use. <b>(March 31, 2006)</b>	Electronic time and activity record forms with e-signature capabilities HRB, FAB (FAD) / - / -
		1.1.5.4	Review distribution practices for <i>Interaction</i> magazine and <i>Agency Update</i> newsletter. <b>(March 31, 2005)</b>	Recommendations report document PAB/ - / -
1.1.6 Reduce internal consumption of paper (printing and photocopying) by 2% per employee based on the national baseline year (2001-2002), by March 31, 2007 <hr/> <b>Performance Indicator</b> Percentage of Paper Environmental Management Program targets completed each year <b>Performance Measure</b> Percentage of reduction in paper consumption per employee <b>Data Collection Method</b> Paper purchases reports	07/03	1.1.6.1	Implement targets in the <i>Environmental Management Program (EMP) for Paper</i> , and update targets annually. <b>(Annual)</b>	Completed EMP targets FAB (RPSDD)/ EMS Committee/ -
		1.1.6.2	Launch CRA <i>Paper Campaign</i> . <b>(March 31, 2005)</b>	Communication materials and activities FAB (RPSDD)/ EMS Committee/ -
		1.1.6.3	Branches to continue to make their internal documents, policies, and reports available online. <b>(Annual)</b>	New electronic documents SD Network/ - / -
		1.1.6.4	Continue to develop online learning programs and/ or materials that reduce hardcopy learning packages. <b>(Annual)</b>	Electronic learning programs and materials HRB/ - / -
		1.1.6.5	Use Intranet to distribute corporate audit and evaluation information and results to clients, to reduce internal paper use. <b>(Annual)</b>	Electronic audit results CAEB/ - / -

## Objective 1.2: Comply with environmental legislation and regulations

Targets and Corresponding Performance Indicators and Measures	Year/ Month	Activities	Activity Outputs	Accountability (OPI/OCI/Partner)
1.2.1 Annually prevent release of halocarbons into the atmosphere  <hr/> <b>Performance Indicator</b> Number of Halocarbons Release Reports sent to Environment Canada  <b>Performance Measure</b> Annual number and amount of halocarbon releases  <b>Data Collection Method</b> Compliance assessments	Annual	1.2.1.1 Update and maintain halocarbon inventory database. <b>(Annual)</b>	Updated halocarbon inventory database	FAB (RPSDD)/ EMS Committee/ -
		1.2.1.2 Report halocarbon releases to appropriate authority. <b>(Annual)</b>	Completed halocarbon release report	FAB (RPSDD)/ EMS Committee/ -
1.2.2 Reduce the use of hazardous substances, where feasible, and properly dispose of hazardous waste, by March 31, 2007  <hr/> <b>Performance Indicator</b> Percentage of Solid and Hazardous Waste Environmental Management Program targets completed each year  <b>Performance Measure</b> Number of hazardous substances and amount of hazardous waste managed under best practices  <b>Data Collection Method</b> Hazardous substances and hazardous waste survey	07/03	1.2.2.1 Use 2003 assessment results to define scope of aspect management. <b>(March 31, 2005)</b>	Environmental Management Program for Solid and Hazardous Waste	FAB (RPSDD)/ EMS Committee/ -
		1.2.2.2 Implement targets in the <i>Environmental Management Program (EMP) for Solid and Hazardous Wastes</i> , and update targets annually. <b>(Annual)</b>	Completed EMP targets	FAB (RPSDD)/ EMS Committee/ -
		1.2.2.3 Research, prepare, and promote among targeted employees best operational procedures for managing hazardous substances and waste. <b>(March 31, 2006)</b>	Best practices manual	FAB (RPSDD) / - / -

## GOAL 2: OUR PROGRAMS DEMONSTRATE SUSTAINABLE SERVICE DELIVERY.

### Objective 2.1: Enable efficient and innovative program delivery

Targets and Corresponding Performance Indicators and Measures	Year/ Month	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
2.1.1 Promote sustainable work and travel arrangements among auditors in the Corporate Audit and Evaluation Branch by March 31, 2007	07/03	2.1.1.1	Research opportunities and develop recommendations for efficiency (costs savings, paper savings, GHG savings) in the role of the mobile auditors in the Corporate Audit and Evaluation Branch. <b>(March 31, 2005)</b>	Research findings document	CAEB/ FAB (RPSDD)/ Environment Canada
<b>Performance Indicator</b> Percentage of targeted audience who received communications materials <b>Performance Measure</b> Percentage of auditors using sustainable work and travel arrangements <b>Data Collection Method</b> Survey and reports from the Corporate Administrative Systems		2.1.1.2	Integrate research findings and best practices into existing learning programs/ courses for corporate audit and evaluation auditors. <b>(March 31, 2006)</b>	Best practices manual for mobile auditors and tax collectors	CAEB/ FAB (RPSDD)/ -
2.1.2 Reduce paper use in tax and benefits program delivery by March 31, 2007	07/03	2.1.2.1	Continue to improve/ increase electronic service delivery to clients, such as Government Online. <b>(Annual)</b>	Electronic service delivery options	Appeals, ACB, and CPB/ - / -
<b>Performance Indicator</b> Increase availability of electronic service delivery <b>Performance Measure</b> Reduction of paper use in program delivery <b>Data Collection Method</b> Paper purchases for programs		2.1.2.2	Establish process for measuring paper savings (costs and quantities) resulting from electronic service delivery to clients. <b>(March 31, 2006)</b>	Established process for measuring paper savings	EMS Committee/ PPB, ACB, CPB, and Appeals/ -

## Objective 2.2: Enhance partnerships to support shared sustainable development objectives

Targets and Corresponding Performance Indicators and Measures	Year/ Month	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
2.2.1 Integrate sustainability criteria into negotiations, discussions, partnerships, and decision-making with provinces and territories, and other government departments/ agencies on CRA business by March 31, 2007	07/03	2.2.1.1	Develop a definition of 'sustainability criteria for CRA partnerships', and identify opportunities to include the criteria into negotiations with partners. <b>(March 31, 2005)</b>	Sustainability criteria and findings report	FAB (RPSDD)/ PPB/ -
<hr/> <b>Performance Indicator</b> Inclusion of sustainable development criteria into negotiation/ partnership guidelines <b>Performance Measure</b> Number of negotiations, discussions, partnerships, decision-making with partners that included sustainability criteria <b>Data Collection Method</b> Identified reports that include sustainability criteria, as negotiated		2.2.1.2	Include sustainability criteria into negotiations with partners, as identified in the findings report. <b>(March 31, 2006)</b>	Identified reports that include sustainable criteria, as negotiated	PPB, ACB, CPB, and Appeals / - / provinces, territories, other government departments and agencies

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

Targets and Corresponding Performance Indicators and Measures	Year/ Month	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
<p>2.3.1 Convey our SD commitment to the public by March 31, 2006</p> <hr/> <p><b>Performance Indicator</b> Increase sustainable development content on the CRA external Web site</p> <p><b>Performance Measure</b> Percentage of public who perceive the CRA as being committed to sustainable development</p> <p><b>Data Collection Method</b> CRA annual survey</p>	06/03	2.3.1.1	Increase SD clauses on our external Web site pages that service the public. (March 31, 2006)	SD messages on external Web site pages	ACB, CPB, Appeals, PAB / - / -

### 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	Year/ Month	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
<p>3.1.1 CRA leaders will demonstrate their support for sustainable development in the workplace by March 31, 2007</p>	07/03	3.1.1.1	<p>Promote the inclusion of SD commitments in Assistant Commissioner, EX, and SM Performance Agreements, by including SD requirements in their performance agreement guidelines. The SD commitments are to:</p> <ul style="list-style-type: none"> <li>- Communicate SD;</li> <li>- Implement, monitor and report on branch/ regional SD commitments;</li> <li>- Support a functioning SD Committee; and</li> <li>- Support CRA-endorsed SD events.</li> </ul> <p>Implemented as follows:</p> <ul style="list-style-type: none"> <li>- 100% Assistant Commissioner contracts include SD commitments by <b>March 31, 2005</b>;</li> <li>- At least 5% EX/ SM contracts include SD commitments by <b>March 31, 2005</b>;</li> <li>- At least 10% of EX/ SM contracts include SD commitments by <b>March 31, 2006</b>; and</li> <li>- At least 15% of EX/ SM contracts by <b>March 31, 2007</b>.</li> </ul>	SD requirements in EX/ SM Performance Agreement guidelines. EX/ SM performance agreements that include SD commitments	PPB (CPG&BSD)/ SD Network/ -
<p><b>Performance Indicator</b> Percentage of assistant commissioners, EX, SM, and MG contracts that include sustainable development commitment(s)</p> <p><b>Performance Measure</b> Percentage of annual branch/ regional sustainable development commitments completed</p> <p><b>Data Collection Method</b> Annual branch/ region sustainable development reports</p>		3.1.1.2	<p>Promote the inclusion of SD commitments in MG Performance Agreements, by including SD requirements in the MG performance agreement guidelines. The SD commitments are for the:</p> <ul style="list-style-type: none"> <li>- Reduction in Internal Paper Consumption Directive and Guidelines;</li> <li>- Paper Challenge;</li> <li>- SD Policy; and</li> <li>- Environment Policy.</li> </ul> <p>Implemented as follows:</p> <ul style="list-style-type: none"> <li>- At least 5% of contracts by <b>March 31, 2005</b>;</li> <li>- At least 10% of contracts by <b>March 31, 2006</b>; and</li> <li>- At least 15% of contracts by <b>March 31, 2007</b>.</li> </ul>	SD requirements in MG Performance Agreement guidelines. MG performance agreements that include SD commitments	HRB/ SD Network/ -

Targets and Corresponding Performance Indicators and Measures	Year/ Month	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
3.1.2 Integrate SD messages into processes for attracting new employees by March 31, 2006	06/03	3.1.2.1	Assess CRA's employee hiring processes for opportunities to include SD messages. <b>(March 31, 2005)</b>	Findings and recommendations report	HRB/ FAB (RPSDD)/ -
<b>Performance Indicator</b> SD content integrated into certain templates/ guidelines in the hiring process <b>Performance Measure</b> Number of new employees exposed to SD messages in the hiring processes <b>Data Collection Method</b> Human resources statistics		3.1.2.2	Where feasible, implement recommendations from the assessment conducted in Activity 3.1.2.1. <b>(March 31, 2006)</b>	Employee hiring processes that include SD messages	HRB / - /

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

Targets and Corresponding Performance Indicators and Measures	Year/ Month	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
3.2.1 Annually strengthen and support the national SD Network, other SD committees, and grassroots employee efforts in all branches and regions	Annual	3.2.1.1	As directed in the <i>Learning Strategy for Sustainable Development</i> , provide SD awareness sessions for new members of the SD Network. <b>(Annual)</b>	SD Awareness Sessions	FAB (RPSDD) / - / -
<b>Performance Indicator</b> Percentage of annual branch/ regional sustainable development commitments completed, and other grassroots initiatives reported <b>Performance Measure</b> SD Network's level of satisfaction with support from the SD Division <b>Data Collection Method</b> Annual branch/ regional sustainable development reports		3.2.1.2	Hold quarterly meetings with national SD Network. <b>(Annual)</b>	SD Network meetings	FAB (RPSDD)/ SD Network/ -
		3.2.1.3	Explore the establishment and funding sources for a SD Innovation Fund. <b>(March 31, 2006)</b>	Findings and recommendations document	FAB (RPSDD)/ FAB (RMD) and SD Network/ -

Targets and Corresponding Performance Indicators and Measures	Year/ Month	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
<p>3.2.2 Annually implement the Learning Strategy for Sustainable Development</p> <hr/> <p><b>Performance Indicator</b> Number of unique hits to the main page of the SD Web site (national knowledge centre for sustainable development at the CRA); and number of CRA learning courses that include sustainable development content</p> <p><b>Performance Measure</b> Percentage of employees who are aware of the CRA sustainable development program</p> <p><b>Data Collection Method</b> Employee awareness survey</p>	Annual	3.2.2.1	Communicate SD to all managers and employees through implementation of a communications strategy. <b>(Annual)</b>	Communications materials and activities	FAB (RPSDD)/ SD Network/ -
		3.2.2.2	Review the SD Communications Strategy. <b>(March 31, 2007)</b>	Communications Strategy reviewed and updated where necessary	FAB (RPSDD)/ PAB and SD Network/ -
		3.2.2.3	Communicate the social aspect of SD through CRA's sustainable development, wellness, and other applicable human resources programs. <b>(March 31, 2005)</b>	Sustainable development, wellness and human resources messages that promote the social aspect of SD	FAB (RPSDD), ITB and HRB/ - / -
		3.2.2.4	Develop and implement a SD Learning Plan and Curriculum to enable SD training. <b>(March 31, 2005)</b>	SD Learning Plan and Curriculum	FAB (RPSDD)/ HRB/ -
		3.2.2.5	Establish baseline figures for SD awareness within the CRA. <b>(March 31, 2005)</b>	Baseline figures for SD awareness among CRA employees	FAB (RPSDD)/ PPB (Statistics)/ -
		3.2.2.6	Conduct survey to track the level of SD awareness among CRA employees. <b>(March 31, 2006)</b>	Results of SD awareness survey	FAB (RPSDD)/ PPB (Statistics)/ -

Targets and Corresponding Performance Indicators and Measures	Year/ Month	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
3.2.3 Annually recognize employees; and improve opportunities to recognize employee contributions to sustainable development in the workplace by March 31, 2006	06/03	3.2.3.1	Review national, branch, regional, and Sustainable Development Division recognition programs for ways to strengthen opportunities for SD recognition. <b>(March 31, 2005)</b>	Findings and recommendations	FAB (RPSDD)/ HRB and SD Network/ -
<p><b>Performance Indicator</b> Number of recognition programs available for sustainable development</p> <p><b>Performance Measure</b> Number of employees recognized for their sustainable development contribution at the CRA, and type of recognition received</p> <p><b>Data Collection Method</b> Annual branch/ regional sustainable development reports</p>		3.2.3.2	Promote findings and opportunities for SD recognition to the SD Network. <b>(March 31, 2006)</b>	Communication materials and activities	FAB (RPSDD) / - / -

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

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

Targets and Corresponding Performance Indicators and Measures	Year/ Month	Activities	Activity Outputs	Accountability (OPI/OCI/Partner)	
4.1.1 Implement a national online data management system for the Sustainable Development Strategy 2004-2007, by March 31, 2005 <hr/> <b>Performance Indicator</b> Timely sustainable development reports <b>Performance Measure</b> Meet reporting timelines of the CRA and the Commissioner of the Environment and Sustainable Development <b>Data Collection Method</b> Assessment of the data management system	05/03	4.1.1.1	Phase I: Update the SD electronic performance reporting system (PR Tool) to facilitate reporting by the SD Network on their SD action plans, which relate to targets in the SD Strategy 2004-2007. <b>(May 31, 2004)</b>	Updated Phase I reporting system	FAB (RPSDD) / - / -
		4.1.1.2	Phase II: Complete the design, development and implementation of a data management system that will manage the status and accountability of targets in the SD Strategy 2004-2007. <b>(September 30, 2004)</b>	Completed Phase II data system	FAB (RPSDD) / - / -
		4.1.1.3	Input quarterly performance information on SD action plans. <b>(Annual)</b>	Quarterly performance reports	SD Network/ - / -
		4.1.1.4	Prepare quarterly SD report cards for the CRA. <b>(Annual)</b>	Quarterly report cards	FAB (RPSDD) / - / -
		4.1.1.5	Prepare annual <i>Performance Report on Sustainable Development</i> , and integrate SD input into CRA Annual Report. <b>(Annual)</b>	SD input into CRA Annual Report, and annual Performance Report on Sustainable Development document	FAB (RPSDD) and PPB (CPG&BSD) / - / -

Targets and Corresponding Performance Indicators and Measures	Year/ Month	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
<p>4.1.2 Develop and improve upon the CRA's Environmental Management System by March 31, 2006</p> <hr/> <p><b>Performance Indicator</b> System improvement completed as scheduled</p> <p><b>Performance Measure</b> Timely reporting of Environmental Management Program targets</p> <p><b>Data Collection Method</b> Environmental Management Program reports and audit results</p>	06/03	4.1.2.1	Hold quarterly EMS committee meetings. <b>(Annual)</b>	EMS committee meetings	FAB (RPSDD)/ EMS Committee/ -
		4.1.2.2	Update and approve targets for all EMPs at the annual general meeting of the national EMS committee. <b>(Annual)</b>	Approved EMPs	FAB (RPSDD)/ EMS Committee/ -
		4.1.2.3	Design, develop and implement a data management system for all environmental aspects managed within the EMS. <b>(March 31, 2005)</b>	Completed data management system for the EMS	FAB (RPSDD)/ ITB and FAB (BPMMSD)/ -
		4.1.2.4	Review the CRA Environment Policy. <b>(December 31, 2006)</b>	Environment Policy reviewed and updated where necessary	FAB (RPSDD)/ EMS Committee/ -
		4.1.2.5	Identify representatives from program branches as members of the Environmental Management System paper committee. <b>(March 31, 2005)</b>	Program branch representation on the paper sub-committee of the National EMS Committee	FAB (RPSDD)/ EMS Committee, PPB, ACB, CPB and Appeals / -

Targets and Corresponding Performance Indicators and Measures	Year/ Month	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
<p>4.1.3 Update the Sustainable Development Strategy for 2007-2011 by December 31, 2006</p> <hr style="border-top: 1px dashed black;"/> <p><b>Performance Indicator</b> Percentage of recommendations addressed from the internal audit of the SD Strategy 2004-2007; and the SD Strategy 2007-2011 tabled in the House of Commons</p> <p><b>Performance Measure</b> Favourable review of the SD Strategy by the Commissioner of Environment and Sustainable Development (CESD)</p> <p><b>Data Collection Method</b> Assessment by the CESD and audit</p>	06/12	4.1.3.1	Update CRA's fourth <i>Sustainable Development Strategy</i> for tabling by the Minister of National Revenue in the House of Commons. <b>(December 31, 2006)</b>	Approved SD Strategy 2007-2011 document	FAB (RPSDD)/ SD/ Network/ - / external stakeholders
		4.1.3.2	Complete internal audit of the Sustainable Development Strategy 2004-2007. <b>(May 31, 2006)</b>	Findings and recommendations document and action plan to address recommendations	CAEB/ FAB (RPSDD)/ -
		4.1.3.3	Review the CRA Sustainable Development Policy. <b>(December 31, 2006)</b>	Sustainable Development Policy reviewed and updated where necessary	FAB (RPSDD)/ SD Network/ -

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

Targets and Corresponding Performance Indicators and Measures	Year/ Month	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
4.2.1 Integrate sustainability criteria into the CRA programs, policies, and business plans by March 31, 2007	07/03	4.2.1.1	Develop a definition of 'sustainability criteria for programs, policies, and plans', and identify opportunities to integrate the criteria into our business. <b>(March 31, 2005)</b>	Sustainability criteria, and a recommendations report	FAB (RPSDD)/ PPB (CPG&BSD), FAB (RMD), and SD Network/ -
<p><b>Performance Indicator</b> Sustainability criteria defined and included in key templates, guidelines, planning tools, etc.</p> <p><b>Performance Measure</b> Number of new programs, policies and plans developed using sustainability criteria</p> <p><b>Data Collection Method</b> Branch/ regional sustainable development reports, and CRA Annual Reports</p>		4.2.1.2	Identify/ develop tools and guidelines to enable the integration of sustainability criteria into identified programs, policies and plans. <b>(March 31, 2006)</b>	SD tools and guidelines	FAB (RPSDD)/ PPB (CPG&BSD), FAB (RMD), and SD Network/ -
		4.2.1.3	Systematically, integrate meaningful sustainability criteria into the programs, policies and plans, as identified in the recommendations report. <b>(March 31, 2007)</b>	Identified programs, policies and plans that include sustainable criteria	FAB (RPSDD), PPB (CPG&BSD), and SD Network / - / -
		4.2.1.4	Review CRA travel and relocation policies/ guidelines for opportunities to include sustainable/ efficient employee travel criteria, and implement feasible recommendations. <b>(March 31, 2005)</b>	Findings and recommendations document	FAB (FAD)/ - / -
		4.2.1.5	Promote videoconferencing as a sustainable and efficient meeting option. <b>(Annual)</b>	Videoconferences held each year, and National internal Communiqué about videoconferencing options	FAB (TPSD)/ - / -

Targets and Corresponding Performance Indicators and Measures	Year/ Month	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
4.2.2 Develop and implement a line of enquiry procedure into corporate audit and evaluation processes to capture information on the level of SD integration in programs and operations by March 31, 2007	07/03	4.2.2.1	Develop an SD line of enquiry template and procedures. <b>(March 31, 2005)</b>	Internal audit template and procedures that includes SD criteria	CAEB/ FAB (RPSDD)/ -
<b>Performance Indicator</b> Sustainable development line of enquiry procedure included in corporate audit and evaluation processes; and percentage of auditors who received communications materials on the new audit procedure		4.2.2.2	Provide Corporate Audit and Evaluation Branch employees with information on SD line of enquiry procedures. <b>(March 31, 2006)</b>	Information package and communication activities	CAEB/ FAB (RPSDD)/ -
<b>Performance Measure</b> Level of sustainable development integration into programs and operations  <b>Data Collection Method</b> Internal audit reports		4.2.2.3	Develop an audit program for SD. <b>(March 31, 2007)</b>	SD audit program	CAEB/ FAB (RPSDD)/ -

## Accountability and Reporting

Sustainable development is everyone's responsibility. At the CRA, we have engrained this responsibility into our Sustainable Development Policy by stating that sustainable development applies to all our employees – at all levels and in all branches and regions.

Successful implementation of this national Action Plan will require the commitment and involvement of all CRA management and employees. Leadership from CRA's senior executive level Sustainable Development Champions (one for external and one for internal) will move us closer to achieving our vision through strengthened communications and action. The Sustainable Development (SD) Division, the centre of expertise in Headquarters, will continue to be the main driving force for coordinating and supporting sustainable development. It will also partner with other government departments and stakeholders to advance shared commitments. The national SD Network, EMS Committee, and various SD committees in all our branches and regions will support the mandate of the sustainable development program. This is how we will effectively reach and influence all employees with our sustainable development actions and messages.

Assistant Commissioners of branches and regions have signed the national Action Plan and are ultimately accountable for their commitments within the plan. The SD Network, which is comprised of an appointed SD Representative and Coordinator from each branch and region, is responsible for monitoring and reporting performance on commitments in the Action Plan for their areas of accountability. They are also responsible for using the national Action Plan as a framework for developing their own branch or regional action plans, and to review and renew their commitments annually.

Annual performance reporting on sustainable development is a shared responsibility. The national SD Network will monitor performance and collect information from each branch and region on a quarterly basis, and will submit the information to the SD Division. The SD Division is responsible for analysing the information from the SD Network, along with additional information on developments with the sustainable development program. It then authors and publishes an annual *Performance Report for Sustainable Development*.

## Definitions of Terminology

**Vision** – A visionary statement that describes what the CRA will look like once it fully adopts sustainable development into its business.

**Long-term Outcome** – A high-level statement about the desired 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 10 to 15-year period. 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 five to 10-year period. 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.

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

**Data Collection Method** – A short description of the type of data needed to measure performance towards achieving a target, 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.

## Legend

<b>ACB</b>	Assessment and Collections Branch
<b>Appeals</b>	Appeals Branch
<b>CAEB</b>	Corporate Audit and Evaluation Branch
<b>CPB</b>	Compliance Programs Branch
<b>EMS Committee</b>	National Environmental Management System Committee (some branches and all regions)
<b>FAB</b>	Finance and Administration Branch
<b>FAB (BPMSD)</b>	Finance and Administration Branch (Branch Planning and Management Services Directorate)
<b>FAB (FAD)</b>	Finance and Administration Branch (Financial Administration Directorate)
<b>FAB (IMD)</b>	Finance and Administration Branch (Information Management Directorate)
<b>FAB (MMD)</b>	Finance and Administration Branch (Materiel Management Directorate)
<b>FAB (RMD)</b>	Finance and Administration Branch (Resource Management Directorate)
<b>FAB (RPSDD)</b>	Finance and Administration Branch (Real Property and Sustainable Development Directorate)
<b>FAB (Security)</b>	Finance and Administration Branch (Security Directorate)
<b>FAB (TPSD)</b>	Finance and Administration Branch (Telecommunications and Program Support Directorate)
<b>HRB</b>	Human Resources Branch
<b>ITB</b>	Information Technology Branch
<b>PAB</b>	Public Affairs Branch
<b>PPB</b>	Policy and Planning Branch
<b>PPB (CPG&amp;BSC)</b>	Policy and Planning Branch (Corporate Planning and Governance and Balanced Scorecard Directorate)
<b>PPB (Statistics)</b>	Policy and Planning Branch (Statistics Directorate)
<b>SD Network</b>	Sustainable Development Network (all branches and regions)

## Feedback Form – We Welcome your Input...

We are very interested in knowing what you think about the Sustainable Development Action Plan 2004-2007. Please take a few minutes to complete this short questionnaire, and return it to us. You can contact us at:

Sustainable Development Division, Canada Revenue Agency  
427 Laurier Avenue West, 6th floor  
Enterprise Building, Ottawa, ON K1A 0L5  
Phone: (613) 941-3121, Fax: (613) 954-0503, Email: [SD.DD@cra-arc.gc.ca](mailto:SD.DD@cra-arc.gc.ca)

### Questionnaire

#### 1. How satisfied are you with the...

	<i>Very dissatisfied</i>	<i>Dissatisfied</i>	<i>Satisfied</i>	<i>Very satisfied</i>
content of the document?	1	2	3	4
usefulness of the information?	1	2	3	4
Comments: _____				

#### 2. To what extent does the document...

	<i>Not at all</i>	<i>A little</i>	<i>To some extent</i>	<i>To a great extent</i>
inform you about the CRA sustainable development program?	1	2	3	4
inform you about CRA's sustainable development commitment?	1	2	3	4
inform you about what the CRA is going to do for sustainable development from 2004-2007?	1	2	3	4
Comments: _____				

#### 3. What do you like or dislike about the *Sustainable Development Strategy 2004-2007*?

Comments: \_\_\_\_\_

*Thank you for your response*