



Summary of the Corporate Business Plan 2006-2007 to 2008-2009

More Ways to Serve You!
Pour vous servir encore mieux!



Canada Revenue
Agency

Agence du revenu
du Canada

Canada 

Message from the Minister



The confidence of Canadians in the fairness and integrity of the Canada Revenue Agency is fundamental to our success in administering tax and benefit programs on behalf of the federal government and governments throughout Canada. We earn that confidence through excellence in service, protection of information, and transparency, accountability, and fairness in our dealings with taxpayers and benefit recipients.

As Minister of National Revenue, I recognize that high levels of voluntary compliance within Canada's tax system are rooted in the confidence Canadians have in our fairness, accountability and integrity. This benefits all Canadians and leads to our mutual social and economic well being.

The CRA is a powerful driver for improving business productivity, lowering the cost of government, simplifying citizens' interaction with their governments, and ensuring responsible stewardship of taxpayers' dollars. This is the essence of Agency 2010, an ambitious and innovative agenda for change of the CRA, which is reflected in this Summary of the Agency's *Corporate Business Plan 2006-2007 to 2008-2009*.

Canadians expect continual improvements to the services we provide, whether by Internet, telephone or in-person. As well, we are committed to ensuring that taxpayers and businesses are treated in a fair, timely and objective manner.

The *Summary of the Corporate Business Plan 2006-2007 to 2008-2009* demonstrates our objectives and strategies to continue to meet and exceed our performance record. Our strategic approach, outlined in this Summary, will help ensure simpler, more secure, and less costly options for Canadians to meet their tax obligations and receive benefits.



Carol Skelton

The Honourable Carol Skelton, P.C., M.P.
Minister of National Revenue

Mission

To administer tax, benefits and related programs and to ensure compliance on behalf of governments across Canada, thereby contributing to the ongoing economic and social well-being of Canadians.

Vision

The Canada Revenue Agency will be the preferred provider to deliver tax, benefits and related programs for governments across Canada.

Values

Integrity
Professionalism
Respect
Co-operation

Summary of the Corporate Business Plan

2006-2007 to 2008-2009

Over its first six years, the Canada Revenue Agency (CRA) has established a solid foundation of performance in tax services and benefit programs, serving 126 federal, provincial, territorial, and First Nations government organizations.

The CRA operates within a dynamic environment where societal and technological trends, economic conditions, government policy, and public attitudes can significantly influence the achievement of program objectives. By continually gathering and assessing intelligence about our operating environment and by applying this knowledge through our robust risk management processes, the CRA maintains a high level of integrity and will continue to improve our overall efficiency and effectiveness.

The Agency works toward two strategic outcomes:

- Taxpayers meet their obligations and Canada's revenue base is protected.
- Eligible families and individuals receive timely and correct benefit payments, contributing to the integrity of Canada's income security system.

These desired outcomes, in concert with our vision for Agency 2010, outlined in this document, provide the foundation for our *Corporate Business Plan 2006-2007 to 2008-2009*, which describes our challenges, objectives, strategies, performance expectations, and financial projections for the planning period.



This document, the *Summary of the Corporate Business Plan 2006-2007 to 2008-2009*, highlights the key messages contained in the CRA Corporate Business Plan.

For more information about the CRA, please visit our Web site:

www.cra-arc.gc.ca

Agency 2010

Building on our Strengths

Agency 2010 is the vision for the CRA that will guide our progress and focus our efforts over the next few years. Driven by our unique governance features and authorities, we have evolved, since the Agency was formed in 1999, into a well-managed, highly efficient and accountable administrator of tax, revenue, and benefit programs for the federal and other governments in Canada.



We must now build on our successes, expanding our role as the key interface between taxpayers and their governments. Consolidating the delivery of tax and benefit services of various levels of government within the CRA reduces the costs of compliance for individuals and business.

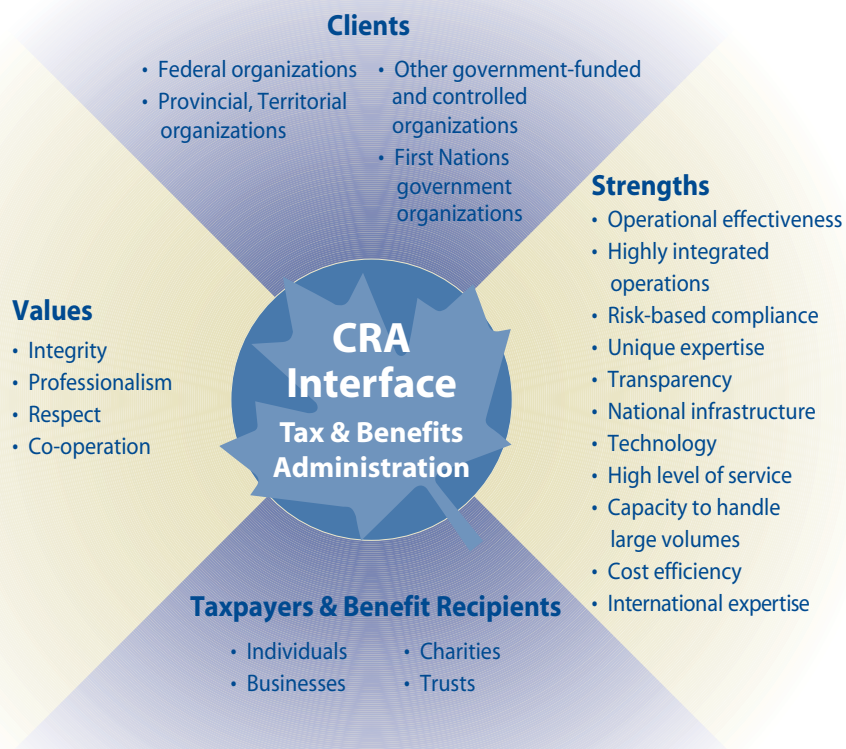
By delivering on the Agency 2010 vision, we will solidify our position as an agency that benefits both our clients and the citizens that they serve. Other federal organizations, as well as provincial, territorial, and Aboriginal governments will enjoy lower administration costs and more effective compliance. Citizens will receive comprehensive, better-integrated services that are simpler for them to use, thus lightening their compliance burden. Oversight by the CRA's Board of Management and accountability to each client will provide transparent stewardship of taxpayers' resources.

In short, both governments and Canadians will benefit.

Agency 2010

Building on our Strengths

We continue to be guided by our **values** and are building on our **strengths**. By operating as the interface between **clients** and **taxpayers and benefit recipients**, the CRA will improve services to Canadians by simplifying tax and benefits administration and maintaining the trust of the people we serve.



The demand for CRA services should continue to grow. It **makes economic sense** for governments to take advantage of the capacity, responsiveness and efficiencies that we have to offer. Agency 2010 will ensure that **we are ready to meet that increased demand** and meet the needs of clients, taxpayers and benefit recipients alike.



Agency 2010

Building on our Strengths

Over the coming years, we will pursue **three strategic themes** to advance Agency 2010:

1. A well-defined, modern, and high-performing core business capacity.

- Defining our core business to ensure growth is aligned with our core strengths
- Strengthening our infrastructure, including our workforce, technology, and physical assets
- Maintaining the integrity and fairness of the tax system
- Strengthening the existing spirit of cooperation through a variety of union-management initiatives

2. A governance model that reflects accountability, rigour and sensitivity.

- More clearly defining roles and responsibilities within the Agency's governance model
- Improving horizontal accountability
- Realizing the legislated role of the Board of Management

3. The pursuit of business opportunities which the Agency could deliver on behalf of its clients.

- Building a business development capacity to execute a co-ordinated approach to the identification and pursuit of business opportunities
- Creating a sound business development strategy
- Focusing on meeting our clients' needs through stronger client relationship management



Client Assistance*

We provide taxpayers with access to the tools, assistance and information that they need to participate in Canada's self-assessment tax system.

Our Priorities

- Improve efficiency of taxpayer service in all service channels
- Enhance outreach programs
- Improve the regulatory environment in which charities operate
- Increase partnerships and innovate in service delivery

Our Focus

Strong and Modern Core Business

As taxpayers' expectations evolve, we will continue to provide a high level of service. We will continue to simplify voluntary compliance through tax rulings and registered plans.

We will:

- pursue a taxpayer- and business-centred approach to the services we provide
- encourage the use of self-service options for enquiries and information services
- expand our enhanced technology / infrastructure for all enquiries and information service channels
- design outreach programs to address changing demographics, economic trends, and compliance issues
- strengthen compliance of registered charities and deferred income plans while providing enhanced services

Expanding Business Opportunities

We will:

- continue to consolidate services and innovate through business transformation
- actively pursue partnerships with other federal service organizations and with other jurisdictions

Our success will be measured by:

- the range and accuracy of our communications products
- the timeliness of our service offerings
- the effectiveness of compliance with legislative requirements by registered charities and plans.

* to be named Taxpayer and Business Assistance

Assessment of Returns and Payments Processing

We deliver efficient and effective high-volume processing.

Our Priorities

- Enhance information and services online
- Improve processing services and compliance through greater use of technology
- Focus on business opportunities

Our Focus

Strong and Modern Core Business

We will:

- encourage wider use of electronic filing
- expand our electronic service offerings
- redevelop and modernize our core information processing systems

Expanding Business Opportunities

We will:

- continue to establish and expand business relationships with other jurisdictions to improve service to taxpayers and businesses and to reduce the overall administrative burden and costs

Our success will be measured by:

- the timeliness and accuracy of our processing operations
- growth in services administered for other jurisdictions
- the effectiveness of detection of risk and non-compliance.

Filing and Remittance Compliance*

We resolve outstanding debt and ensure that taxpayers comply with their remitting, reporting and filing obligations.

Our Priorities

- Maintain strong performance in debt management and filing / registration compliance
- Implement business transformation
- Pursue opportunities for business development

Our Focus

Strong and Modern Core Business

We will:

- adopt an integrated taxpayer- and debtor-centred approach
- maintain outstanding debt within targeted levels
- detect and address non-compliance with registration, filing, and remitting obligations

Expanding Business Opportunities

We will:

- pursue agreements for the collection of non-tax debt with other federal organizations and other jurisdictions
- explore joint compliance initiatives with provincial workers' compensation boards

Our success will be measured by:

- tax and non-tax debt being within targeted levels
- the timeliness of debt resolution
- the effectiveness of detection of non-compliance with registration and filing obligations.

* to be named Accounts Receivable and Returns Compliance

Reporting Compliance

We protect Canada's revenue base through our compliance activities.

Our Priorities

- Address aggressive tax planning
- Pursue underground economy compliance
- Combat Goods and Services Tax / Harmonized Sales Tax (GST/HST) non-compliance

Our Focus

Strong and Modern Core Business

We will:

- focus on the early identification and analysis of tax avoidance schemes and recommend legislative amendments
- increase our investment in research and analysis on non-compliance
- increase public awareness and publicize the consequences of participation in the underground economy
- expand the use of third-party information to detect fraudulent activity
- improve risk-assessment for GST/HST registration and pre-payment of refund claims

Expanding Business Opportunities

We will:

- strengthen our relationships with other governments to deliver the compliance programs that our clients require

Our success will be measured by:

- the effectiveness of risk assessment and detection of non-compliance with reporting obligations
- fiscal impact of compliance activities.

Appeals

We work to resolve disagreements between the CRA and tax filers, clients, and benefit recipients through fair and impartial reviews.

Our Priorities

- Continue to improve Appeals risk management and integrate it into standard risk management practices of the CRA and its clients
- Expand on-line access to the redress process for corporate tax filers

Our Focus

Strong and Modern Core Business

We will:

- continue to implement our program delivery model for optimal efficiency
- continue to use monitoring and quality assurance at the program level to ensure consistent delivery of the Fairness Provisions
- improve “My Account” so corporate tax filers have greater access to redress
- renew and re-emphasize risk management to ensure that all risks are identified as soon as possible

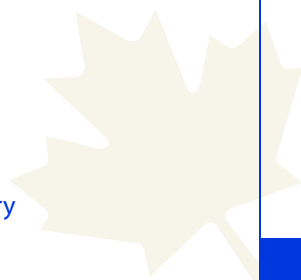
Expanding Business Opportunities

We will:

- enhance our infrastructure to make the use of our platform more attractive to provinces, territories, and other clients

Our success will be measured by:

- the transparency, consistency, accuracy, and timeliness of dispute resolution.



Benefit Programs

We ensure that eligible families and individuals receive timely and correct benefit payments.

Our Priorities

- Ensure timely, accurate and accessible information to benefit recipients
- Ensure benefits compliance
- Expand business with clients

Our Focus

Strong and Modern Core Business

We will:

- provide benefit recipients with the tools, assistance and information they need
- issue timely and accurate benefit payments
- maintain high program enrolment rates and increase awareness of eligibility
- ensure that only those who are entitled receive benefits

Expanding Business Opportunities

We will:

- deliver new programs and services on behalf of a broad range of clients
- reduce the overall administrative cost of government to benefit recipients by simplifying administration and eliminating duplication, limiting compliance burdens, and delivering higher-quality service

Our success will be measured by:

- the timeliness and accuracy of payments and other account transactions
- the effectiveness of program enrolment and integrity
- growth in programs and services administered for clients.

Corporate Services

Our corporate services provide the infrastructure for Agency operations.

Our Priority

- Enable accountable, responsive and effective program delivery

Our Focus

Strong and Modern Core Business

We will:

- ensure that rigorous financial, administrative, and risk management procedures are in place
- continue to make strategic investments in technology systems

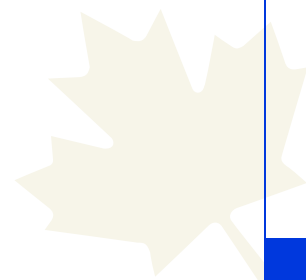
Expanding Business Opportunities

We will:

- refine the strategy and framework for dealing with clients
- develop a branding strategy for the Agency

Key Internal Management Expectations:

- sound strategic direction
- a knowledgeable, skilled, and representative workforce committed to successful program delivery
- sound financial and treasury management
- excellence in the provision of internal financial, administrative, and information technology services.





Corporate Strategies

Agency Management

To further our corporate agenda, the Agency will focus on:

- strengthening our Board of Management
- implementing a new corporate committee structure
- refining our strategies and framework for dealing with clients

Resource Management

The Agency's resource management strategy addresses three key needs:

- sustaining the Agency's core business operations
- investing strategically to maintain and enhance the integrity of the Agency's infrastructure
- providing for the opportunities to expand services

Human Resources

We will provide a knowledgeable and skilled workforce that enables our program branches to maintain the strength of their core business and to pursue new business opportunities. Our comprehensive Workforce Strategy will focus on recruitment and development, knowledge transfer, and retention of our employees.

CRA Staffing Principles

Non-partisanship	The workforce must conduct itself in a manner that is free from political and bureaucratic influence. Staffing decisions must be free from political and bureaucratic influence.
Representativeness	The composition of our workforce reflects the available labour market.
Competency	The workforce possesses the attributes required for effective job performance.
Fairness	Staffing decisions are equitable, just, and objective.
Transparency	Communications about staffing are open, honest, respectful, timely, and clearly understood.
Efficiency	Staffing processes are planned and conducted with regard for time and cost and linked to business requirements.
Adaptability	Staffing processes are flexible and responsive to the changing circumstances and to the unique or special needs of the organization.
Productiveness	Results in appointment of the necessary number of competent people for the proper conduct of business.

Message from the Chair

Our Mandate

The Board of Management of the Canada Revenue Agency is responsible for overseeing the organization and administration of the Agency and the management of its resources, services, property, personnel and contracts.



It is with pleasure that I present this *Summary of the Corporate Business Plan 2006-2007 to 2008-2009* – the first during my tenure as Chair of the Board. Each year, the Canada Revenue Agency produces a Summary outlining its objectives, strategies, performance expectations, and financial projections.

This Summary is based upon our vision of the Agency in 2010, and proposes concrete initiatives that build toward

this vision over the next three years. The Summary was developed with the participation, consensus, and oversight of the Board of Management. It builds on the administrative policies and unique governance regime overseen by the Board.

Essential to the realization of Agency 2010 will be a stronger role for the Board of Management in ensuring accountability. The Board will augment its oversight presence to make certain that the Agency exercises competent stewardship of resources, manages risks, and reports clearly on its plans and results.

I am pleased to recommend this *Summary of the Corporate Business Plan 2006-2007 to 2008-2009* to the Honourable Carol Skelton, Minister of National Revenue.

A handwritten signature in black ink, appearing to read 'Connie I. Roveto', written in a cursive style.

Connie I. Roveto, ICD.D
Chair, Board of Management



Board of Management

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Connie I. Roveto, ICD.D

Chair, Board of Management
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Corporate Director
Toronto, Ontario

Michel Dorais, ICD.D

Commissioner and Chief Executive Officer
Canada Revenue Agency
Ottawa, Ontario

As of January, 2006

Conclusion

by The Commissioner

"The CRA will continue to deliver efficient, integrated programs that create value for our clients and improve service to Canadians. The Agency has demonstrated that it has the capacity and the ability to take on new business from federal, provincial, and territorial clients."



The *Corporate Business Plan 2006-2007 to 2008-2009* and this Summary mark a turning point for the Canada Revenue Agency.

Since 1999, when the Agency came into being, we have strengthened the infrastructure that allowed us to provide improved service to Canadians.

Now we are ready to fully implement the legislated authorities granted by Parliament and take full

advantage of Agency status as a service provider for Canadians.

Our ultimate goal is to become the preferred interface between clients and the individuals, businesses, and other groups that rely on our services.

Canadians will benefit from improved and integrated services, and from increased efficiency in program delivery. Through Agency 2010, we can become ever more relevant and valuable to Canadians.

As always, we rely on the experience and professionalism of our employees to meet our present and future goals. Together we are creating an institution of which Canada can be proud.

A handwritten signature in black ink, appearing to read 'M. Dorais', written over a light-colored background.

Michel Dorais, ICD.D
Commissioner and Chief Executive Officer
Canada Revenue Agency

Operating and Capital Budgets

Planned Spending by Program Activity

Program Activities (thousands of dollars)	Planned 2006-2007	Planned 2007-2008	Planned 2008-2009
Client Assistance	309,857	309,857	309,857
Assessment of Returns and Payments Processing	756,232	756,232	756,232
Filing and Remittance Compliance	613,743	613,743	613,743
Reporting Compliance	1,094,507	1,094,507	1,094,507
Appeals	128,333	128,333	128,333
Benefit Programs	319,039	319,039	319,039
Total Planned Spending*	3,221,711	3,221,711	3,221,711

* Includes Annual Grants and Contributions of: Children's Special Allowance payment of \$187.0M; Payments to the Province of Quebec in respect of the joint administration of the Federal and Provincial Sales taxes of \$156.2M; and Contributions in Support of the Charities Regulatory Reform of \$1M.

Respendable and Non-Respendable Revenue (Agency Activities)

Revenue (thousands of dollars)	2006-2007	2007-2008	2008-2009
Respendable Revenue pursuant to CRA Act	96,089	96,089	96,089
Non-Respendable Non-Tax Revenue	32,661	32,661	32,661

CRA Investment Fund

Project (thousands of dollars)	2006-2007	2007-2008	2008-2009
Total New Projects	26,244	15,650	4,269
Total Existing Projects	95,460	56,358	44,380
Unallocated Funding	0	10,192	22,651
Total Investment Fund	121,704	82,200	71,300

CRA Asset Management Plan

Asset Management (thousands of dollars)	2006-2007	2007-2008	2008-2009
Vehicles and Equipment			
Vehicles	382	382	382
Servers, Mainframe, and Annual Software Renewal and Maintenance	79,183	86,649	86,649
Desktops, and Laptops	33,146	35,772	34,144
Training Devices	378	378	378
LAN Printers	1,250	1,250	1,250
Total for Vehicles and Equipment	114,339	124,431	122,803
Real Property	12,118	11,175	11,080
Total Asset Replacement Funding	126,457	135,606	133,883

