

Summary of the Corporate Business Plan 2010-2011 to 2012-2013



RC4422-10 (E)



Canada Revenue
Agency

Agence du revenu
du Canada

Canada

ABOUT OUR SUMMARY OF THE CORPORATE BUSINESS PLAN

This year, our Summary of the Corporate Business Plan has been significantly modified to provide added focus on five overarching strategic themes that will guide us over the planning period. These themes, which appear on the following pages, describe the strategic considerations for a sustainable tax system; the initiatives that we will undertake; as well as the outcomes we expect to achieve and how they will be measured.



I am honoured to have been recently appointed Minister of National Revenue. I look forward to leading an organization that has earned the confidence of Canadians through fairness, accountability, and integrity.

Our government is committed to securing the future prosperity of our nation. Implicit in this commitment is the agreement that governments throughout Canada, individual Canadians, and Canadian businesses contribute to our economy by conscientiously fulfilling their fiscal obligations.

During the recent period of economic uncertainty, our government's Economic Action Plan (EAP) has helped our country reach our current stage of economic stabilization. The Canada Revenue Agency (CRA) is playing a key role in the successful implementation of many EAP initiatives, like personal income tax relief, an increased Working Income Tax Benefit, and the new Home Renovation Tax Credit as well as other measures targeted to help families, seniors, workers, and persons with disabilities. Through corporate income tax reductions, we are providing support to businesses of all sizes to maintain and create jobs that will strengthen the Canadian economy. To carry out this work, we rely on a world-class tax and benefit delivery system.

While the CRA has been successful in protecting Canada's revenue base, it is clear that there will be future challenges. Recognizing both our strengths and limitations, we are proposing an ambitious agenda in our *Summary of the Corporate Business Plan 2010-2011 to 2012-2013* that explores existing and anticipated risks and opportunities in greater depth while working for immediate results for Canadians.

As Minister of National Revenue, I am proud to have been given the opportunity to witness the professional and dedicated employees of the Canada Revenue Agency. I look forward to working with this organization in its ongoing pursuit of excellence.

A handwritten signature in black ink that reads "Keith Ashfield". The signature is fluid and cursive.

The Honourable Keith Ashfield, P.C., M.P.
Minister of National Revenue and
Minister of the Atlantic Canada Opportunities Agency and
Minister for the Atlantic Gateway

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.

FOREWORD FROM THE COMMISSIONER



As the new Commissioner of the Canada Revenue Agency (CRA), I am pleased to join such an outstanding public service organization as it embarks on its second decade. The success of an organization lies in the strength of its employees, and I am very aware that CRA employees have the reputation of serving Canadians with unparalleled dedication. The progress that has been made over the last ten years has strengthened the CRA's position as a leader in Canada's public service and a tax administration that is among the best in the world.

Our *Summary of the Corporate Business Plan 2010-2011 to 2012-2013* builds on our commitment to service excellence anchored by expanded electronic capability. Maintaining our reputation for high level performance, however, will be a challenge. The advancement of our change agenda will necessitate careful stewardship and ongoing investment to maintain our core capacity in service and compliance. We are committed to maintaining service leadership; identifying and addressing key areas of compliance risk; and enhancing the overall fairness and integrity of Canada's tax and benefits system for the immediate benefit of Canadians. In pursuing the priorities set out here, we aim to ensure that individuals and businesses pay the correct amount of tax due and that we deliver, in a timely and efficient manner, the exact amount of benefit payments to those Canadians most in need.

I have confidence in our capacity to learn and adapt, and look forward to working with my new colleagues in realizing our goals, making a difference in our country, and making our government proud.

A handwritten signature in black ink that reads "L. Lizotte-MacPherson".

Linda Lizotte-MacPherson
Commissioner and Chief Executive Officer
Canada Revenue Agency

VISION

The Canada Revenue Agency is the model for trusted tax and benefit administration, providing unparalleled service and value to its clients, and offering its employees outstanding career opportunities.

VALUES

- Integrity**
- Professionalism**
- Respect**
- Co-operation**

The *Summary of the Corporate Business Plan 2010-2011 to 2012-2013* highlights the key information contained in the Canada Revenue Agency (CRA) Corporate Business Plan. More specifically, this Summary reflects our high-level objectives, our priorities over the planning period, and the key operational deliverables intended to enhance our capacity to achieve the outcomes that flow from our mandate. These elements place a stronger emphasis on objectives, priorities, and initiatives designed to serve as the foundation to maintaining a sustainable tax and benefits system in Canada. In short, this Summary represents our way forward.

The CRA is a high-performance organization, providing more services than ever before, to more federal, provincial, territorial, and First Nations clients. Our reputation as a world-class tax administrator and benefits deliverer is rooted in our strong record of performance. Our plans for the future must start with strong core business performance—administering taxes, collecting revenues, and delivering benefits.

OUR OPERATING ENVIRONMENT

Our annual strategic planning process aligns our strategic initiatives with our priorities and enterprise level risks. The following is a review of environmental factors, including business and operating risks, affecting the CRA.

GOVERNMENT ENVIRONMENT

The Government of Canada is in the midst of the roll-out of its Economic Action Plan. This plan has a far reaching impact on the CRA's operating environment as tax provisions and benefit programs are central to objectives of the Economic Action Plan. Over the medium term, the Budget provides for a review of administrative functions to identify cost reductions and more restrained government spending.

ECONOMY

The global economic recovery is under way, supported by continued improvements in financial conditions and stronger domestic demand growth in many emerging-market economies. While economic growth resumed in late 2009, the recovery continues to depend on exceptional monetary and fiscal stimulus. Based on the average of private sector forecasts, the March 2010 Budget expects the Canadian economy to grow by 2.6% in 2010 and 3.2% in 2011.

DEMOGRAPHIC TRENDS

The current economic downturn has relaxed the sense of urgency surrounding the shortage of labour compared to needs of the Canadian economy as hundreds of thousands of jobs were lost. The next economic recovery, however, is expected to absorb the surplus of labour and we may potentially see a crisis of skill shortage in most developed economies.

We will face significant demographic challenges in the coming years. Despite the CRA's high retention rate of about 95%, the projected gap between retirees and the younger replacement workforce will be demanding in terms of targeted retention and the urgency to adopt knowledge transfer strategies.

TECHNOLOGICAL CHANGE

Sixty-one percent (61%) of Canadians have reported being online for five years or more. Canadians' experience with the Internet and the emergence of social networking technologies increases client expectations for fast and secure electronic services. The next frontier for the CRA will be wireless technology. We will need to be able to ensure secure access to protect taxpayer information in that environment.

The next major step in the CRA's technological environment will be to further empower our knowledge workers. This will happen through intelligent risk-model driven workload selection, enterprise content management, workflow management, and collaboration tools to increase their efficiency and effectiveness. The challenge will be to develop the tools best suited to the CRA and integrate them into our complex infrastructure.

OUR CORPORATE RISK INVENTORY

CORPORATE RISKS IDENTIFIED IN THE 2009 CRA CORPORATE RISK INVENTORY		
	Business Risks	
<p>Our Corporate Risk Inventory (CRI) 2009 identifies 14 risks that could negatively affect our ability to meet our strategic outcomes.</p> <p>The CRI 2009 has emerged from the CRA's second formal effort to understand and assess its key corporate risks.</p> <p>The business and operational risks identified in the CRI and described here are used by senior management to inform our strategic planning process.</p>	<ul style="list-style-type: none"> Underground Economy 	<ul style="list-style-type: none"> Wilful Non-Compliance
	<ul style="list-style-type: none"> Aggressive Tax Planning 	<ul style="list-style-type: none"> Payment Non-Compliance
	Operational Risks	
	<ul style="list-style-type: none"> Compliance with Various Legislation, Regulations, and Policies 	<ul style="list-style-type: none"> Knowledge Management
	<ul style="list-style-type: none"> Resource Optimization 	<ul style="list-style-type: none"> Employee Ethical Conduct
	<ul style="list-style-type: none"> Organizational Responsiveness and Resilience 	<ul style="list-style-type: none"> Protection of Information
	<ul style="list-style-type: none"> Clients, Stakeholders, Taxpayers, and Benefit Recipients' Expectations 	<ul style="list-style-type: none"> Information Technology Responsiveness
	<ul style="list-style-type: none"> Human Resources Capacity and Capability 	<ul style="list-style-type: none"> Information Technology Sustainability

BUILDING TRUST TO PROMOTE COMPLIANCE

We continually seek to build on the trust and confidence of our stakeholders in the CRA as Canada's tax administrator, to promote compliance with Canada's tax laws. Our tax system works best when individuals and businesses feel a civic responsibility to pay tax, and believe that the CRA can be trusted to be fair, efficient, and impartial.

INTRODUCTION

The CRA recognizes that, to maintain a sustainable tax and benefit system, we must avail ourselves of every opportunity to promote compliance with legal obligations. As the administrator of Canada's tax and benefit system, we fulfil our role in promoting compliance in a number of ways. For example, we actively communicate with different segments of the public about the role of compliance in sustaining the tax system that supports their social services and public infrastructure.

We also ensure that the tools and information that the public needs to comply with its obligations are easily accessible and up-to-date. In addition, the CRA is committed to providing taxpayers and benefit recipients access to timely and impartial redress when they do not agree with CRA decisions or have complaints about service. We also encourage taxpayers to voluntarily come forward and correct previous errors and omissions without penalty or prosecution.

Over the planning period, we put forth the following initiatives to address our challenges and opportunities for building trust to promote compliance.

The CRA contributes to a culture of civic responsibility by building the trust and confidence of all stakeholders, including taxpayers and benefit recipients.

STRENGTHEN OUTREACH

Through outreach, we deliver the information and assistance taxpayers need to meet their obligations and get the benefits to which they may be entitled. To ensure that our outreach events reach the most appropriate audience, we select specific groups like seniors, new Canadians, persons with disabilities, small businesses, and charities, and provide tailored information that meets their needs.

To ensure a co-ordinated approach to outreach, with consistent messaging tailored to meet specific needs, we will develop an integrated CRA outreach strategy. This strategy will set the framework for all CRA outreach activities, including the guiding principles, objectives, initiatives, and evaluation criteria.

Anticipated Result

Specific taxpayer groups have access to information they need to meet their obligations and receive their entitlements

Progress of this initiative will be measured by:

- Number of groups targeted for outreach events
- Number of taxpayer groups targeted for outreach that are offered technological solutions

Specific initiatives include the identification of taxpayer sub-groups for focused messaging. We will also explore ways to improve voluntary compliance through an enhanced understanding of responsible citizenship. We will consider alternative delivery models and partner with other government departments, other levels of government and associations to expand the reach of our activities, using advanced technology like webinars to maximize our effectiveness.

KEY DELIVERABLES	DATE
Develop a CRA outreach strategy	2010-2011
Develop integrated horizontal outreach plans	2010-2011
Develop and implement responsible citizenship messages	2010-2013
RELATED ACTIVITY INDICATORS	TARGET
The number of groups targeted for outreach events	Upward trend
The number of taxpayer groups targeted for outreach that are offered technological solutions	Upward trend

OPTIMIZE SERVICE DELIVERY CHANNELS

Providing timely and accessible information regarding obligations and entitlements is fundamental to a self-assessment tax system. Canadians are using various means (Internet, telephone, in person, and in writing) to satisfy their information needs. We want to encourage taxpayers and benefit recipients to migrate to the more affordable self-serve channels with agent assistance readily available when required.

We will expand our research and analysis to better understand clients' information needs and expectations and explore best practices and emerging technology in the taxpayer services arena. Our enquiries and information services will develop more training and job aids for agents to help them respond more effectively to the increasing complexity of enquiries. It will also enable agents to answer taxpayer enquiries more effectively in an environment of ever-changing legislation. The telephone channel remains the most popular way for taxpayers to contact us. We will meet our increased performance targets for caller accessibility and our service standards for timeliness with existing resources.

Anticipated Result

Individuals and businesses have access to the information and services they require to voluntarily comply with tax and benefit laws

Progress of this initiative will be measured by:

- Upward trend in access to online information
- Year-over-year adherence to service standards

KEY DELIVERABLES	DATE
Conduct analysis on channel demand, use, and integration	2010-2013
Enhance and expand authoring and planning tools and business processes	2010-2013
Enhance the quality assurance program, agent training, and agent tools	2010-2013
RELATED ACTIVITY INDICATORS	TARGET
Key enquiries and information performance measures	Various
Percentage of callers who succeed in reaching our telephone services (general and business)	90%

RESOLVE TAXPAYER DISPUTES AND SERVICE COMPLAINTS

The availability of redress is central to safeguarding taxpayers' trust and confidence in the integrity of Canada's tax regime. Our aim is to ensure that all taxpayers have access to timely and impartial redress.

We are creating the Appeals Division Database System (ADDS). Our objective is to improve our capacity to manage taxpayers' files with a common issue. Because Appeals information will be coordinated within ADDS, our overall effectiveness in managing these files will be improved.

The CRA Service Complaints program provides taxpayers with a key point of contact within the CRA for service-related issues. If taxpayers are still unsatisfied after our efforts to address their complaint, they have recourse to a review by the Taxpayers' Ombudsman.

<p>Anticipated Result</p> <p>Improving service to taxpayers through enhanced management of Agency-wide service-related issues</p>
<p>Progress of this initiative will be measured by:</p> <ul style="list-style-type: none"> • Number of issues of national importance identified and addressed • Analysis and evaluation of results from public opinion research

KEY DELIVERABLES	DATE
Raise awareness of the CRA Service Complaints program among tax intermediaries, taxpayers, and benefit recipients	2010-2012
Communicate results of public opinion research with our stakeholders	2010-2012
RELATED ACTIVITY INDICATORS	TARGET
Percentage of dispute resolution activities that met standards for consistency and transparency	Various
Service standard for first contact after receipt of a dispute	85%
Average age of workable inventories	Neutral or Downward trend

ENHANCE THE ADMINISTRATION OF OUR VOLUNTARY DISCLOSURES PROGRAM

Our Voluntary Disclosures Program (VDP) promotes compliance with Canada's tax laws by encouraging taxpayers to voluntarily come forward and correct previous omissions in their dealings with the CRA. Taxpayers who make a valid disclosure will have to pay outstanding taxes and interest without penalty or prosecution. The VDP is not intended as a vehicle for taxpayers to intentionally avoid their legal obligations under the acts we administer.

<p>Anticipated Result</p> <p>Service to Canadians is enhanced through improved administration of the Voluntary Disclosures Program</p>
<p>Progress of this initiative will be measured by:</p> <ul style="list-style-type: none"> • Reduced hours per file • Identification of emerging issues

There has been a significant increase in the number of voluntary disclosures in the last three years. We will update our policies and procedures over the planning period to streamline our processes and we will improve training and monitoring to ensure consistent administration across the country.

KEY DELIVERABLES	DATE
Enhance risk management of incoming disclosures	2010-2011
Clarify VDP policies and procedures to improve administration and identify efficiencies in the processing of disclosures, while maintaining the integrity of the VDP	2010-2012
Promote the VDP through partnerships within and outside the CRA	2010-2013
RELATED ACTIVITY INDICATORS	TARGET
Processing time for voluntary disclosures	Downward trend

ENHANCE OUR CHARITIES PROGRAM

To promote compliance with income tax legislation and regulations for registered charities, we carry out extensive educational outreach initiatives.

These sessions, which are open to all registered charities, provide attendees with information on record keeping, receipting, tax planning arrangements, preparing for an audit, and sanctions. In addition, extensive information about the requirements for registration is available on our “Charities and Giving” Web pages. Registered charities can access a number of checklists and guidance documents to help them understand and manage the responsibilities of operating a charity.

One of the key priorities for the planning period is to improve our application and enquiries processes for registered charities and applicants for registered status. This will be achieved by implementing new service standards, by following through on the recommendations of the Small and Rural Charities Initiative, and by offering electronic service options such as webcasts and webinars.

Anticipated Result

Service to registered charities and applicants for charitable status is enhanced through improved application and enquiries processes

Progress of this initiative will be measured by:

- Trend in client satisfaction
- Improved service through new and existing delivery channels

KEY DELIVERABLES	DATE
Implement a service standard for responding to applications	2010-2011
Deliver a number of webcasts, webinars, and newsletters	2010-2011
Develop and implement a service standard for written enquiries	2011-2012
RELATED ACTIVITY INDICATORS	TARGET
Internal targets and service standards covering response to applications and telephone response rates	Various
Hits on Web site, Number of webinar registrants	Upward trend

STRENGTHENING SERVICE TO MAKE COMPLIANCE EASIER

We recognize the value of service in fostering compliance within a tax system that is based on self-assessment. We constantly strive to make it easier for Canadians to comply by strengthening service delivery channels and reviewing federal rules and regulations to reduce the administrative costs of compliance.

INTRODUCTION

The vast majority of Canadians want to comply with tax and benefit laws. We believe that we must make it easier for them by providing helpful and accurate information and other quality services through fast and efficient delivery channels. Our service enhancements build on the fact that Canada boasts one of the highest proportions of internet users in the world and that Canadians continue to integrate technology into their interactions with service providers. We expect that the public's service needs will be increasingly met through our Web-based channels such as My Account, My Business Account, Quick Access, and Represent a Client.

We are also engaged in business partnerships that harmonize federal and provincial tax regimes and simplify benefit programs. Harmonization permits us to leverage our advanced tax administration infrastructure to eliminate administrative duplication and increase the delivery of single window services that make it easier for all taxpayers and benefit recipients to comply with their obligations.

Over the planning period, we put forth the following initiatives to address our challenges and opportunities for strengthening service to make compliance easier.

Taxpayers and businesses increasingly expect access to electronic services and tools from the CRA that are similar to those provided in the private sector.

ENHANCE OUR ELECTRONIC SERVICES

Canadians are using multiple channels (telephone, in person, in writing, and the Internet) to satisfy their requirements. We will enhance our ability to comprehensively meet the public's service and information needs and to encourage taxpayers and their representatives to migrate to more cost-effective electronic service channels. This will also include security enhancements and further specialization of Web site content.

Anticipated Result

Individuals and businesses have access to the services and information that they need through self-service channels

Progress of this initiative will be measured by:

- Year-over-year increases to online self-services (My Account, My Business Account, Represent a Client, and Quick Access)
- Year-over-year increases in the use of Business Registration Online
- Percentage of payments made through e-Payment
- Number of new and enhanced electronic services

We will improve our My Account, My Business Account, and Represent a Client services to provide faster and easier delivery of secure individual and business tax information and services.

We will deliver products that enhance service, like the Payroll Deductions Online Calculator based on information supplied by the employer. The CRA will improve its usability by focusing on new and small employers, simplifying the language, and making the product more intuitive.

With enhancements to My Business Account, filers of the Tax-Free Savings Account annual information returns will receive notification of those individual records that need correction. Additional enhancements will provide a means for businesses to send their books and records electronically and securely when being audited, and provide a calculator for businesses to determine instalments for payments of corporation income tax and GST/HST.

KEY DELIVERABLES	DATE
Strengthen our secure online channel	2010-2013
Enhance My Account, My Business Account, e-Payment, and Quick Access services	Ongoing
Improve access to electronic filing for GST/HST	Ongoing
RELATED ACTIVITY INDICATORS	TARGET
Usage of Quick Access, My Account, My Business Account, and Represent a Client services	Upward trend
Percentage of funds received electronically	Upward trend
Percentage of funds transferred through My Business Account	Upward trend

PROMOTE THE TAKE-UP OF ELECTRONIC FILING AND ELECTRONIC PAYMENTS

Although we offer traditional forms of service, the most cost-effective way to improve the services we offer to Canadians is through our electronic channels.

We offer services that enable individuals to file their income tax returns electronically using one of three options: TELEFILE, EFILE, or NETFILE. We also provide similar services for businesses and enable them to register, make payments, or effect certain financial transactions on their accounts. Recent legislative changes require more corporations, businesses, and other institutions to file electronically. We will need to communicate these new requirements and monitor compliance to ensure penalties are applied when appropriate. We will continue to seek opportunities to use the Business Number as the common identifier for business transactions with governments in Canada.

Anticipated Result

Individuals and businesses continue to file and make payments electronically

Progress of this initiative will be measured by:

- Year-over-year increase in individual, corporation, and GST/HST electronic filing rates
- Year-over-year increase in individuals and businesses making payments electronically
- Year-over-year increases in the rate of electronically filing of information returns

KEY DELIVERABLES	DATE
Introduce GST/HST Internet File Transfer for GST/HST returns and eliminate exclusions that restrict the ability to file business returns electronically	2010-2011
Convert the File Identification Number (FIN) to the Business Number (BN)	2010-2011
Promote and enhance electronic payments	2010-2012
RELATED ACTIVITY INDICATORS	TARGET
Percentage of individuals and businesses who pay electronically	Upward trend
Percentage of Business Number registrations processed within 10 working days	95%
Percentage of electronic filing for individuals, eligible corporations, businesses, financial institutions, charities, and other organizations	Upward trend

FURTHER TAX HARMONIZATION

The Government of Canada and the provinces of Ontario and British Columbia have agreed to implement the harmonized sales tax (HST) on July 1, 2010. This will replace existing provincial sales taxes and the federal goods and services tax. Through tax harmonization, we lever our tax administration infrastructure to eliminate administrative duplication and enable enhanced delivery of single-window services.

This is a major development in Canadian tax administration that builds on the success of harmonizing sales taxes in New Brunswick, Nova Scotia, and Newfoundland and Labrador, and the more recent transfer of Ontario's corporate tax administration to the CRA.

Anticipated Result

The HST is successfully implemented on behalf of the Government of Canada and the provinces of Ontario and British Columbia

Progress of this initiative will be measured by:

- Timeliness of HST information products and services
- HST returns and rebates processed according to CRA service standards
- Provincial employees being brought on board to the CRA as required by human resource agreements

We will need to change our systems to accommodate new requirements and ensure taxpayers are provided with information necessary to comply with the new law. In addition, a number of compliance programs will be modified to reflect the potential for increased risks associated with collection of the new revenues. With the March 3, 2010 signing of Human Resources Agreements with the two provinces, we will plan for the successful transition of Ontario and British Columbia employees to the CRA, beginning with the arrival of the first group of employees in November, 2010.

KEY DELIVERABLES	DATE
Implement the CRA system changes necessary to accommodate the HST in Ontario and British Columbia	2010-2011
Provide taxpayers with the information they need to comply with the harmonized tax regime in Ontario and British Columbia	2010-2011
Begin administration of HST in Ontario and British Columbia	2010-2011
RELATED ACTIVITY INDICATORS	TARGET
Not applicable	Not applicable

MAKING NON-COMPLIANCE MORE DIFFICULT

Although instances of non-compliance are not frequent, they have a significant fiscal impact and erode the integrity of the tax and benefit system. We must continue to apply innovative strategies to remove the remaining opportunities for non-compliance.

INTRODUCTION

Canadians enjoy a tax and benefits system that boasts a high rate of voluntary compliance. Serious non-compliance, however, has emerged as a significant challenge to this system and its sustainability. Non-compliance creates unfair conditions for compliant individuals and businesses and, if not appropriately addressed, imperils the sustainability of the self-assessment system over the longer term.

Of special concern for us are trends in forms of non-compliance like underground economic activity, the increasing use of aggressive tax planning arrangements, as well as wilful non-compliant actions like deliberate tax evasion. Payment non-compliance is also a concern, whether it occurs when taxpayers are unable to remit income taxes due to unanticipated economic circumstances, or strategically seek insolvency protection from the Crown and other creditors.

Over the planning period, we put forth the following initiatives to address our challenges and opportunities for making non-compliance more difficult.

The changing nature of our operating environment requires us to identify new or improved tools to remove opportunities for tax evasion and other forms of non-compliance.

ENHANCE STRATEGIES TO MANAGE PAYMENT NON-COMPLIANCE

Our corporate risk inventory identifies payment non-compliance as a significant business risk. The accumulation of new debt depends on several factors that are outside of our control. This includes domestic and international economic situations, aggressive tax planning and strategic insolvencies, as well as various socio-economic factors that may influence taxpayer compliance behaviours.

We continue to experience a significant impact from debts arising from various targeted audits and reassessment activities. In addition, taxes resulting from tax harmonization activities in Ontario and British Columbia are expected to add billions of dollars in new receivables on an annual basis.

Anticipated Result

Increased number of taxpayers who pay on time

Progress of this initiative will be measured by:

- Upward trend in payments from individuals on or before the due date
- Downward trend in repeat payment non-compliance by individuals

We will refine our management of the tax debt through a variety of means, including an approach to address the underlying causes of payment non-compliance at the behavioural level. We will increase our attention on the need for earlier interventions with potential debtors to prevent debts from arising or to proactively help taxpayers meet their obligations. We are continuing to develop and implement strategies to address specific segments of the inventory, like insolvencies and high-risk accounts, that present particular challenges.

KEY DELIVERABLES	DATE
Implement Phase II of the insolvency strategy	2010-2011
Implement the payment non-compliance action plan to limit future arrears	2010-2012
Develop additional tailored strategies that address specific segments of existing inventory	2010-2012
RELATED ACTIVITY INDICATORS	TARGET
Percentage of pre-Tax Service Office (TSO) intake (dollar) resolved in the year of intake	Not available ¹
Percentage of TSO intake (dollar) resolved in the year of intake	60%

¹ This is a new indicator for this workload, for which a target will be developed over the next year.

IDENTIFY AGGRESSIVE TAX PLANNING ARRANGEMENTS MORE EFFECTIVELY

Aggressive tax planning is a challenge confronting all developed countries and can involve very complex structures with both domestic and international elements. The objective of this type of tax planning is to realize tax benefits that were never intended under the normal application of the tax laws.

Over the planning period, we will continue to take actions to counter aggressive tax planning. We will advise taxpayers of unacceptable tax planning practices and will continue to work closely with tax administrations of other countries and international organizations to identify offensive arrangements and take corrective action. In addition, we will enhance our technical capacity and our ability to identify high-risk files.

Anticipated Result

Aggressive tax planning arrangements are identified and addressed more effectively through audits, research, risk assessment, and international collaboration

Progress of this initiative will be measured by:

- Increased identification of aggressive tax planning arrangements
- Increased identification of non-filers and non-compliant taxpayers who may be actively moving assets offshore to tax havens

KEY DELIVERABLES	DATE
Enhance our risk assessment and identification of high-risk international tax avoidance cases	2010-2011
Improve the risk assessment system for large business audits	2010-2013
Apply third party penalties more consistently	2010-2013
RELATED ACTIVITY INDICATORS	TARGET
Number of aggressive tax planning (ATP) arrangements identified	Upward trend
Number of ATP audits conducted as a percentage of estimates	100%

IDENTIFY NON-COMPLIANCE IN THE UNDERGROUND ECONOMY MORE EFFECTIVELY

The underground economy (UE) undermines the competitiveness of Canadian businesses because it offers an unfair advantage to those who fail to comply with Canada’s tax laws. We use a mix of education, outreach, communication, and compliance actions to combat the UE. We also work with other federal departments, provincial and territorial governments, tax administrations in other countries, international organizations, professional organizations, and key industry groups to share best practices and develop innovative strategies.

Anticipated Result

Underground activity in selected economic sectors is identified and addressed

Progress of this initiative will be measured by:

- A suite of performance measures is under development

Studies show that the UE is heavily concentrated in sectors where cash transactions are prevalent. Our UE audits focus on identifying unreported income, primarily in industries where there has been a higher level of non-compliance. Over the planning period, we will work with other jurisdictions to broaden our exchange of information to help us identify UE activity.

KEY DELIVERABLES	DATE
Develop a suite of performance measures to assess the progress of our UE initiative	2010-2011
Continue to work with partners in the Federal-Provincial-Territorial UE Working Group	2010-2013
Implement and evaluate our Atlantic Region UE Compliance Measurement Initiative	2011-2012
RELATED ACTIVITY INDICATORS	TARGET
Fiscal impact resulting from UE audits (\$billions)	Upward trend
Number of UE audits conducted as a percentage of estimates	100%
Dollar value of unreported gross income	Upward trend

USE ENHANCED RISK ASSESSMENT TO IDENTIFY NON-COMPLIANCE BY EMPLOYERS AND GST/HST REGISTRANTS

We will improve compliance with remittance, filing, and withholding rules through changes in our internal quality review process, as well as improved file selection for examinations based on research, analytics, and data-mining risk models.

We will develop a risk-based approach to the tax treatment of personal service corporations to review this sector’s compliance.

In addition, we will expand the allocation of cases using national pools. This will allow workload allocation based on a standardized risk-scoring model that is consistent across the country.

Anticipated Result

Reduce the risk of employers and businesses failing to file, withhold, or remit taxes

Progress of this initiative will be measured by:

- Increase in the value of identified non-compliance

We continue to improve our GST/HST risk-assessment processes by enhancing our reviews of new registrations, conducting pilot projects to identify areas of risk, and implementing new and innovative tools and procedures.

KEY DELIVERABLES	DATE
Develop a risk-based compliance framework for personal service corporations	2010-2011
Optimize risk-assessment capabilities of our compliance programs and strengthen our partnership with provinces and territories to develop new compliance review processes	2010-2013
Continue to implement the GST/HST High Risk Compliance Strategy action plan	2011-2013
RELATED ACTIVITY INDICATORS	TARGET
Number of non-compliance cases – employers and GST/HST registrants who failed to file, withhold, remit, or report their taxes and related dollar values	2.6 million

IMPLEMENT AN ENHANCED TOBACCO STAMPING REGIME

We collect the excise duty on tobacco products manufactured domestically, while the Canada Border Services Agency collects it on imported tobacco products. Protecting the duty revenue from tobacco products ensures that high prices on such goods can be maintained, thereby contributing to the Government's overall health objective to reduce smoking among Canadians.

The new regime will provide a stronger legal framework for tobacco product stamping with stronger ministerial powers and will also provide enhanced tools for the Royal Canadian Mounted Police, to enforce the Act.

We will continue to consult with the tobacco industry (manufacturers and importers), provincial and territorial governments, and other federal agencies and departments in furtherance of ensuring compliance with *Excise Act, 2001*. We will work closely with the Department of Finance Canada officials to complete the necessary legislative amendments for the new regime, including the drafting of supporting regulatory amendments and guidelines. Should these steps proceed according to our expectations, the CRA will establish and implement the new stamping regime so that all tobacco products manufactured and imported into Canada bear the new stamp. At the same time, we will encourage provinces and territories to adopt the new regime.

Anticipated Result

All stamped tobacco products in Canada are excise duty paid

Progress of this initiative will be measured by:

- Meeting the implementation deadlines for our enhanced tobacco stamping regime initiative
- All legally manufactured and imported tobacco products in Canada are stamped

KEY DELIVERABLES	DATE
Implement new excise stamping regime if approved by Parliament	2010-2011
Develop communication strategy including outreach activities	2010-2011
Facilitate potential extension of stamping program to provinces	Ongoing
RELATED ACTIVITY INDICATORS	TARGET
Percentage of legally manufactured and imported tobacco products stamped	100%

ENHANCE THE ADMINISTRATION OF THE SR&ED PROGRAM

The federal Scientific Research and Experimental Development (SR&ED) Program provides broadly based support for all types of SR&ED activities performed in Canada. This program is one of the most advantageous systems in the industrialized world, providing over \$4 billion in tax assistance in 2008.

Anticipated Result

The administration of the SR&ED Program is improved

Progress of this initiative will be measured by:

- Results from quality assurance reviews

We are continuing our work towards increasing the program's scientific capacity. This includes providing training and technical support to research and technology staff, enhancing the quality assurance methodology, and reviewing the dispute resolution procedures. In addition, we are reviewing our risk and workload management system and consolidating and clarifying our SR&ED policies and related guidance documents.

These measures will facilitate access to the program, improve the program's consistency and predictability, and enhance the quality of the SR&ED claims process, resulting in a more effective program for Canadian businesses.

KEY DELIVERABLES	DATE
Increase the program's scientific capacity and level of service to claimants	2010-2011
Consolidate and clarify SR&ED policies and related guidance documents	2011-2012
Review risk and workload management and validate the risk management system	2011-2012
RELATED ACTIVITY INDICATORS	TARGET
Meet our SR&ED Service Standards	90%

USE BETTER RISK ASSESSMENT TO DETECT AND CORRECT REPORTING NON-COMPLIANCE

We conduct reviews, audits, and investigations of individuals, businesses, and non-profit organizations to detect and correct non-compliance. We are engaged in a major business transformation initiative that will improve our capacity to deliver and manage compliance programs more effectively. Our Compliance System Redesign initiative will improve research and risk assessment capabilities through the development of an analytical environment and the use of investigative tools.

Anticipated Result

Reporting non-compliance is detected and corrected

Progress of this initiative will be measured by:

- Increasing the number of returns reviewed (first-level review process)
- Improvement in the identification of returns for review
- Total fines imposed
- Number of investigations referred to the Public Prosecution Service of Canada

We are developing a first-level review process for corporate returns to proactively identify discrepancies in the information reported on returns and contact representatives to resolve them. We will also enhance our post-assessing review programs. There will be an enhanced focus on validating claims and helping taxpayers comply in the areas of new legislation.

KEY DELIVERABLES	DATE
Evaluate our current compliance risk framework/strategies to optimize the file selection process	2010-2011
Incorporate final enhancements and improvements to research, risk assessment, workload selection, and audit and investigative tools through Release 3 of our Compliance Systems Redesign	2011-2012
Develop an inventory of risk profiling activities	2011-2012
RELATED ACTIVITY INDICATORS	TARGET
Number of cases of taxpayers who failed to file or report their taxes and related dollar value	969,000
Number of files audited as a percentage of planned for international and large businesses, small and medium-sized enterprises, registered plans, and registered charities	100%

IMPROVE THE DETECTION AND DETERRENCE OF NON-COMPLIANCE IN OUR CHARITIES PROGRAM

Registered charities in Canada are tax-exempt and can issue charitable donation receipts to donors. To maintain these privileges, registered charities must satisfy an annual disbursement quota requirement, file a Registered Charity Information Return and financial statements, and operate within the parameters of the *Income Tax Act*.

Although cases of serious and intentional non-compliance by registered charities are not wide-spread, they do exist. Examples include illegal tax shelter donation arrangements, false receipting, and unacceptable fund raising practices

Over the planning period, the focus of our Charities Program will be to address identified non-compliance in a timely manner.

Anticipated Result

The participation of charities involved in non-compliant arrangements is reduced

Progress of this initiative will be measured by:

- Decrease in the number of charities participating in abusive tax shelter arrangements
- Downward trend in false reporting

KEY DELIVERABLES	DATE
Identify and audit all known charities participating in tax shelter arrangements	2010-2011
Identify and audit all charities suspected of being involved in false receipting	2010-2011
Target outreach and education to issues related to serious non-compliance arrangements through Webinars, newsletters, awareness campaigns, etc	2010-2011
RELATED ACTIVITY INDICATORS	TARGET
Non-compliance levels detected through our audit results	Downward trend

MAKING IT EASIER TO RECEIVE THE RIGHT SOCIAL BENEFITS

Income security is essential to the economic and social well-being of Canadians, particularly in the current economic environment. The more than \$16 billion in benefits and credits administered by the CRA provides vital assistance to millions of Canadians.

INTRODUCTION

The CRA delivers income-based and other benefits, credits, and services to eligible recipients for federal, provincial, and territorial governments. This includes payments under core federal programs such as the Canada Child Tax Benefit, the goods and services/harmonized sales tax (GST/HST) credit and the Universal Child Care Benefit.

Millions of Canadians rely on the social benefits delivered through our benefit programs infrastructure. We strive to provide benefit recipients with timely and accurate information, services, and easy access to the benefit programs we administer. In addition, we work closely with our government clients to reduce the overall cost of administering benefit programs.

By ensuring that eligible individuals receive only the benefits and credits to which they are entitled under the law, we respect Canadians' expectations of fairness and protect benefit recipients from any undue hardship due to under- or overpayments.

While we recognize that we have been successful in delivering our many programs and services to date, we can only remain successful by looking to the future and anticipating changes in the needs of our clients. We have experienced a decade of very rapid growth in the benefit programs we administer, from three federal programs in 1996 to the current total of 93 programs and services. To ensure the sustainability of our systems and programs and position us to address the evolving needs of our clients, we are moving forward with a multi-year strategy that provides an integrated approach to delivering benefits programs.

Over the planning period, we put forth the following initiatives to address our challenges and opportunities for making it easier for Canadians to receive the right social benefits.

As administrators of benefit and credit programs, our focus is to ensure correct determination of eligibility and delivery of timely, accurate, and reliable payments.

STRENGTHEN SERVICE TO BENEFIT RECIPIENTS

Citizen expectations for public service delivery continue to rise; government program delivery is subject to increasing levels of scrutiny and accountability; and the pace of innovation and the complexity of our delivery infrastructures are increasing. Working within this dynamic framework, we welcome new opportunities for partnerships with other government departments or levels of government to reduce duplication and to provide fast, reliable delivery of benefit services.

We will improve the functionalities of My Account for Benefits and develop new communication products with special emphasis on newcomers to Canada. At the same time we will explore new ways to provide services to persons with disabilities. One example of a CRA transformational service included in our benefits strategy is the Automated Benefits Application (ABA). The ABA service eliminates the need for a separate application and the related processing time, speeding delivery of payments to new parents. The advantages are tremendous and include reduced errors, faster service, and lower costs. We will continue our work with provinces and territories that have not yet implemented ABA to promote the integration of the Canada Child Benefits Application with the provincial and territorial birth registration process.

Anticipated Result

Individuals are aware of and can apply or register for their entitlements to benefits and credits under various federal, provincial, and territorial programs

Progress of this initiative will be measured by:

- Year-over-year increases in the number of visits to My Account for Benefits
- Results of a take-up study of Canada Child Tax Benefit using the next Census of Population
- Take-up rate of applicants using the Automated Benefits Application in participating jurisdictions

KEY DELIVERABLES	DATE
Deliver outreach for benefit recipients to promote our services	2010-2011
Enhance e-services (My Account for Benefits)	2010-2013
Increase the number of provinces and territories using ABA	2010-2013
RELATED ACTIVITY INDICATORS	TARGET
Number of outreach events	Not applicable
Added take-up for the ABA program by provinces and territories	Upward trend

SUPPORT BUSINESS GROWTH AND PARTNERSHIPS

Our flexibility as an agency and the adaptability that we have built into our systems enable us to lever our federal delivery infrastructure to administer a range of programs and other services on behalf of client governments. We will maintain current programs and services administered for federal, provincial, and territorial departments and expand where we are asked to do so.

Anticipated Result

The overall cost to Canadians of benefit and credit issuance is lowered through reduced duplication in administration

Progress of this initiative will be measured by:

- The number of programs and services that demonstrate reduced duplication in administration

We will deliver three new benefit programs introduced as a result of Ontario and British Columbia's decision to harmonize their sales tax.

- Ontario Sales Tax Transition Benefit (OSTTB)—implementation June 2010;
- Ontario Sales Tax Credit (OSTC)—implementation July 2010; and
- BC Harmonized Sales Tax Credit (BCHSTC)—implementation July 2010.

In addition we will expand our service and data exchange opportunities where possible.

KEY DELIVERABLES	DATE
Implement benefit programs related to new HST agreements	2010-2011
Expand data exchange opportunities to additional clients under income verification programs	2010-2013
RELATED ACTIVITY INDICATORS	TARGET
Increased number of programs and services	Upward trend

STRENGTHEN BENEFITS DELIVERY INFRASTRUCTURE

To ensure payment delivery we must be prepared to handle changes and additions to our programs and services, and to act effectively during emergency situations. We must plan and work strategically to ensure that we are prepared for any eventuality.

Our Individual Identification system is the repository for taxpayer information that is key to establishing eligibility and calculating payments for the benefits and credits that we administer. Access to this data is strictly controlled. Where permitted by law, we share data with other federal, provincial, and territorial agencies and departments to assist in the administration of programs, while ensuring that confidentiality measures are respected. Additionally, taxpayers and trusts have the ability to authorize a third-party representative that we can deal with on their behalf. We are improving our systems to facilitate this authorization process.

Anticipated Result

The demands of current and future programs and services are fulfilled

Progress of this initiative will be measured by:

- Meeting implementation deadlines for deliverables of this initiative

KEY DELIVERABLES	DATE
Modernize the Taxfiler Representative Identification System	2010-2011
Modernize and make more flexible the Individual Identification System	2010-2013
RELATED ACTIVITY INDICATORS	TARGET
Percentage of benefit payments made on time	99%

ENSURE ACCURATE PAYMENTS

We are responsible for ensuring sound financial stewardship of the benefit and credit programs that we deliver. This means that the right recipients must get the right payments at the right time.

To identify and address non-compliance, we carry out validation and control activities specifically targeting accounts identified as high-risk for potential overpayments or underpayments. The information provided to recipients during validation reviews helps to inform and educate them about their eligibility and entitlement requirements. Our enforcement presence is enhanced by our successful efforts in moving cases of misrepresentation towards prosecution. We have developed a validation strategy that has been refined over a number of years. It is based on research and risk assessment as well as investigation of trends within the benefits community. We will improve our targeting to achieve greater program effectiveness and efficiencies and quantify the results achieved by our validation program to ensure that we are applying our resources in the most efficient and effective manner.

Anticipated Result

Benefit issuance accuracy is further improved through enhanced targeted reviews

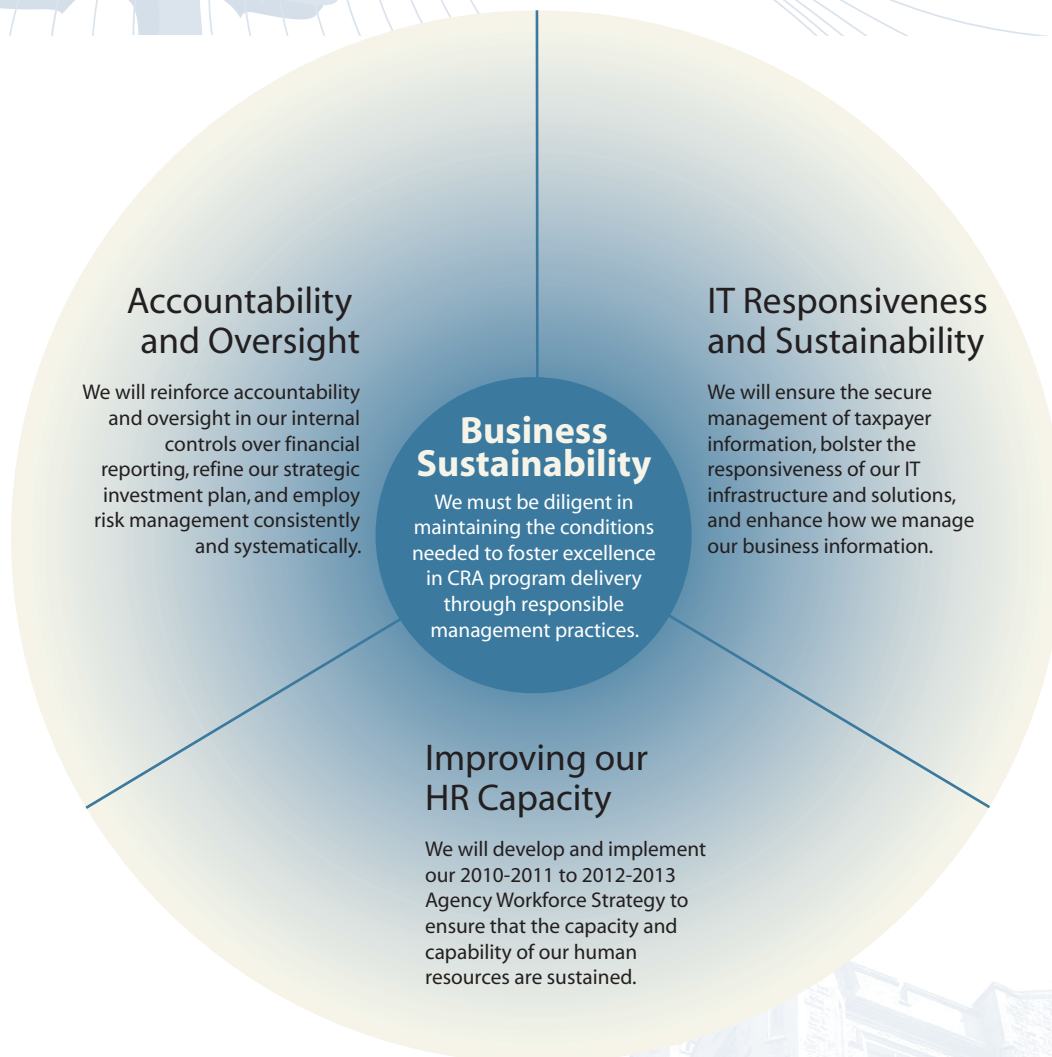
Progress of this initiative will be measured by:

- Percentage of recipients who provide complete and accurate information and receive the correct entitlement

KEY DELIVERABLES	DATE
Maintain and refine the validation program to ensure that compliance risks are identified and addressed	2010-2013
RELATED ACTIVITY INDICATORS	TARGET
Percentage of accurate payments when processing benefit applications and marital status change forms	98%
Percentage of accurate payments when processing account maintenance adjustments	98%

MAINTAINING BUSINESS SUSTAINABILITY

Modern and innovative management practices and sound infrastructure are necessary conditions for the sustainability of the high-quality tax, benefit, and related services that we deliver on behalf of governments across Canada. The CRA endeavours to foster excellence in program delivery through responsible management practices such as effective accountability and sound management of enterprise risk, human resources, business knowledge, information technology, information and investment.



To ensure that we maintain the sustainability of our programs and services, we will undertake a number of initiatives over the planning period that are informed by our risk management practices and the specific risks identified in our 2009 Corporate Risk Inventory. The deliverables related to these initiatives can be found on the next page.

KEY DELIVERABLES - IMPROVING OUR HUMAN RESOURCES CAPACITY	DATE
Develop our 2010-2011 to 2012-2013 Agency Workforce Strategy	2010-2011
Implement elements outlined in our Agency Workforce Strategy, including: a respectful workplace, leadership development, employee orientation, and learning strategies for key jobs	2010-2011
Bring on-board Ontario and British Columbia employees into the CRA as a result of Provincial Sales Tax Administration Reform (PSTAR)	2010-2013
KEY DELIVERABLES - INFORMATION TECHNOLOGY RESPONSIVENESS AND SUSTAINABILITY	DATE
Evolve governance for the Application Sustainability Program	2010-2011
Develop an interim risk mitigation solution to enable transfer of services from our primary Data Centre to our secondary Data Centre	2010-2011
Partner with Public Works and Government Services Canada and the Bank of Canada on plans for a new data centre facility	2010-2013
Establish a Corporate Security Strategy, which will include the Identity and Access Management Project and the Internal Fraud Control Program	2010-2013
KEY DELIVERABLES - ACCOUNTABILITY AND OVERSIGHT	DATE
Reinforce management accountability and oversight with respect to internal controls over financial reporting	2010-2012
Update our Strategic Investment Plan and implement an integrated project management tool for major new investment projects	2010-2011
Advance our Enterprise Risk Management Program	2010-2013



Each year, the Canada Revenue Agency (CRA) develops a Corporate Business Plan that outlines its strategic direction and outcomes for the next three years. The focus of this year's plan is to provide a longer term outlook and strategic response to challenges facing the organization over a five to ten year period. The Board of Management has overseen the development of this plan and will monitor progress against its implementation.

The Board's priorities are described in the section Agency Governance and the Board of Management and are organized according to the Board's areas of responsibility mandated to it by the *Canada Revenue Agency Act* – the oversight of the CRA's management of resources, services and personnel, and of its organization and administration.

The Board's key areas of focus are to improve the governance of the CRA risk management regime, and to provide effective oversight of services to help the CRA pursue its vision of becoming a model tax and benefit administrator, and a recognized service leader.

To this end, in exercising its risk governance role, the Board will ensure that CRA risks are identified, mitigated and considered in a systematic manner, in all aspects of the CRA decision-making processes.

Another priority will be to oversee the development of CRA long-term strategies, including overseeing strategy approval and implementation, particularly in the CRA areas of challenge for the period: service, information technology, and human resources.

On the service front, the Board will oversee and review the CRA Service Strategy, which is aimed at strengthening service to make compliance easier for taxpayers and benefit recipients, while ensuring the most efficient and effective use of CRA resources.

Meanwhile, the Board will continue to look for ways to improve its own governance practices and effectiveness. It will do so by ensuring continued improvements to the Board of Management Oversight Framework, strengthening its risk governance role, and conducting an overall review of its current processes and practices.

I am confident the Board's contribution will help the CRA meet the ambitious agenda it has set for itself. I am pleased to recommend the *Summary of the Corporate Business Plan 2010-2011 to 2012-2013* to the Honourable Keith Ashfield, Minister of National Revenue.

A handwritten signature in black ink, appearing to read 'Susan J. McArthur', written in a cursive style.

Susan J. McArthur
Chair, Board of Management

AGENCY GOVERNANCE AND THE BOARD OF MANAGEMENT

The Board's goal for 2010-2011 to 2012-2013 is to ensure that the CRA is effectively and efficiently managed, that the CRA has a robust strategic framework to support the CRA's ongoing success and that sound monitoring and reporting practices are in place. The Board's key areas of focus will be to improve the governance of the CRA's risk management regime and to provide effective oversight of services. The following is a summary of the Board of Management's priorities for the period 2010-2011 to 2012-2013, grouped according to the Board's statutory oversight responsibilities.

Administration of the CRA

- Provide risk direction, oversight, and control to ensure that CRA risks are fully integrated into the strategic, operational and financial decision-making processes of the organization, and reflected in the CRA Corporate Business Plan.
- Oversee approval and implementation of strategies, particularly in the identified areas of challenge for the planning period: service, information technology and human resources.
- Work to further enhance the Board of Management Oversight Framework (BoMOF) to be even more robust, transparent and quantifiable.

Organization of the CRA

- Set performance objectives for the Commissioner-Chief Executive Officer (CEO) and conduct an annual performance assessment, to complement the federal government's overall assessment.
- Provide input to the performance objectives and assessments of a number of senior CRA executives to ensure that their accountabilities are aligned with Agency priorities and Board objectives, and that executive commitments are of high quality.

Management of Resources

- Ensure that sound financial controls are in place, including: the CEO / Chief Financial Officer Certification Process of internal controls over financial reporting.
- Review and monitor the CRA's Resources Management Strategy and Strategic Investment Plan, and oversee and approve major investment projects, including the Provincial Sales Tax Administration Reform project.
- Oversee the management of information technology risks and initiatives to ensure that the CRA has a sound information technology strategy and investment plan.

Management of Services

- Oversee and review the implementation of the CRA's Service Strategy.
- Monitor and review of service standards to determine whether the CRA is communicating, monitoring, and reporting on the right services in a way that is meaningful and effective to the clients it serves.
- Review reports from the Office of the Taxpayers' Ombudsman and monitor management's response to service-related concerns and complaints.

Management of Personnel

- Provide input into the development of policies and strategies necessary to recruit, develop and retain talented employees, including the review of processes in place for succession planning and the ongoing review of the CRA's Workforce Strategy.
- Monitor the implementation of the CRA's End-State Pre-Qualification Processes for staffing activities and its impact on the time required to staff positions throughout the CRA.
- Oversee, review, and approve the CRA's negotiating mandate and collective agreement with the Public Service Alliance of Canada.

BOARD GOVERNANCE

Over time, the Board has matured into a productive and proactive body that has become one of the CRA's governance strengths. To continue to be recognized as a best practice board and ensure its own effectiveness and efficiency, the Board continually looks for ways to improve its governance practices. In 2010-2011, the Board will ensure continued improvements to the Board of Management Oversight Framework, strengthen its risk governance role, conduct an overall review of current Board processes and practices, and hold an annual Strategic Planning Meeting to allow in-depth discussions on strategic direction for both the Board and the CRA.

BOARD MEMBERSHIP

The Board of Management of the Canada Revenue Agency (CRA) is made up of 15 members* appointed by the Governor in Council. They include the Chair, the Commissioner and Chief Executive Officer, a director nominated by each province, one director nominated by the territories, and two directors nominated by the federal government. Members of the Board bring a private-sector perspective and business approach to management and, in this regard, have been championing a significant agenda for change within the CRA.

The following list shows the Board membership as of March 2010.

Susan J. McArthur

Chair, Board of Management
Managing Director
Jacob Securities Inc.
Toronto, Ontario

Camille Belliveau, CFP, FCGA

Executive Director
Groupe EPR Canada Group Inc.
Shediac, New Brunswick

Myles Bourke, BCom, FCA

Corporate Director
Chartered Accountant
Lethbridge, Alberta

Raymond Desrochers, BCom, CA, CFE

Partner
BDO Dunwoody LLP Chartered Accountants
Winnipeg, Manitoba

John V. Firth, BFA, EPC

Financial Advisor
Whitehorse, Yukon Territory

Gerard J. Fitzpatrick, FCA, TEP

Chartered Accountant
York, Prince Edward Island

Gordon Gillis, BA, LLB

Corporate Director
Dartmouth, Nova Scotia

Norman G. Halldorson, BCom, FCA

Corporate Director
Clavet, Saskatchewan

James J. Hewitt, FCMA

Corporate Director
Penticton, British Columbia

Fauzia Lalani, PEng

Executive Consultant
Calgary, Alberta

James R. Nininger, BCom, MBA, PhD

Corporate Director
Ottawa, Ontario

Sylvie Tessier, PEng, MBA, ICD.D

Director of Professional Services
Hewlett Packard
Toronto, Ontario

Linda Lizotte-MacPherson, BCom

Commissioner and Chief Executive Officer
Canada Revenue Agency
Ottawa, Ontario

*. Two positions on the Board are currently vacant

ORGANIZATIONAL STRUCTURE

The Honourable Keith Ashfield
Minister of National Revenue

Role of the Minister – The Minister is responsible for the Agency.

Susan J. McArthur
Chair, Board of Management

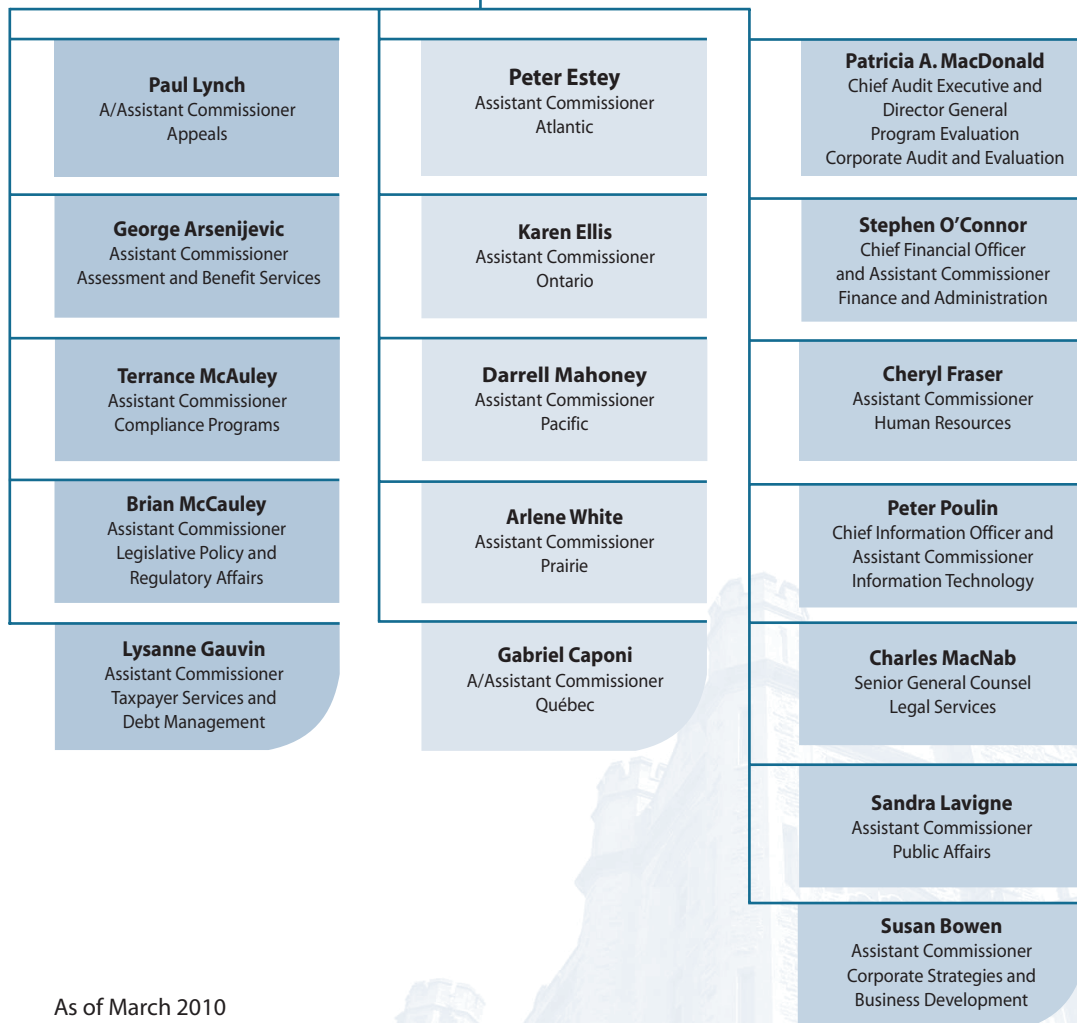
Role of the Board of Management –
The Board is responsible for overseeing the organization and administration of the Agency and the management of its resources, services, property, personnel, and contracts.

Linda Lizotte-MacPherson
Commissioner and Chief Executive Officer

Role of the Commissioner and Chief Executive Officer –
The Commissioner is the chief executive officer of the Agency and is responsible for its day-to-day management and direction.

Lyse Ricard
Deputy Commissioner

Role of the Deputy Commissioner –
The Deputy Commissioner supports the Commissioner and Chief Executive Officer in the day-to-day management and direction of the Agency.



As of March 2010

PLANNED SPENDING

(thousands of dollars)	Forecast Spending 2009-2010	Planned Spending 2010-2011 ¹	Planned Spending 2011-2012 ^{1,2}	Planned Spending 2012-2013 ^{1,2}
Building Trust to Promote Compliance	373,323	354,962	349,829	343,919
Strengthening Service to Make Compliance Easier	681,565	623,047	611,195	610,890
Making Non-Compliance More Difficult	1,896,736	1,905,857	1,416,877	1,411,628
Making it Easier to Receive the Right Social Benefits	328,761	335,478	339,461	342,974
Maintaining Business Sustainability	1,478,127	1,300,936	1,303,267	1,312,794
Canada Revenue Agency	4,758,513	4,520,279	4,020,627	4,022,205
Plus:				
Taxpayers' Ombudsman ³	3,203	3,248	3,359	3,359
Total Planned Spending	4,761,716	4,523,527	4,023,986	4,025,564

¹ Planned spending in 2009-2010 includes certain technical adjustments that take place during the course of any given year (primarily a carry-forward from the previous year of \$147M, and funding for maternity and severance benefits of \$69M). The subsequent years do not yet include comparable amounts.

² Both 2009-2010 and 2010-2011 include a provision for disbursements to provinces under the *Softwood Lumber Products Export Charge Act, 2006* (\$429M and \$479M respectively); subsequent years do not yet include a comparable provision.

³ Since the Taxpayers' Ombudsman operates at arms-length from the CRA, this Corporate Business Plan does not reflect the activities of that office.

TRANSFER PAYMENT PROGRAM

(thousands of dollars)	Forecast Spending 2009-2010	Planned Spending 2010-2011	Planned Spending 2011-2012 ¹	Planned Spending 2012-2013 ¹
Types of Transfer Payments				
Children's Special Allowance Payments (CSA)	221,000	225,000	230,000	234,000
Payments to Provinces under the <i>Softwood Lumber Products Export Charge Act, 2006</i>	429,000	479,000	–	–
Total Transfer Payments	650,000	704,000	230,000	234,000

¹ Planned spending levels for 2011-12 and 2012-13 do not yet include a provision for disbursements to the provinces of amounts collected under the *Softwood Lumber Products Export Charge Act, 2006* - \$479M in 2010-2011.

For supplementary financial information, please visit our website:
www.cra.gc.ca/rppe

CRA STAFFING PRINCIPLES

In addition to information on the CRA's objectives and strategies, the *Canada Revenue Agency Act* requires that a statement of our staffing principles be published in the Summary of the Corporate Business Plan.

CRA STAFFING PRINCIPLES	
Non-partisanship:	The workforce must conduct itself in a manner that is 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 to 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.