

**Backgrounder**  
**CRA Strategic Directions**  
**Legislative Policy and Regulatory Affairs**

**Purpose:**

The purpose of this document is to provide you with an understanding of the strategic direction of the Legislative Policy and Regulatory Affairs Branch (LPRAB) to be used as part of the consultative process on the development of a new organizational model in the Greater Toronto Area (GTA).

**Organizational Context:**

LPRAB's vision is to support the Agency in achieving excellence in program compliance and service delivery to all its clients and to maintain a highly educated, experienced and specialized staff.

Our mandate is to be the ultimate authority for the interpretation of tax and benefits related legislation.

LPRAB is composed of a diverse workforce that includes program officers, auditors, accountants, lawyers, actuaries, data analysts, IT developers, project officers, and support staff. To capitalize on the wealth of experience and expertise outside of HQ, LPRAB has HQ employees working in the GTA, specifically in Toronto and Oshawa, as well as employees working in the GTA as regional employees of LPRAB programs, such as Excise and GST/HST Rulings and CPP/EI Rulings.

While the presence of LPRAB in the GTA currently remains relatively small, the GTA has been recognized as an important source of recruitment, providing a feeder group to maintain critical technical capacity within the Branch. The importance of the GTA is expected to continue in the future under the CRA's workforce renewal strategy.

The development of the organizational model in the GTA will help us recruit highly experienced staff and retain our people going forward.

This development of the model will also help to share our resources and Centres of Excellence with other branches, specifically on the compliance side.

**Drivers for Change:**

Epiring leaseholds in the GTA, including 1 Front Street, leading to workforce relocation;

The creation of two new program lines (i.e., carbon and cannabis taxation) will add pressure to workspace needs in the GTA;

Location of workforce under the development of Centres of Excellence (CoE) to encourage operational efficiency and innovation within the Agency;

Fostering a service culture within the Agency by structuring operations with client service in mind;

Development of a transition plan to facilitate change while encouraging the Agency's ability to recruit and retain talented staff;

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Open lines of communication with employees and stakeholders to ensure that their needs are considered through the transition and in the development of the organizational structure.

**People Considerations:**

Depending on the taxpayer work can be performed from CRA offices, the taxpayer's location, or remotely via telework. Therefore, flexibility is critical to the effective delivery of the program.

Employee commutes and hours of work have significant impacts: on costs, on people, on morale and productivity, and entire families.

Employee development is enhanced when more senior employees work in the same area, facilitating peer-learning and professional development.

Performance and retirement plans are relevant factors, but not the only factor, in making decisions about work location for workloads and people.

**Implications for the GTA:**

To support the development of Centres of Excellence (CoE) in the GTA.

To continue to attract and retain staff in the GTA by offering positions in locations that are conveniently accessible for employees with established careers in the GTA.

To foster and facilitate workforce renewal through increased access to quality work experiences and career advancement opportunities through improved integration of operational lines.

There may be concerns regarding career development and succession planning with centralized sites.

Challenges to workforce renewal, and particularly in retaining experienced staff with established careers in particular regions of the GTA.

Potential impact on results during transition period need to be ascertained and mitigation plans required to be developed.