# Charities Directorate Plans and Priorities

## 2019-2020

Canada

# Policy, Planning and Legislation Division (PPLD)

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# Top priorities

- Policy guidance development
- Operationalizing new legislation- Journalism
- BI Report and Conference, Charity Observer and BI Monthly Updates
- Launching the Advisory Committee on the Charitable Sector
- Develop the Charities Directorate Training Program beyond the Core Curriculum
- Responding to the Special Senate Committee Report on the Charitable Sector

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# Policy Development

- Publish guidance products for the first three heads of charity and direction and control (CG-002, CG-004)

- Support the clarification of the rules for public policy dialogue and development activities
  - ➤ Finalize *Public Policy Dialogue and Development Activities* CG-027
  - ➤ *Review Upholding Human Rights* CG-001
  - ➤ *Review How to Draft Charitable Purposes* CG-019
  - ➤ Clarify expectations for litigation as a charitable activity.

- Update or clarify existing guidance or positions
  - ➤ What is a Related Business? CPS-019
  - ➤ Public Benefit
  - ➤ Loan Back Rules
  - ➤ Life tenancy agreements
  - ➤ Cloud Computing (contingent on Agency decisions)

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# Policy Development

- Develop new guidance
  - Homeownership
  - Registered Canadian amateur athletic associations (RCAAAs)
  - Registered Journalism Organizations
  - Municipal Public Bodies Performing a Function of Government

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# The Corporate Information Programs Division (CIPD)

# Current Projects

- CHAMP/C1B1
  - ➤ Prioritizing and fixing issues from Release 1
  - ➤ Project owner for Release 2 (Fall 2019)
  - ➤ Ongoing systems support

- Digital Mailroom Project
  - ➤ October 2020 release
  - ➤ Brainstorm with SMEs and IT
  - ➤ Work with F&A and Vendor to determine detailed business requirements for the 5 capabilities
  - ➤ Work with F&A and early on-boarders to determine dependencies, communications strategy, HR impacts, etc.

# Current Projects, cont.

- Business Transformation
  - Continuing to host BT meetings, CIPD is the lead – may require more members.
- HUB
  - Establish a new working group
  - Review all previous documentation
- Staffing
  - CIPD will lead and screen all applications received for at least the following three staffing processes:
    1. SP-05 – Information Officer
    2. MG-SPS-02 – Manager, Corporate Services
    3. SP-04 – Program Support Clerk and Program Support Officer

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# Review and Analysis (RAD)

# Current Priorities

- Outreach CRA Website Content
  - Finalize two webpages to raise awareness of the vulnerabilities of charities to terrorist abuse and provide guidance to registered charities on mitigating the risk.
  - Work together with CISD to develop a GET which will reference the new webpages.
  - Conduct an extensive review of CRA's webpages to ensure the content assists charities in understanding the risk of terrorist abuse.
- International Capacity Building
  - Participate in the delivery of regional capacity building workshops facilitated by the United Nations Office of Counter-Terrorism to assist member countries in assessing their non-profit sectors, analyzing the threat of terrorism financing, and sharing best practices on approaches to mitigate identified terrorism financing risks.

# RAD Priorities cont.

- Human Resources
  - Work with Compliance on AU-03 and AU-04 internal processes.
  - Anticipate launching an SP-08 process in the late Fall, as well as staffing from our SP-06 pool.

- Review of Operating Procedures and Training
  - In preparation for future oversight by the National Security and Intelligence Committee of Parliamentarians (NSICOP), and the National Security and Intelligence Review Agency (NSIRA), RAD is continuing to review and update its current policies and procedures related to all aspects of its work.
  - Continue to further develop and refine in-house training and guidance material in order to assist new employees' transition and knowledge acquisition.
  - Develop and implement more directed methods to ensure appropriate knowledge transfer.

# RAD Priorities cont.

- Non-profit Organizations
  - Undertake a risk assessment of the threats and vulnerabilities facing the non-profit sector to continue to evaluate which organizations face a higher risk of terrorist abuse.

- Enhanced Business Tools
  - Implementation of a new internal case management system.
  - Enhance existing IT platform and data analytics.
  - Together with the Compliance Division, implement the Integras case management system for audits.

- C1B1
  - Continue to work with IIB to meet the Division's business requirements to export, transform and load data from C1/B1 to internal systems.
  - Continue participation on BT Committee.
  - Continue to review, update and integrate Divisional procedures to reflect operational changes.

# Client Interface and Services Division

# CISD Priorities and Expectations

- Charities Information Sessions
  - The CRA's Charities Directorate is reinstating its in-person charities information sessions across Canada, and is introducing videoconference sessions. Successfully launched in Ottawa at the end of May and throughout Canada in June. Additional sessions will follow at regular intervals for the next five years.
- Communications and Outreach products
  - The team will develop new webpages, tweets, videoconferences, podcasts and many other communication products.
- Maintain Service Standards
  - Client Service Section will focus to maintain the sustainable changes that were applied over the last three years. Client Service section will undergo a lean exercise to ensure that the changes applied remain the most efficient to offer the best quality service to the clients.

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# CISD Priorities and Expectations cont.

- Charities Operation System - CHAMP
  - Client Service is currently the busiest user of the new system. Since the beginning of CHAMP, CISD was always an ally that CHAMP team and the Transformation team could rely on. We continue to work closely with the team to ensure a complete and seamless transition.
  - Client Service will continue to offer telephone support that includes Charities Operation System support.

- Issues Management
  - The Team will continue to establish and define themselves as the center of expertise. Provide service to the Directorate and continue to meet deadlines.
  - Increase our awareness regarding potential impact for the Directorate by monitoring more information channels.

# Assessment, Determinations, and Monitoring Division (ADM)

# ADM Plans and Priorities

- Rebuild
  - Hire new staff – target hiring; Reduce officer/TPA/Reviewer ratio – Knowledge transfer/coaching strategy; assign Team backup plans; support a Directorate HR strategy; Staffing processes (SP6, SP7, and SP8)
- Operationalize Journalism OQD Program
  - Co-Chair the Journalism Implementation Committee (JIC) and support the JIC.
  - Appoint function to a manager/team (Determinations team 4)
- CHAMP
  - website review (describing your activities, BN, etc.)
  - application process review (paper/re-reg/RCAA)
  - update EPC letters (metadata)
  - Continued BT team effort (IPS tickets, data migration, cognos reporting, procedures, scanning strategy. T2050 de-reg, etc.)
  - Daily management stand-ups to troubleshoot C1B1 issues
  - Continued participation on Directorate BT Committee

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# ADM Plans and Priorities cont.

➢ Streamline application review process and finalize projects:
  ➢ Define OSS Manager, SP role (IM, Screening, etc); OSU procedures (Mgr Dave)
  ➢ Complexity screening review (Mgr Jen)
  ➢ Continue registrars review project (Mgr Cheryl);
  ➢ Follow-up on Amendment to Purpose recommendations (Mgr Jeff);

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# Compliance Division

# Current priorities and commitments

- Core business
  - Approximately 1400 compliance actions planned

- Launch technical audit section
  - Working collaboratively with the International, Large Business and Investigations Branch to address high risk non-compliance through the 16(1)(c) and Aggressive Tax Planning.

- Resolve remaining audits suspended under the political activities audit program

- Adapt to and manage C1B1 related keying challenges

- Stabilize filing enforcement and advisory program delivery

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# Current priorities and commitments cont.

- Enhance business tools
  - Launch newly created Risk Model
  - Implement new Audit Quality Assurance framework
  - Introduce Integras case management system (Fall 2019)

- Other Commitments
  - Launch thematic review webpage informing the public of particular areas of focus 21(1)(b)
  - 16(1)(c)
  - 16(1)(c)
  - Continuation of nudge project (ongoing)

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# Director General
# Charities Directorate

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# Charities Directorate Priorities

- ❖ Election Transition
  - ➢ Pre-election, post-election

- ❖ People First Philosophy
  - ➢ CRA Service Strategy, Transformation agenda, change management plan

- ❖ Workplace Assessment Report
  - ➢ Rollout, action plan, implementation

- ❖ CHAMP
  - ➢ Change management, managing system enhancements

- ❖ EX1 process
  - ➢ Staff vacant positions

- ❖ Organizational Review
  - ➢ Address structural pressures

- ❖ Bilingual positions
  - ➢ Ensure proper levels, language training needs

- ➢ Budget pressures
  - ➢ TIB, ATD, keying, ARAP