



BUSINESS NUMBER PLAYBOOK

Public Sector Service
Delivery Council [PSSDC]

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**THIS PLAYBOOK WAS
BROUGHT TO YOU BY:**

The Public Sector Service Delivery Council
Service to Business Working Group



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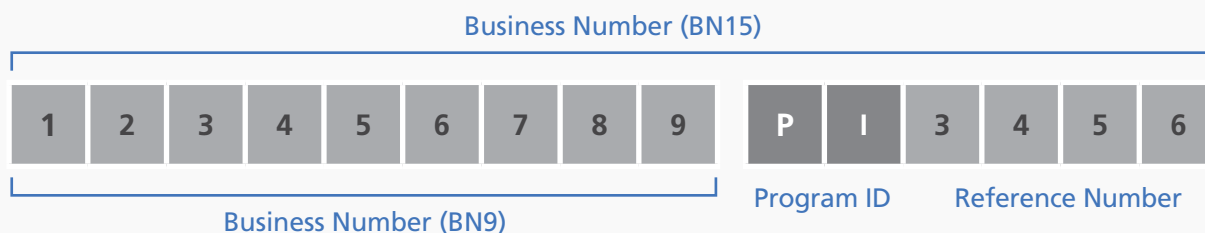
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So, what is the Business Number?

First introduced in 1994 by the Canada Revenue Agency (CRA), the Business Number is a unique 9-digit business identifier that is issued to a legal entity and utilized throughout its lifecycle. This is commonly referred to as the BN9.

So, what is the BN15?

The BN15, also known as a Program Account Number, is a unique 15-character program account identifier that is assigned by the CRA identifying enrollment in a partner program. The BN15 is comprised of the legal entity's BN9, a unique 2-character program identifier, and a 4-digit reference number. In the beginning, before early adopters like Nova Scotia, Program Accounts (BN15's) were for the CRA programs such as Corporation Income Tax (RC), GST / HST (RT), and Payroll Deductions (RP).



Further details about the BN and the BN models can be found in Appendix A of this playbook.

INTRODUCTION

About the Project

The Business Number (BN) is a foundational element of the business regulatory environment – enabling businesses to connect and participate in various programs at all levels of government through a standard (or common) business identifier (SBI).

FOR CANADIAN BUSINESSES, THE BN:

- Makes it easier for businesses to interact with government and reduces administrative burden by enabling the aggregation of data required for a “Tell-Us-Once” service experience.
- Simplifies interactions with businesses through the use of a standard identifier across government programs and jurisdictions.

FOR GOVERNMENT, THE BN:

- Establishes the BN as a common standard identifier across all business-facing government programs, enabling data aggregation from disparate sources.
- Provides an additional source of validation of client information to support identity proofing process.
- Provides foundational support to enable improved compliance, data integrity and data quality across federal, provincial, and municipal agencies and programs.

Purpose of this Project

Under the direction of the Service to Business Working Group, the objective of the Business Number Playbook Project was to develop a playbook for use by Canadian jurisdictions seeking to:

- Adopt the Business Number, or
- Expand its existing use.

Based on experiences of previous adopters and best practices, the playbook will provide senior leadership and practitioners with insights and share knowledge related to the adoption of the BN. This includes benefits of BN adoption, step-by-step approaches, lessons learned, and best practices for the following aspects of a BN program: governance, funding, outcomes, organization, policies, processes, and technology and data.

The Journey Starts Here!

Welcome to the BN Playbook. The journey begins with a look at defining the BN, exploring its benefits and business value, and introduction to the BN Maturity Model and the BN Program Model that are used within this playbook to describe the activities released to BN adoption. The two models work together to enable you to assess where your jurisdiction is along the maturity model continuum.

We will explore some key considerations and decisions that you will need to make early on in the adoption process that will have impacts on the long-term success of your BN adoption initiative. As well, we will follow a fictional restaurant owner “Jane” to highlight how her experience changes as her province / territory adopts the BN.

THE PLAYBOOK HAS BEEN DIVIDED INTO TWO SECTIONS:

- The main body provides a high-level overview of the BN adoption process and is intended to provide senior leadership with an understanding of the value and process of BN adoption; and
- The appendices, targeted at practitioners, include detailed descriptions of the BN models, step-by-step guides and checklists and other tools, and further examples.

CONVENTIONS

Icons and Callouts

As you progress through the guide, the following icons provide valuable tools or insights.



IDEAS AND ADVICE

Based on interviews with and reference materials provided by Canadian jurisdictions.



INFORMATION

Information about common topics.



TOOLS

Tools (templates, plans, etc.) to help capture information and guide adoption.



INSIGHTS

Insights and examples from Canadian jurisdictions, or from international sources related to unique business identifiers.



QUOTES

Quotes from Canadian jurisdictions, departments, agencies, and leaders.

Terms and Acronyms

Before we begin, we have a few terms and acronyms that we need to define.

BN	Business Number
WVS	Web Validation Service
CRA	Canada Revenue Agency
HUB	A central message handling and clearing facility implemented by jurisdictions to enable the sharing of registration information between the jurisdiction and the CRA. (Only required in the BN15 model.)
ICT	Information, Communications and Technology
ISED	Innovation, Science and Economic Development Canada
IT	Information Technology
KPI	Key Performance Indicator
LEGAL ENTITY	The term legal entity is used within this playbook to represent a company (corporation) or business (partnership, sole proprietor, etc.)
OCIO	Office of the Chief Information Officer
OPERATING NAME	Synonymous with “trade name”, “business name”, and “doing business as”
OPI	Office of Primary Interest – the Hub administrators (aka Business / Service Owners) for each of the participating partners
SBI	Standard Business Identifier
SLA	Service Level Agreement

The value over and above the unique identifier is that it could be leveraged to verify the authenticity of a business and whether the government should be doing business with the business.



... problem resolution, statistical analysis, and decision-making for government are supported by the Business Number. Information collected by a program area that is unique... can be added to information already in the Hub for that company, thus expanding the breadth of information government corporately stores about each business. Having more useful information about clients can help drive evidence-based policy development.

HOW THE BUSINESS NUMBER MAKES IT EASIER

There are several reasons why jurisdictions will adopt the BN (Canada's standard business identifier) – many of which are in line with other countries from around the globe. Before we look at the common themes in Canada, let's look at an international perspective. The World Bank Group's "Implementing a Unique Business Identifier in Government" summarizes the common benefits and objectives from its study of nine countries:

- **Improved regulatory governance** by enabling data exchange among the business registry, tax and customs authority, business regulators, and other relevant government agencies;
- **Greater transparency** of business structure and links among business entities;
- Reduced need to provide the **same company information multiple times** to different parts of government;
- Improved public health and safety as well as consumer protection through **better information sharing** among business regulators;
- Ability to **share company data across borders** through the use of international business identifier formats (where applicable);
- **Enhanced safety and efficiency** of the financial system by enabling robust credit reporting systems that can leverage reliable identification of businesses, their promoters, and their key executives; and,
- **Reduced counterparty risk** in commercial transactions and government procurement through easy and transparent identification of the business entities involved.



For more information about the World Bank Group's "Implementing a Unique Business Identifier in Government", please see <http://hdl.handle.net/10986/23742>

HOW THE BUSINESS NUMBER MAKES IT EASIER

The top three benefits of adopting the BN identified by jurisdictions include:



1

REDUCES ADMINISTRATIVE BURDEN ON BUSINESSES

The introduction of the BN provides:

- A single identifier to interact with government
- Support for the “Tell Us Once” principle

2

ENABLES INFORMATION SHARING

Enables information sharing across all levels of government, providing opportunities:

- To streamline information collection, simplify internal processes, reducing duplication and creating efficiencies, and improve data quality and integrity
- To improve compliance through meaningful comparison and analysis across programs

3

ENABLES DIGITAL-BY-DEFAULT SERVICE DELIVERY

The BN enables digital-by-default service delivery:

- The BN enables association of individuals to businesses permitting them to interact with government services on behalf of the business through digital channels
- Streamlined services and information collection allows for the bundling of common services (e.g. business start-up)

HOW DO I KNOW THAT THE BN IS MAKING A DIFFERENCE?

BUSINESS CASE FOR BN ADOPTION


BN Adoption, especially when aligned with other reforms and improvements, has the potential to drive cost savings for both businesses and government. When services are streamlined, provided through digital channels, and leverage the BN to share information (i.e. “Tell Us Once”), businesses enjoy a reduction in the effort and amount of time that is required to interact with different levels and areas of municipal, provincial and federal government. For governments, cost savings can come in many forms: streamlined back-office processes, increased compliance, reduction of in-person and telephone support, and improved data quality and integrity.



Quantifying cost savings may be challenging due to a number of factors:

- Adoption generally occurs over multiple years and may be aligned with upgrades or replacements of legacy solutions, thus return on investment will be long term and interlinked with other costs.
- Finding baseline data for comparison within your jurisdiction may prove difficult.
- The time lapse since others have adopted the BN, changes in personnel, advances in technology, and differing visions, strategies, and objectives may make it onerous to align cost savings of others with yours.

Your business case will need to identify costs and cost savings, but it should also identify the value of strategic service and compliance goals that can be measured and quantified.



Measuring the success of your BN program can take many forms and will be guided by the benefits that you are trying to achieve, and the mandate you have been given. Based on consultations and best practices, we have identified metrics and insights to assess the health and success of your BN adoption and to enable identification of issues and challenges:

Adoption Rate

If you have set realistic targets for adoption of the BN by partners (i.e. departments, ministries, agencies, or program areas that are providing business facing services), measure your program against these targets. Are partners in alignment with your targets, and are key partners adopting per your vision and strategy? If not, what is preventing you from meeting these targets?

Adoption Status


A finer-grained view into adoption rate could include identification of metrics related to the status of adoption. Example status could include: program identified, assessment complete, adoption scheduled, and adoption complete. If adoption rate is not on target, analysis of these metrics could lead to further insights into the challenges or issues that are being faced.

BN-enabled programs

In addition to adoption rate, identify the total number of partners, and measure your adoption / expansion progress against this total. This will provide insights into your overall progress towards adoption across your jurisdiction.

Funding

Are the costs to on-board, promote, support, operate and maintain the service in alignment with your estimates / budgets? If not, what adjustments are required?



The following metrics should also be considered, and will require insights from program areas, data sharing (potentially beyond the score of the BN information), and policy changes to enable measurement:

Compliance

Measurement of the level of compliance with government regulations year over year.

Tell Us Once

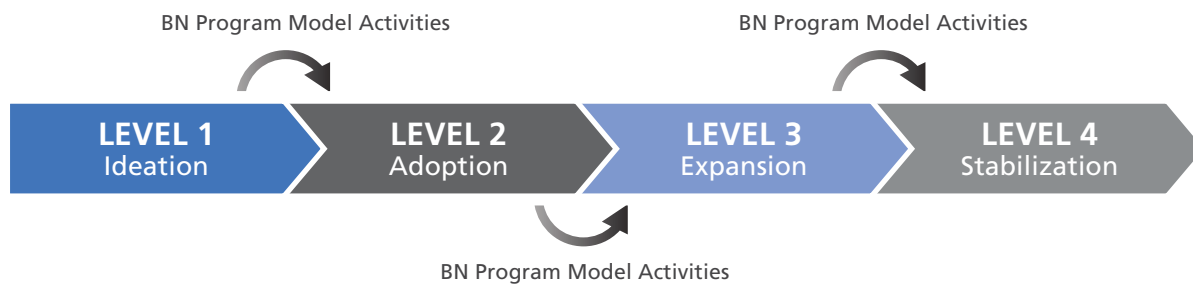
Measurement of the reduction of the information requested by program areas that is available via another program area. For example, applying for a restaurant license requires that the establishment has the necessary food safety certificates or has passed a health inspection. In year one the restaurant owner must provide these in hard copy. In year three, the program areas have implemented a mechanism that allows for confirmation of the certificates and inspections, and the restaurant owner no longer needs to provide this information. Measurement frameworks could be developed to measure the impact that these changes are having.

The examples above provide insights into some of the metrics that could be used to measure the success of your BN adoption and its effects on businesses and government programs. Your metrics will be influenced by your goals – make sure that you can measure what you want to achieve.



MODELS TO MAKE SENSE OF IT ALL

BN adoption can be complex due to the many potential stakeholders within your jurisdiction, the number of decisions you will need to make throughout the process, and the lack of standard guidance through the process. Based on our research and discussions with participants, we have developed a four-level BN Maturity Model and the companion Program Model to identify the key characteristics and the high-level components and activities of BN adoption at each level. The maturity model and program model provide you with the ability to self-identify the current state of your jurisdiction, what should be in place, and what you need to do to get to the next level.



In the following sections we provide:

- an overview of both the maturity model and program model;
- describe the purposes of each model; and,
- describe the how the two models tie together.

See Appendix B for further details on the BN Program Model.

BN Maturity Model

The maturity model provides a macro-level overview of the BN adoption process. The maturity model levels are used to describe stages of adoption – from ideation (or concept) through initial adoption, expansion, and finally stabilization – and provides insight into the characteristics of the business environment at each stage.

BN Maturity Model

LEVEL 1 Ideation

Business Number is not typically used by government programs

- Define current state
- Identify foundational partners
- Identify Business Number Champion
- Identify Business Number model
- Determine desired level of data sharing / exchange
- Mandatory or optional adoption by programs
- Develop business case or value proposition
- Develop funding model for long term stability
- Preliminary discussions with CRA (for provinces / territories), or ISED (for federal departments)

LEVEL 2 Adoption

Implementing the Business Number for foundational partners

- Agreements with CRA or Terms of Reference
- Develop Legislative Framework to enable the use of the Business Number
- Identification of business process changes
- External stakeholder engagement
- Governance model implementation
- Technology implementation (data architecture, CRA integration, and partner integration)
- Development of BN adoption processes
- Identification of additional programs

LEVEL 3 Expansion

Expansion of the Business Number to additional programs

- Prioritization of additional partners / programs
- Adoption of the Business Number by additional partners / programs
- Identification of opportunities for municipal government adoption

LEVEL 4 Stabilization

Maintenance and continued enhancement of Business Number services

- Enhancement of Business Number service, and services for business
- Continued maintenance and operation of the Business Number service

- **Level 1 Ideation** – making the decision to adopt the BN. At this stage, the BN is not in use by any government programs in your jurisdiction. Where necessary, your jurisdiction will develop a business case to assess the benefits and / or value proposition of BN adoption, understand the current state of business interactions with government, define a vision and objectives, identify key stakeholders, identify project costs and potential cost savings, and develop an implementation strategy.
- **Level 2 Adoption** – the initial implementation of the BN in your jurisdiction and connecting partners to the service. That statement may make it feel like an IT project – it is far from it. To enable Adoption, there are wide range of activities and decisions to be made in relation to legislation and governance, organization, and policies and processes, as well as the technology-based changes to connect your programs and services that leverage the BN to the Canada Revenue Agency (CRA).
- **Level 3 Expansion** – increasing the use of the BN across all business-facing programs and services within your jurisdiction. For provinces and territories this may include municipalities but will certainly involve additional programs offering services to business. The services provided by your BN program should be in relative steady-state, but there will be enhancements to aspects of governance, organization, policies and processes, and technology as additional partners adopt the BN.
- **Level 4 Stabilization** – on-going maintenance and enhancement of your BN program in alignment with services for business, as well as any changes to the CRA's BN15 and BN9 integration services.

BN Program Model

Within each level of the BN Maturity Model, there are a variety of activities that are recommended that you complete in order to achieve the vision of your BN program. Some of these are optional, but highly recommended, aspects of a BN program, so be aware of the implications of skipping any of the recommended activities. The activities within the model are interrelated and typically run in parallel during each level of the maturity model.

There is no one size fits all approach. Throughout the playbook we provide examples of possible approaches, but your strategy and environment (including current state) will drive your detailed project plans for each of the high-level activities recommended. The important point is that you consider each of the recommended activities and make an informed decision on how to proceed, and that these activities converge when you are ready to enable your BN program's service – especially during Level 2 Adoption.

The BN Program Model is a companion to the Maturity Model that identifies the high-level components of a BN program. The Program Model provides a means to describe the various activities within each level of the Maturity Model in a consistent, digestible manner. It is expected that you will not implement all of the program model components in Level 1 Ideation, Level 2 Adoption, or even Level 3 Expansion; however, it is recommended that all components are implemented by the time you have reached Level 4 Stabilization.

BN Program Model

STRATEGY	LEGISLATION & GOVERNANCE	ORGANIZATION	POLICIES & PROCESSES	TECHNOLOGY & DATA
Vision & Strategy	Act & Regulations (Municipal Charter)	BN Champion	Registration & Updates	Data Architecture & CRA Integration
Funding Model	Governance Model (service & data governance)	Business / Service Owner	Data Management (including remediation)	Data Sharing
Outcome Evaluation (KPIs, objectives, insights)	Agreements (LOI, MOU, SLA, Data Sharing)	Business Development Unit	Client Support (e.g. support for businesses)	Digital Service Enhancement
		Foundational Partners	Partner Support	Integration & Standards
		Additional Partners	Promotion	
			On-boarding	

Strategy

Ensuring that the goals and objectives of your BN program are clearly defined, measurable, and continuously measured, and that adequate funding is available to support adoption, implementation and operations.

Legislation & Governance

The authority to operate your BN program, and collect and share information. You will find that most activities in this category are front-loaded and support the authority for initial adoption of the BN (e.g. collection and use of the BN across programs within your jurisdiction); however, periodic review of regulatory and governance mechanisms are required to ensure the long-term success of your BN-adoption strategy.

Organization

Your adoption of the BN will involve varying levels of organizational change, and identification of the organizations, programs, and partners involved in the implementation and support and operation of your organization's effort to adopt the BN.

Policies & Processes

Policies & Processes to support the operation and support of your BN program, your partners, and their clients.

Technology & Data

The ICT-based activities to design, implement, operate, and support your BN integration services, as well as their on-going maintenance and enhancement. *See Appendix B for further details on the BN Program Model.*

Tying the Models Together

As we describe each level of the BN Maturity Model, particularly in detail in Appendix A, we will identify each Program Model component's recommended target state. This may not align with your adoption of the BN as each implementation is influenced by nuances within your jurisdiction. That said, we do recommend that you consider these recommendations and assess their impacts to BN adoption.

We have identified the following states that components will transition through in the maturity model:

- **Under Consideration** identifies those components where efforts should be underway to define how to implement and operate within your jurisdiction. This is the starting point of understanding the component – it is most likely a rough outline of considerations, a draft approach, and a number of questions that still need to be answered. For example, there should be preliminary discussions related to Governance Frameworks during Level 1 Ideation.
- **In-progress / Initial Implementation** indicates that detailed design of the component is in-progress, or that an initial version of the component has been operationalized and / or implemented, but there is more effort to finalize the component. For example, in Level 1 Ideation design of the Data Architecture & CRA Integration model should be underway to ensure that the approach will support the strategy, vision, and outcomes of the BN adoption initiative.
- **Defined / Operationalized** signifies where the final version of the component has been operationalized, implemented and / or institutionalized as a part of the way of doing business within your jurisdiction. For example, in Level 2 Adoption Acts & Regulations will be enacted that enable the collection and use the BN within your jurisdiction.

LEVEL 1 – IDEATION



Having buy-in from senior leadership, a long-term plan, and a well-defined governance model and succession plan are critical for the long-term success of BN adoption.

LEVEL 1 IDEATION – FIGURING IT OUT

THE STORY OF JANE THE RESTAURANTEUR



Throughout the maturity model levels, we are going to follow a fictional restaurant owner “Jane” to highlight how her experience changes as her province / territory adopts the BN.

During her experience starting a small restaurant, Jane found that she had to interact with multiple government organizations across all three levels of government to register her business and obtain the necessary licenses and permits (e.g. building permit, food safety license, dumb waiter permit, liquor license, SOCAN license, CRA HST and payroll registration, etc.). After navigating through all of the process, Jane now has all of the necessary registrations, licenses and permits to operate her restaurant. Jane also has a multitude of business identifiers to remember – one for each of the organizations.

IDEAS AND ADVICE: MANDATORY VS OPTIONAL ADOPTION



IDEAS

The Federal Government (see Directive on the Business Number, tbs-sct.gc.ca/pol/doc-eng.aspx?id=32579) has mandated BN adoption for business services. The Government of Ontario, through a Treasury Board Minute and GO-ITS-59, has set strong direction for government programs to adopt the BN. In all other jurisdictions adoption has been optional, and some are taking an opportunistic approach to adoption by working with organizations such as the Office of the Chief Information Officer to include a BN Adoption assessment during any major refresh or change of a program area's technology solution.

LEVEL 1 - IDEATION

Level 1 Ideation involves making an informed decision to adopt the BN. As a pre-cursor to this level you will have heard about the BN, its potential benefits, and the reasons why other jurisdictions have adopted it. Discussions will ensue, and, as a result, your jurisdiction will develop a business case that defines your vision and objectives, understand the current state of business interactions with government, assesses the benefits and value proposition of BN adoption, identifies key stakeholders, identifies project costs and potential cost savings, and develops an initial implementation strategy.

In addition to the business case, the key activities of **Level 1 Ideation** include:

- The development and acceptance of your **Vision & Strategy** for the adoption of Business Number – what are your objectives, and how will you roll-out BN adoption across your jurisdiction's programs and services? Consider reaching out to other jurisdictions and meet with the CRA (for provinces / territories / municipalities) or ISED (for federal departments), to ensure that what you would like to do is achievable within the constraints of existing federal legislation.
- The identification of the **BN Champion** who will champion the adoption of legislative, regulatory (or charter / bylaw), and organizational changes. Provinces, territories and municipalities will need to review current legislation and will likely be required to make legislative changes to adopt the BN – allowing for its collection and use. Federal departments should review relevant legislation, but it is unlikely that legislative change is required – 23 departments have currently signed the BN Terms of Understanding and only one program area required a change in legislation. *(See "Did you know?".)*
- The development of your BN program model. We have described a recommended program model that includes various dimensions to consider when adopting the BN, and it is now your turn to consider which components of that model are applicable for your situation. *See Appendix B for further details on the program model and its components.*

Did you know?

The Income Tax Act will require your jurisdiction review and, if required, adopt legislation to enable the use of the BN. Municipalities will have adopted a by-law.



241 (4)(l)

...provide to a representative of a government entity the business number of, the name of (...), and any contact information, corporate information and registration information in respect of, the holder of a business number (other than an excluded individual), if the information is provided solely for the purposes of the administration or enforcement of

- (i) an Act of Parliament or of a legislature of a province, or
- (ii) a by-law of a municipality in Canada or a law of an aboriginal government;

241 (9.4)

A representative of a government entity may, in connection with a program, activity or service provided or undertaken by the government entity, make available to the public the business number of, and the name of (including any trade name or other name used by), the holder of a business number (other than an excluded individual), if

- (a) a representative of the government entity was provided with that information pursuant to paragraph (4)(l); and
- (b) the government entity uses the business number as an identifier in connection with the program, activity or service.

Additional aspects of the BN Program Model that will provide input into your business case and value proposition, inform costs, and identify additional benefits include:

BN Model

Currently, the CRA offers three separate yet related implementation approaches for BNs, and there are variations across Canada regarding their implementation – including a hybrid approach that two jurisdictions have implemented. You will need to decide which implementation approach is best for your jurisdiction. *See Appendix A for an overview of the different BN models.*

Organization

At this point you will need to identify the BN Champion, determine what organization will be the Business / Service Owner, and confirm the Foundational Partners (e.g. business / corporate registry, programs in finance such as tax or procurement, and workers safety).

Adoption Approach

Most jurisdictions have chosen optional adoption rather than mandating it; however, recently both the federal government and Ontario have set targets that all programs providing services to business will use the BN by 2020. Before you mandate adoption, be aware of the implications to your services and your partners. If you are considering mandating adoption, you must have clearly defined goals and exemption criteria, and we recommend that you look closely at the hybrid model that Ontario has implemented, or contemplate how the CRA's BN Web Validation Service may be able to be leveraged to achieve your goals. *See Appendix A for further details about the BN Models.*

Characteristics

At the onset of **Level 1 Ideation** the service to business environment in your jurisdiction can be described as:

- Companies and businesses (i.e. legal entities) operating in your jurisdiction will be registered with your jurisdiction's business registry, and / or extra-provincially.
- Companies and businesses may already have BNs resulting from their interactions with the CRA, other federal departments or agencies, or with another jurisdiction, but your jurisdiction's programs are not using the BN as the common business identifier.
- There is little to no ability to systematically identify companies and businesses across program boundaries, thus little to no ability to automate compliance checks or data sharing across programs (including support for the "Tell Us Once" principle).
- Programs providing services to business are siloed – at the program- or department / ministry-level. There is little to no ability to offer a common service-to-business platform.

The Details

Detailed activities for Level 1 Ideation, and a checklist to ensure that the necessary activities have been completed has been provided in Appendix C.1 Level 1 Ideation.


LEVEL 2 – ADOPTION



Adopting a single BN15 for a company is much easier to implement than a program-by-program BN15 which requires technical and regulatory changes as well as coordination with the CRA.

LEVEL 2 ADOPTION – BUILDING THE FOUNDATION

THE CONTINUING STORY OF JANE THE RESTAURANTEUR



A few years have passed, and Jane's restaurant is thriving and is a local favourite. Jane receives a number of reminders that her licenses and permits need to be renewed and works through the renewal process with each of the organizations after finding all of the necessary identifiers for her business and licenses. She wishes the process was easier and that there was less paperwork involved.

She also receives a notice from the business registry that they have implemented some changes and requests that she provide her business's BN for their records. The notice indicates that this is part of a government initiative to improve business in her province and will eventually provide her with the ability to use the BN when interacting with all provincial service to business organizations.

LEVEL 2 – ADOPTION

Level 2 Adoption is the initial implementation of the BN in your jurisdiction and includes connecting partners to the service. This statement makes it feel like an IT project, but that is only part of what needs to occur. To enable Adoption, there are wide range of activities and decisions to be made in relation to legislation and governance, organization, and policies and processes, as well as the technology-based changes to connect your BN program's integrations services, and foundational partners, to the Canada Revenue Agency (CRA).

In addition to the IT activities, the key activities of Level 2 Adoption:

- Defining and enacting **Acts & Regulations** (or municipal bylaws) to allow your programs and services to collect and use the BN as an identifier for businesses. In addition, you will need to enter into an agreement ("Memorandum of Understanding" for provinces and territories, and "Participant Access Request" template of the "Terms of Use" for federal departments) with CRA regarding the use of the BN.
- You will have identified the **BN Business / Service Owner** who will be working with **Foundational Partners** to implement business process changes, perform data matching activities, and integrate with your BN program's integration services. You will be working through the details of **Policies & Procedures** that support various aspects of the BN program once operationalized. All will be in some shape or form, but the primary policies and procedures related to the following should be defined and operationalized:
 - **Registration & Update** of businesses and their information;
 - Providing **Client Support** to businesses regarding the use of the BN and your services; and,
 - **Data Management** to ensure the integrity of you BN hub information.

Additional aspects of the BN Program Model will also be in motion to support expanded use of the BN across your jurisdiction:

- **Governance Framework** to ensure that the necessary controls are in place to guide operations and future enhancements of your BN program and hub (if required). This includes both service governance and data governance.
- You should already have **Agreements** in place with the CRA and the Foundational Partners, but provinces and territories will likely need to create additional agreement templates (MOUs, or SLAs) to support the on-boarding of Additional Partners. Federal government departments will need to sign the Participant Access Request template of the Terms of Use.

IDEAS AND ADVICE: IMPLEMENTATION TIMELINES IMPACTS



IDEAS

The CRA has pre-determined due dates for each main deliverable in the development of the BN adoption by a new partner and / or program which may have impact on your project schedule if you are adopting the BN15 model. The typical life cycle for development and implementation is 18 months. Implementation for BN15 adopters must align with the CRA's semi-annual system releases which occur in April and October of each year.

The CRA's semi-annual release cycle does not impact implementation for BN9 adopters. If you have selected the BN9 or BN15 model be prepared to work through various test cycles and test cases with the CRA to ensure that your integration with CRA operating appropriately.

Characteristics

At the *end* of **Level 2 Adoption** the service to business environment in your jurisdiction can be described as:

- Companies and businesses (i.e. legal entities) operating in your jurisdiction will be registered with your jurisdiction's business registry and linked to their BN through you're the technical services provided by your BN program.
- Through interactions with your business registry and foundational partners, information about companies and businesses is exchanged with the CRA. This includes updates to the companies such as name changes, director updates, change of address, etc.
- Through the adoption of the BN and matching to existing records in your foundational partners systems, companies and businesses can be matched and identified across program boundaries, thus enabling the ability to automate compliancy checks or data sharing across programs (including support for "Tell Us Once") if the necessary legislation and infrastructure in in place.
- Aside from your Foundational Partners, programs providing services to business are still siloed. A common service-to-business platform could be offered for the services provided by your Foundational Partners.

The Details

Detailed activities for Level 2 Adoption, and a checklist to ensure that the necessary activities have been completed has been provided in Appendix C.2 Level 2 Adoption.

LEVEL 3 – EXPANSION

The BN15 is a much richer environment than the BN9 providing a better service experience and better capabilities related to compliance, but it is more complex and costly to implement.

LEVEL 3 EXPANSION – INCREASING PROGRAM PARTICIPATION

THE CONTINUING STORY OF JANE THE RESTAURANTEUR



A few more years pass, and Jane's restaurant is still thriving. Jane receives her reminders that her licenses and permits need to be renewed. A number of provincial organizations have modernized their services and adopted the BN, so she is able to complete those renewals online from the comfort of her office. The other organizations have not adopted the BN yet, so she locates the necessary identifiers for her business and licenses and works through the renewal process. She hopes that the next time she needs to renew that everyone has adopted the BN.

LEVEL 3 – EXPANSION

Level 3 Expansion is about increasing the use of the BN across additional programs and services within your jurisdiction. For provinces and territories this may include municipalities but will certainly involve additional partner programs offering services to business. Your BN program's services should be in relative steady-state, but there will be enhancements to aspects of governance, organization, policies and processes, and technology as additional partners adopt the BN.

In addition to operational activities, the key activities of **Level 3 Expansion**:

- Your **Business Development Unit** (BDU) should be in full swing working to identify additional partner programs and sell them on the benefits of the BN. To support these efforts, the BDU should have a set of clearly defined processes and tools (e.g. business process improvements, on-boarding steps, data matching) that partners can leverage to facilitate their adoption of the BN.
- Your **Governance Frameworks** should be clearly defined and ready to support changes and / or improvements resulting from the on-boarding of partners.

Characteristics

During **Level 3 Expansion** the service to business environment in your jurisdiction can be described as:

- Through the adoption of the BN by additional partners, and matching to existing records in their systems, the opportunities to improve compliance and share data across programs (including support for the “tell us once” principle) will increase.
- Providing services to business are likely still siloed, but the opportunities to provide a common service to business platform are starting to take shape.

The Details

Detailed activities for Level 3 Expansion, and a checklist to ensure that the necessary activities have been completed has been provided in Appendix C.3 Level 3 Expansion.

IDEAS AND ADVICE: MIGRATION FROM BN9 WVS-ONLY TO BN15 MODEL



IDEAS

Ontario, a BN15 jurisdiction, has employed a BN9 WVS-only option to support their target of full BN adoption across all business services by 2020. The BN9 WVS-only option provides partners with a low cost / low complexity option to adopt the BN, and provides the ability to lookup business information, but does not provide a means to receive updates when information changes at CRA or within the provincial BN hub.

As part of their expansion efforts, Ontario will be identifying business services that are candidates for full BN15 adoption to enable the service to take advantage of the update messages that CRA and the province can push to them.

The advantages of this approach are:

1. Ontario expects to be able to meet its 2020 target.
2. For smaller (i.e. lower transaction volume) partners, the BN WVS-only option may be the best fit for their needs – providing access to BN information at a lower cost and complexity than the full BN15 model.
3. Ontario can work with identified partner organizations to become full adopters when it is opportunistic for the partner (e.g. during a major change to their business or the IT services that enable them).

LEVEL 4 – STABILIZATION

Adopting the BN is not just about the initial implementation – you need to consider costs related to long-term operations.

LEVEL 4 STABILIZATION – ACHIEVING A STEADY STATE



THE CONTINUING STORY OF JANE THE RESTAURANTEUR

A few more years pass, and Jane's restaurant is still thriving, and she's looking at opening up a second location. Most provincial organizations have adopted the BN, so she is able to interact with them using the BN rather than having to remember multiple identifiers. Some of the services with which she will interact have been modernized and include online application and renewal processes, and are able to share information about her business amongst themselves meaning that she does not have to provide as much proof or documentation herself – the organizations are able to check her businesses details through information sharing agreements.

LEVEL 4 – STABILIZATION

Level 4 Stabilization is about on-going maintenance and enhancement of your BN program in alignment with services for business, as well as any changes to the CRA's BN integration services. In addition, it is expected that there will be further expansion across programs for businesses. At this point, your governance and organization structures will have solidified, your policies and processes will be well tested, and your IT services humming along. Aside from “keeping the lights on” and on-boarding new partners, the other activities that will be occurring during stabilization include:

- With the most partners using the BN, there are opportunities to **enhance digital service delivery**. This may not be within your scope, but the adoption of the BN provides greater abilities for partners to share information with other BN adopters – including across federal, provincial / territorial, and municipal boundaries.
- Although you may already be evaluating outcomes (against KPIs, and objectives), and potentially gaining insights since Level 2 Adoption, there are opportunities to refine those evaluations and uncover additional insights into BN usage and adoption – especially if there are additional levels of data sharing enabled.
- For hybrid jurisdictions with BN15 as the core model, there is potential to transition BN9 WVS-only partners to be full BN15 partners. There may be opportunities (e.g. partner technology upgrades / refreshes, increased BN usage) that arise to transition BN9 WVS-only partners to full BN15 adopters to receive the full benefits of the integrated service.
(See *Appendix A for more details on the BN models.*)

Characteristics

Stabilization is the final level of the BN Maturity Model. It is long-running. During Stabilization the service to business environment in your jurisdiction will likely change from siloed to integrated to bundling of common service offerings. This will be driven by the identification of further opportunities to improve compliance and share data across programs (including support for the “tell us once” principle) – leveraging the BN as the standard business identifier for companies and businesses.

The Details

Detailed activities for Level 4 Stabilization, and a checklist to ensure that the necessary activities have been completed has been provided in Appendix C.4 Level 4 Stabilization.

IDEAS AND ADVICE: FUNDING MODEL

Your implementation is complete, and most partners have adopted the BN. You are now in full operations mode. Hopefully you remembered to develop a funding model to support the long-term operations as well as maintenance and enhancement.



Costs related to the BN program may include the following:

- Establishment of a new organization, or organizational changes with an existing organization, that is responsible for the BN program.
- On-going participation in the CRA governance committees and activities (including in-person sessions).
- Initial service implementation – including legislative changes, organizational changes, process development and implementation, and technology implementation.
- On-boarding of additional partners.
- On-going operations of the service.
- On-going maintenance and enhancement of the service and its offerings.
- Enhancements to enable digital service.

Appendix Guide

The appendices in the playbook are targeted at practitioners that will be, or are considering, adopting the BN or expanding its use across their jurisdiction.

THE DETAILS PROVIDED ARE:

- **Appendix A BN Models** – A detailed look at the different BN models and options
- **Appendix B BN Program Model** – A detailed description of the program model
- **Appendix C Detailed BN Adoption Plan** – A step-by-step guide for BN adoption by maturity model level with activities aligning with the components of the program model
- **Appendix D High-Level Adoption Checklist** – An adoption checklist utilized by British Columbia
- **Appendix E Existing Program Identifiers**
- **Appendix F Additional Resources** – A listing of additional BN information resources

APPENDIX A.

BN MODELS

Selecting the right BN model is critical to achieving your vision and objectives. The decision should be conducted in collaboration with CRA for provinces and territories, ISED for federal departments and agencies, and existing provincial or territorial incorporating authorities for municipalities.

The details in this section provide an overview of the BN models, and insight into similarities and differences, then explore other options.

Before we begin, a word about the terminology “BN Hub”. The CRA defines the BN Hub as follows:

“To enable the sharing of registration information between partners and the CRA, each jurisdiction must develop a central message handling and clearing facility, referred to as the “hub”.

Registration information exchanged between the CRA and participating provincial partner programs will be channeled through the partner “hub”. The CRA will not exchange information directly with each partner’s legacy systems. A single department within each province is responsible for maintaining the hub and assumes the role of the ‘Hub Administrator’. The Hub Administrator will take the lead on coordinating and developing the hub as well as managing business and technical interactions between the CRA and the provincial programs and, in the future, municipal programs within the province.”

A jurisdictional BN Hub is only required in the BN15 model, and there are benefits of deploying a BN Hub or similar concept in the BN9 model as well.

A.1. The BN9 Model

For the BN9 model, the CRA allows a single connection from the jurisdiction to the CRA’s BN9 services. The incorporating authority, the jurisdiction’s business registry, can create legal entities (represented by a BN9) with the CRA, and manage the entity through its lifecycle (i.e. legal and operating name changes for all supported business types, and change of directors, address changes, amalgamation, and dissolution for corporations). Partners can query BN information about legal entities directly through the CRA’s BN Web Validation Service, or through the jurisdiction’s BN Hub.

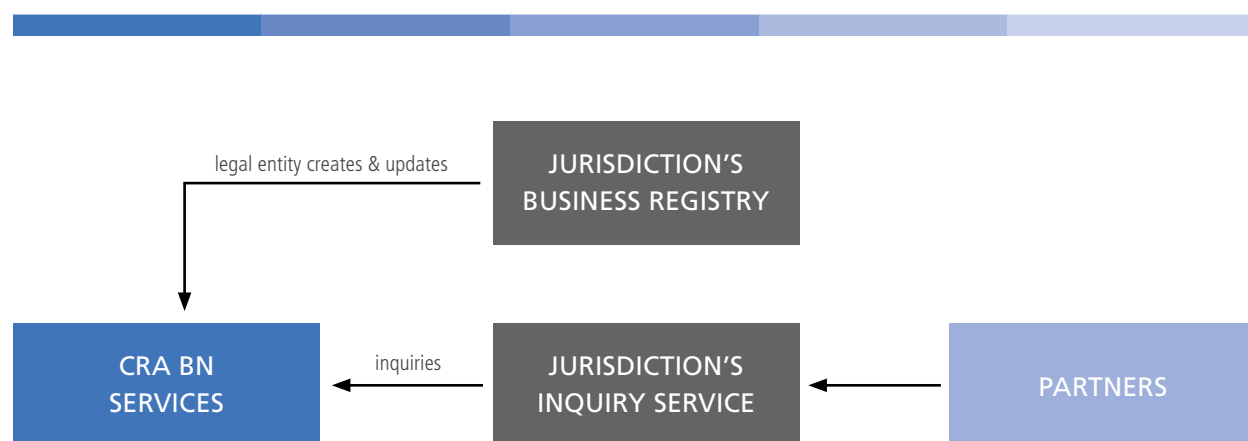
In support of federal BN expansion, the CRA enhanced its Business Registration Online (BRO) service to allow businesses to obtain a BN9 in situations in which they need a BN to interact with a federal department but do not need CRA programs at that time. This enhancement to BRO does not require a federal department to connect to the CRA; rather, the department directs businesses to use the BROW service.

Within the BN9 model, there are 3 options for implementation: BN9 without a BN hub, BN9 with a BN hub, and BN9 WVS-only. When jurisdictions are identifying which option best suits their needs, they should be aware of the advantages of the BN9 with / without BN hub options with regards to incorporating authority services over the BN9 WVS-only option.

A.1.1. BN9-without-BN-hub Option

Figure 3 depicts the simplest form of the BN9 model with the jurisdiction's business registry as the authoritative source, and partner programs querying BN information through the CRA's BN Web Validation Service. This version does not utilize a jurisdictional BN Hub.

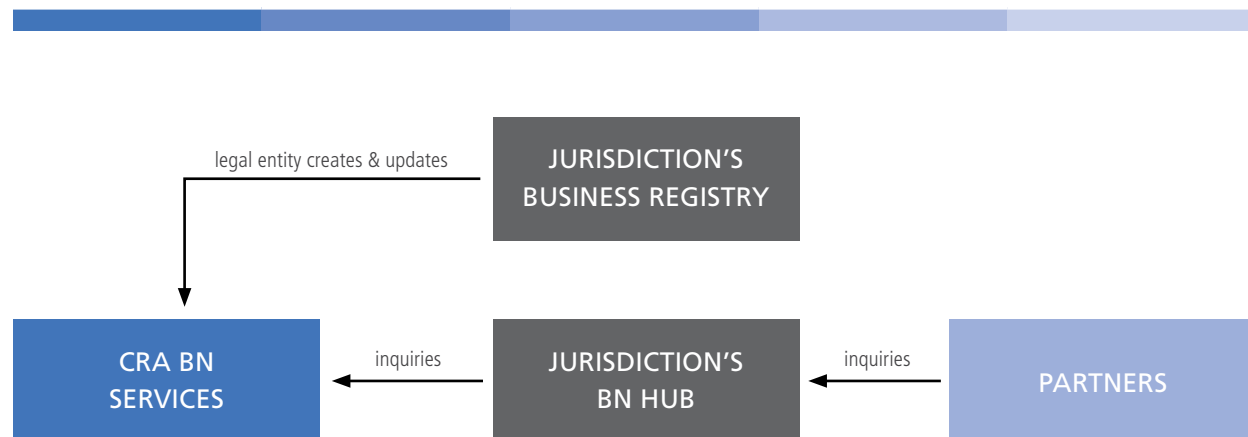
BN9-with-BN-hub Option



A.1.2. BN9-with-BN-hub Option

Figure 4 depicts the BN9 model including the use of a BN Hub (optional in the BN9 model). In this context, the BN hub may be leveraged to share additional jurisdictional information that is not contained in the jurisdiction's business registry or provided by the CRA.

BN9-with-BN-hub Option



A.1.3. BN9 WVS-only Option

The BN9 WVS-only option is an alternative that relies on the CRA's BN Web Validation Service. In this model, partners are provided with a service to query and validate information about companies and businesses based on their BN9. The BN9 WVS-only option does not provide the ability to update information that the CRA maintains on companies or businesses as the jurisdiction's business registry is not connected to CRA BN services as an authoritative source.

The BN9 WVS-only option is utilized by federal departments, and by Ontario (in a hybrid model).

Federal departments or agencies that encounter a business without a BN direct the business to use CRA's Business Registration Online (BRO) to create a BN9. Once the business has a BN9 the business contacts the department to engage with the department's program(s). A similar approach would be likely be needed for jurisdictions that adopt this option.

BN9 WVS-only Option



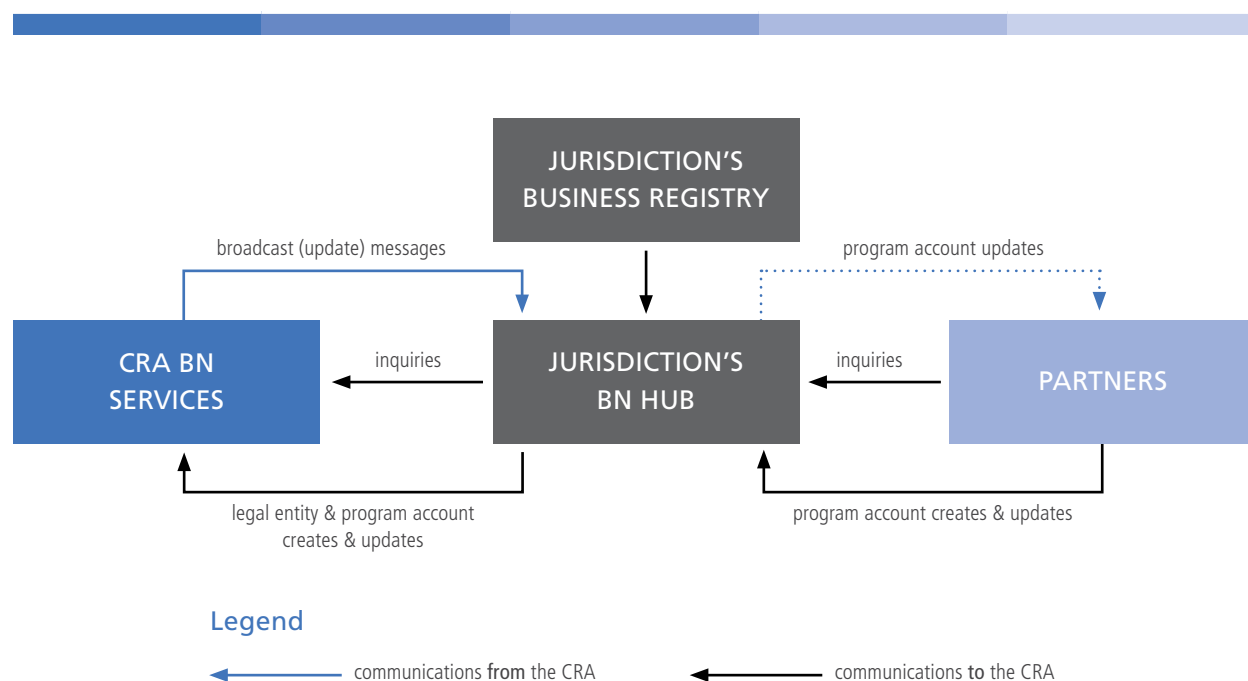
A.2. The BN15 Model

In the BN15 model, the incorporating authority is able to create BNs for legal entities, and partners (aka, program areas, or authoritative sources) are able to create partner program accounts. The incorporating authority can send updates to BN information for an entity's legal and operating names (for corporations), director changes (corporations), amalgamations (for corporations), and other specific events (for corporations). In addition, in the BN15 model, the jurisdiction's BN hub will receive broadcast messages (i.e. updates to information) from the CRA. This is the model utilized in British Columbia, New Brunswick, Nova Scotia, Manitoba, Ontario, and Saskatchewan.

New Brunswick, Nova Scotia, and Saskatchewan have implemented a single, province-wide BN15 (e.g. [123456789 NP0001](#), [123456789 NS0001](#), [123456789 SK0001](#)) for legal entities not a per-program BN15 as occurs in British Columbia, Manitoba, and Ontario. In this context, New Brunswick, Nova Scotia, and Saskatchewan's implementations are similar to the BN9 model as there is only one BN15 for a business and not one per partner. However, there are differences in how jurisdictions and partners receive changes from the CRA:

- In the BN15 model, the CRA will send broadcast messages to a jurisdiction's BN hub when changes occur which the jurisdiction may forward on to its partners.
- In the BN9 model, the means to discover changes to BN information is via the CRA's BN Web Validation service.

The BN15 Model



A.3. Similarities and Differences

The following table summarizes the key differences between the BN9, and BN15 Models.

MODEL	BN MODEL	BN15 MODEL
BN	Nine-digit BN is identifier e.g. 812345678	15-digit BN is identifier e.g. 812345678XX0001
Business Identification Information (provided by the CRA)	BN Legal Name Operating Name(s) Business Type Corporation information Address (Physical and Mailing) Owner information Events Business Activity Description Language Preference	BN Legal Name Operating Name(s) Ownership Type Operation Type Corporation information Address (Physical and Mailing) Owner information Events Business Activity Description Language Preference
BN Hub	Optional	Required
Entities	Businesses (Business Types): <ul style="list-style-type: none"> • Sole proprietors • Partnerships • Corporations 	Clients (Ownership Types): <ul style="list-style-type: none"> • Individuals • Partnerships • Corporations • Trusts • Others
Look up service	BN WVS – for Businesses	Automated Provision of Information (API) – for Clients
BN Registration service	BN9 – for Businesses	BN9 / BN15 Registration – for Clients
Updates from Incorporating Authority	N / A	Updates from Incorporating Authority – various by data element
Authoritative source updates service	Authoritative source updates – various by data element (currently from incorporating authority)	Authoritative source updates – various by data element (currently from incorporating authority)

MODEL	BN MODEL	BN15 MODEL
CRA communication of data changes	BN Web Validation Service – for Businesses (partner controlled by pulling via request)	Broadcast messages from CRA – for Clients (CRA pushes changes daily)
Onboarding process	<ul style="list-style-type: none"> • Timeframe is outside CRA Release schedule • CRA first point of contact for provinces and territories, and provides support • Province or territory first point of contact for municipalities • ISED first point of contact for federal departments and agencies • One messaging process 	<ul style="list-style-type: none"> • Timeframe includes CRA Release Schedule • CRA first point of contact and provides support • Customized messaging process by partner subscription
Legislation and Authority	<ul style="list-style-type: none"> • Federal / Provincial / Municipal government is responsible for ensuring enabling legislation and authority is in place • Section 241(4)(l) provides the CRA's authority to disclose BN and business identity information • MOU required (standard template in place) 	<ul style="list-style-type: none"> • Federal / Provincial / Municipal government is responsible for ensuring enabling legislation and authority is in place • Section 241(4)(l) provides the CRA's authority to disclose BN and business identity information • MOU required

A.4. A Note About Operating Names

As of writing this Playbook, no jurisdiction has adopted the BN9 as its core BN model. While Prince Edward Island and Alberta are both in the process of implementing the BN9 model neither have enabled their BN program's services.

During discussions with previous adopters, one of the key differences noted between the BN9 and BN15 models is the ability to assign an identifier to operating names (also known as business names or trade names). Both models provide the ability to link operating names to the legal entity, however neither inherently supports their registration or assignment of a unique identifier other than the legal entity's. To enable unique identification, jurisdictions have leveraged a few creative solutions to meet their needs.

The example provided in Figure 7 depicts the registration a legal entity (XYZ Holdings Ltd.) with three operating names (XYZ Consulting, John's Coffee, and Marie's Grill) in Nova Scotia and Prince Edward Island. Nova Scotia leveraged the BN15 program accounts to uniquely identify operating names. Prince Edward Island has opted to use a unique 6-digit provincial identifier for operating names for use within the province.

Alternate Approaches for Identifying Operating Names



Nova Scotia leverages business registry program accounts to identify operating names:

XYZ HOLDINGS LTD.	1234 56789
XYZ CONSULTING	1234 56789 NS0001
JOHN'S COFFEE	1234 56789 NS0002
MARIE'S GRILL	1234 56789 NS0003

Prince Edward Island (a BN9 adopter plans to leverage a provincial identifier to uniquely identify operating names:

XYZ HOLDINGS LTD.	1234 56789
XYZ CONSULTING	1234 56789 - 300001
JOHN'S COFFEE	1234 56789 - 345123
MARIE'S GRILL	1234 56789 - 398765

A.5. Alternate Models

A.5.1. Hub+ Model

First, let's be clear. By agreement with the CRA, the CRA information contained within a jurisdiction's BN hub is the CRA's data. No questions asked.

That said some jurisdictions, with appropriate data sharing agreements amongst jurisdictional partners, have linked the BN to other information about businesses to align with their goals and objectives of adopting the BN. We identify this as the **Hub+ Model** which is depicted in Figure 8.

Jurisdiction-specific information available varies by jurisdiction, but includes:

Address Information

Physical locations (i.e. civic addresses) of business operations. Within the business regulatory environment, where a business operates is important. In some cases, business licenses and permits are issued to the location in conjunction with the legal entity or the operating name. For example, XYZ Holdings Inc. operates Marie's Bar and Grill at 15 Some St, Somewhere, as well as John's Coffee Shop at 987 High St, Elsewhere. Both locations require a food handling / service permit with inspections tied to the permit. While XYZ Holdings Inc. is the legal entity responsible for both permits, Marie's Bar and Grill is issued permit #96483A and John's Coffee Shop receives permit #34571A.

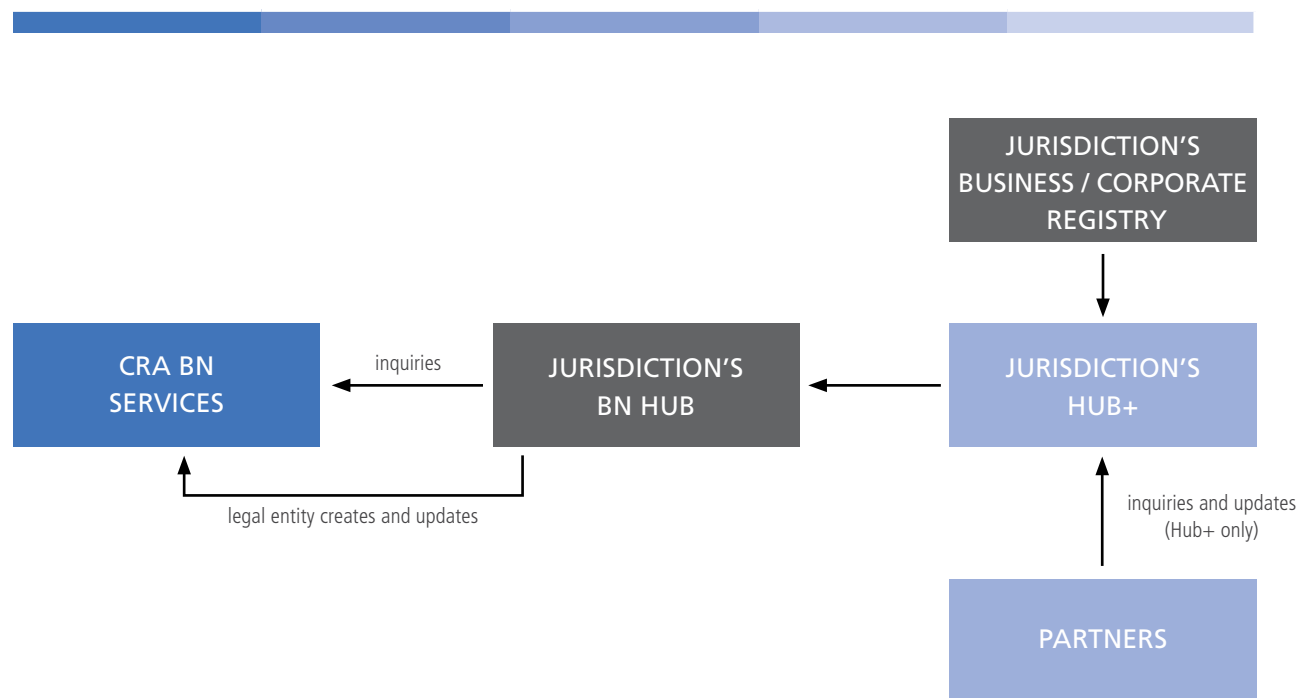
Contact Information

Mailing address, primary contact, email address, and phone numbers may vary by location. Leveraging our previous example, the contacts for each of these locations is different. Marie's Bar and Grill's manager Beth is the primary contact, and John is the contact for John's Coffee Shop.

Partner-specific Information

In some instances, partner / program-specific information is available in the Hub+ model.

Hub+ Model



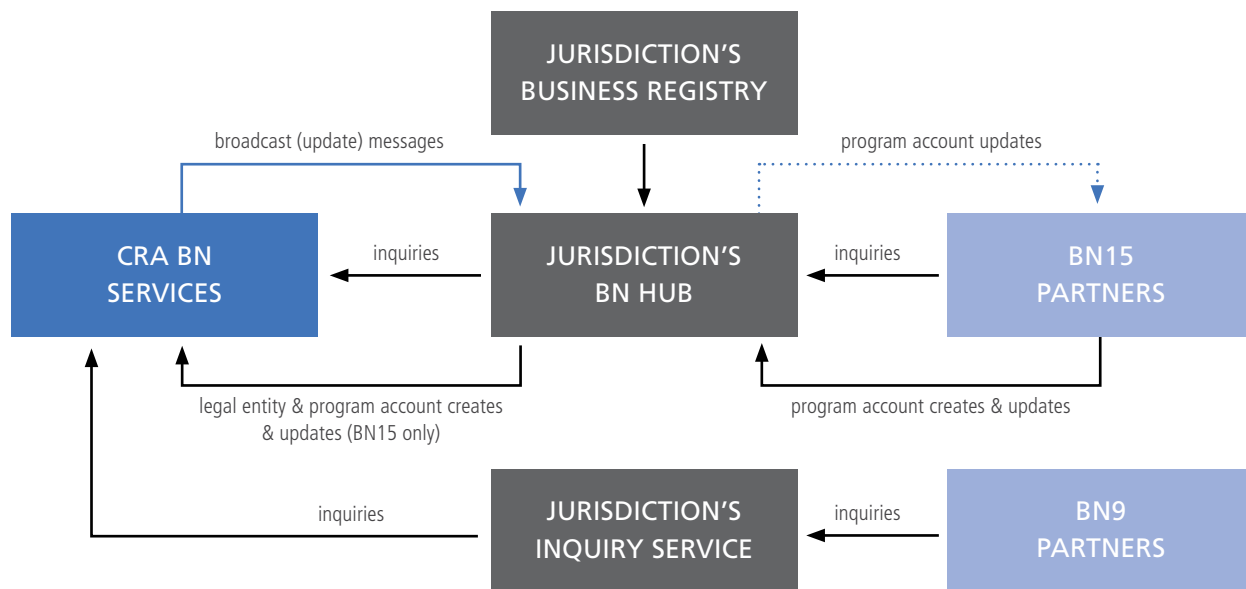
A.5.2. The Hybrid Model: BN15 and BN9 Working Together

To meet timelines for full adoption of the Business Number by 2020, Ontario has adopted a hybrid BN15 and BN9 model (WVS-only option). Ontario had a pre-existing BN15-based solution and is implementing the BN9 model (WVS-only option) model as it provides a less complex, lower-cost model for smaller programs. In Ontario's case, the BN9 WVS-only option is seen as complementary to the BN15 model, and as a future transition path to the BN15 for some programs.

In Ontario's case, the hybrid model requires Ontario to maintain two Memorandums of Understanding, and two connections to the CRA – one each for the BN9 and BN15.

In the hybrid model, BN15 partners leverage the full capabilities of the BN15 model (and Hub+ model if applicable): creating and updating program account information, and querying legal entity information through the jurisdiction's BN hub. BN9 WVS-only partners are provided with the query interface to lookup / validate legal entity information only.

Hybrid Model



Legend









← communications from the CRA

← communications to the CRA

Ontario's Impacts, Benefits, and Identification Criteria for BN9 (WVS-only) and BN15 Partners



Ontario identified the following as the impacts, benefits and identification criteria for BN9 (WVS-only) and BN15 partners in their hybrid model. The benefit of Ontario's hybrid approach is that all provincial business-facing programs will be utilizing the BN as the identifier for businesses by 2020 (target).

	BN9 (WVS-ONLY) PARTNERS	BN15 PARTNERS
Program Impacts	Requires programs to make changes (e.g. business process, system, forms, etc.) to collect and use the Business Number, but does not require system integration.	Requires programs make similar changes as BNWVS programs, as well as integration of their systems with the BN Hub.
Cost & Time Impacts	More affordable and easier to implement.	More costly, takes more time and involves IT complexities.
Benefits	<ul style="list-style-type: none"> • Programs have web-based access to CRA business information via BN9 Web Validation Service • Enables information sharing between programs and Ministries 	<ul style="list-style-type: none"> • Automated validation of business information. • Broadcast messaging (change notification) and reporting. • Search, including access to program enrollment information for partner programs that joined the Business Directory (BD)
Program Identification Criteria	<ul style="list-style-type: none"> • May benefit from manually validating business information. • May benefit from information sharing. 	<ul style="list-style-type: none"> • High volume of business clients • Need / will benefit from automated realtime updates and data validation.
BD Services Offered	 Search  Validate	 Search  Validate  Create  Update  Message  Reporting

A.6. The Current State of Business Number Adoption

Based on discussions with the jurisdictions, and / or independent research, Figure 10 represents the current state of BN adoption across Canada. Checkmarks indicate which level the jurisdiction is currently in.

For jurisdictions assessed at Level 3 this does not indicate that they are actively expanding BN usage in their jurisdiction – it is an indication that they have completed Level 2. Most jurisdictions are actively (some more than others) expanding usage, but some are taking a more opportunistic approach to expanding usage.

Provinces and Territories

JURISDICTION	LEVEL 1 Ideation	LEVEL 2 Adoption	LEVEL 3 Expansion	LEVEL 4 Stabilization	ADOPTION YEAR	BN MODEL
Alberta		✓				BN9
British Columbia			✓		2003	BN15
Manitoba			✓		2003	BN15
New Brunswick			✓		2002	BN15
Newfoundland & Labrador	✓					
Northwest Territories	✓					
Nova Scotia			✓		1999	BN15
Nunavut						
Ontario			✓		2008	HYBRID BN15 AND BN9 WVS-ONLY
Prince Edward Island		✓				BN9
Quebec	✓					
Saskatchewan			✓		2012	BN15
Yukon						

Municipalities

JURISDICTION (MUNICIPALITIES)	LEVEL 1 Ideation	LEVEL 2 Adoption	LEVEL 3 Expansion	LEVEL 4 Stabilization	ADOPTION YEAR	BN MODEL
City of Winnipeg			✓		2013	BN15
City of Toronto	✓					

Federal Departments and Agencies

ISED is leading the expansion of the BN use across all business-facing services in the 94 federal departments and agencies as identified in Schedule I of the Financial Administration Act (F-11, <http://laws-lois.justice.gc.ca/PDF/F-11.pdf>). Leveraging the ISED Service Working Group's service inventory, the ISED Digital Transformation Hub team has developed an action plan and an outreach program to work with the federal departments and agencies to adopt the BN utilizing the BN9 WSV-only option. As of July 23, 2018, there are 25 agreements in place with federal departments and agencies to use the BNWVS, and 91+ services using the business number as the standard identifier across 20 departments.

A.6.1. Current “Common Business Identifier” Legislation

The following table identifies the legislation and regulations or municipal bylaw in adopting jurisdictions that enables the collection and use of the BN as a common business identifier. For provinces, all follow a similar pattern in which the related regulations provide the authority for partners to utilize the BN within the programs providing these services identified in the designated acts or enactments sections.

JURISDICTION (PROVINCES)	ACT AND REGULATION, OR BYLAW
British Columbia	Business Number Act http://www.bclaws.ca/civix/document/id/complete/statreg/03050_01 Business Number Regulation http://www.bclaws.ca/civix/document/id/complete/statreg/388_2003
Manitoba	The Electronic Commerce and Information Act http://web2.gov.mb.ca/laws/statutes/ccsm/e055e.php Common Business Identifiers Regulation http://web2.gov.mb.ca/laws/regs/current/_pdf-regs.php?reg=176/2002
New Brunswick	Common Business Identifier Act http://laws.gnb.ca/en/showfulldoc/cs/2011-c.128//20180523 Regulation http://laws.gnb.ca/en/showdoc/cr/2002-51
Nova Scotia	Business Electronic Filing Act https://nslegislature.ca/sites/default/files/legc/statutes/buselect.htm Business Registry Regulations https://novascotia.ca/just/regulations/regs/befregis.htm
Ontario	Business Regulation Reform Act https://www.ontario.ca/laws/statute/94b32 Regulations https://www.ontario.ca/laws/regulation/950442
Saskatchewan	The Common Business Identifiers Act http://www.publications.gov.sk.ca/freelaw/documents/english/Statutes/Statutes/C16-002.pdf The Common Business Identifiers Regulations http://www.publications.gov.sk.ca/freelaw/documents/English/Regulations/Regulations/C16-002R1.pdf
JURISDICTION (MUNICIPALITIES)	ACT AND REGULATION, OR BYLAW
City of Winnipeg	The City of Winnipeg Charter http://web2.gov.mb.ca/laws/statutes/municipal/c03902e.php

APPENDIX B.

BN PROGRAM MODEL

We explored the concepts of the BN Program Model previously as a high-level summary of the five categorizations. This appendix provides additional context about the individual components of the program model.

BN Program Model

STRATEGY	LEGISLATION & GOVERNANCE	ORGANIZATION	POLICIES & PROCESSES	TECHNOLOGY & DATA
Vision & Strategy	Act & Regulations (Municipal Charter)	BN Champion	Registration & Updates	Data Architecture & CRA Integration
Funding Model	Governance Model (service & data governance)	Business / Service Owner	Data Management (including remediation)	Data Sharing
Outcome Evaluation (KPIs, objectives, insights)	Agreements (LOI, MOU, SLA, Data Sharing)	Business Development Unit	Client Support (e.g. support for businesses)	Digital Service Enhancement
		Foundational Partners	Partner Support	Integration & Standards
		Additional Partners	Promotion	
			On-boarding	

Strategy

The components within **Strategy** are aligned with ensuring that the goals and objectives of your BN program are clearly defined, measurable, and continuously measured, and that adequate funding is available to support adoption and implementation as well as long-term support, maintenance, and enhancement of the service. The individual components of **Strategy** are:

- The activities within in **Vision & Strategy** are aligned with the development, definition, and periodic review of the goals and outcomes of BN adoption for your jurisdiction. In addition, you will need to define, conduct periodic assessments of, and revise the strategic plan to achieve the goals and outcomes.
- We believe that the development of a **Funding Model** to support your BN program – through adoption and long-term operation, maintenance, and enhancement of the service – is critical to the success of adoption and usage within your jurisdiction. This is not a project, this is a long-running service similar to other government programs. Further, the funding model will require periodic and on-going review as more knowledge is gained about the support and operations of the service.
- **Outcome Evaluation** aligns with your strategy and vision and includes the definition of key performance indicators (KPIs) and objectives to be measured throughout the life of the BN program. In addition, you will need to identify how you will measure and report against these outcomes and ensure that adequate information is collected within the service to support these measurements.

Legislation & Governance

As with any government or service, **Legislation & Governance** provides the authority to operate your BN program, and collect and share information. You will find that the majority of the activities in this category are front-loaded and are required to support the initial adoption of the BN; however, there are aspects that will require periodic review of regulatory (legislation, regulations, charters, bylaws, etc.) and governance mechanisms to ensure the long-term success of the BN program.

- **Act & Regulations** (or municipal charter or bylaws) includes the identification of the legislative components that will need to be amended or created to enable the use of the BN within your jurisdiction. At the federal level, the necessary authority may already exist within a departmental act; however, a review or confirmation should be conducted to confirm that no changes are required.
- **Governance Framework** includes the definition and implementation of both a service and a data Governance Framework. Both governance structures will be critical to the long-term success of your BN program – ensuring that you have the authority, roles, responsibilities, and ownership defined to enable decision making related to implementation, support, operations, and strategic growth of your BN program.
- Numerous **Agreements** will be developed and endorsed through the lifecycle of your BN program. This includes agreements between your jurisdiction and the CRA, as well as those between the BN program and the programs and services within your jurisdiction (i.e. your intra-jurisdictional partners) to ensure proper usage of the BN and the BN program, and to enable data sharing.

Organization

Your adoption of the BN will involve varying levels of organizational change, and identification of the organizations, programs, and partners involved in the implementation and support and operation of the BN program.

- The **BN Champion** will be your advocate for any legislative and organizational changes that are required to enable BN usage.
- The **Business / Service Owner** is the organization that will be responsible for the implementation, operation, and maintenance of the BN program.
- The **Business Development Unit** is the organization that is responsible for identifying partners that provide services to business, engaging with those partners to sell the benefits of the BN, determining timelines for their adoption of the BN, and providing guidance on the adoption process.
- **Foundational Partners** are the core set of BN partners to be included in the initial adoption of the BN. In most of the existing jurisdictions that have already adopted the BN this included your business / corporate registry, programs in finance such as tax or procurement, and workers safety.
- **Additional Partners** are the other services within your jurisdiction providing services to business.

Policies & Processes

You will need to identify the **Policies and Processes** that are required to support the operation and support of your BN program, your partners, and their clients.

- You will policies and processes that support communication of business and company **Registration & Updates** to the CRA. This includes the policies and processes related to the creation (i.e. registration) of a legal entity (i.e. business or company) with the CRA and management of business lifecycle event updates for those legal entities.
- You will need to identify and implement **Client Support** policies and processes providing support to businesses in their use of the BN and (potentially) interacting with your government's services.
- **Partner Support** includes the policies and processes related to providing support to partner organizations once they have adopted the BN.
- **Data Management** policies and processes will be required to manage the data within your jurisdiction's BN hub, including remediation of data within the hub resulting from updates that occurred in other jurisdictions or by businesses interacting directly with the CRA.
- **Promotion**, aligned with the **Business Development Unit**, includes the policies and processes related to the promotion of the BN (and service) to partners, and communications with external stakeholders (i.e. businesses).
- **On-boarding** policies and processes (e.g. data matching, business process analysis, etc.) are required to define the level of assistance that will be provided to new partners adopting the BN.

Technology & Data

Technology & Data includes the ICT-based activities required to design, implement, operate, and support the BN program, as well as those activities related to the on-going enhancement and maintenance of the technologies utilized in its delivery.

- **Data Architecture & CRA Integration** includes the requirements, design, architecture, development, and implementation of your BN technology service, and integration with the CRA.
- **Data Sharing** includes services provided to enable data sharing across partners in alignment with vision and agreements.
- **Digital Service Enhancement** acknowledges the linkage between digital service delivery, identity and access management, and the use of the BN as a unique identifier to enable individuals to act on behalf of a business.
- **Integration & Standards** underpins all other Technology & Data components providing for alignment with a jurisdiction's architecture standards related to data storage and access.

BN adoption is not a technology project.
Successful implementation of BN requires
a marriage between business and technology
with strong communication and collaboration
between the two partners.

APPENDIX C.

DETAILED BN ADOPTION PLAN

C.1. Level 1 Ideation

During **Level 1 Ideation** there are many components of the program model that will require attention and consideration – including whether the components of the program model apply to your jurisdiction. Figure 12 (below) depicts the recommended target state of the program model at the end of Level 1 Ideation. The key activities include the development and acceptance of your Vision & Strategy, and the identification of your BN Champion, as well as completion of your BN adoption business case.

Other activities, which will not be fully formed by the end of Level 1, are related to:

- the development of a funding model for implementation and long-term operations of the service;
- review legislative instruments, and identify amendments to, or requirements for new, legislative instruments, if required;
- identification of the business / service owner and foundational (initial) partners (adopting organizations); and,
- the development of initial requirements and high-level architecture for the BN Hub that align with the vision for the BN program and enablement of data sharing across partners.

Other components have been identified as being Under Consideration as there should be initial discussions about how they impact or are impacted by the vision and strategy.

The details that follow provide insight into the recommended activities for each of the components in this level to achieve the target state of **Level 1 Ideation**.


Level 1 Ideation: Program Model Target State

STRATEGY	LEGISLATION & GOVERNANCE	ORGANIZATION	POLICIES & PROCESSES	TECHNOLOGY & DATA
Vision & Strategy	Act & Regulations (Municipal Charter)	BN Champion	Registration & Updates	Data Architecture & CRA Integration
Funding Model	Governance Model (service & data governance)	Business / Service Owner	Data Management (including remediation)	Data Sharing
Outcome Evaluation (KPIs, objectives, insights)	Agreements (LOI, MOU, SLA, Data Sharing)	Business Development Unit	Client Support (e.g. support for businesses)	Digital Service Enhancement
		Foundational Partners	Partner Support	Integration & Standards
		Additional Partners	Promotion	
			On-boarding	

Legend

 Under Consideration

 In-progress / Initial Implementation

 Defined / Operationalized

C.1.1. Strategy Activities

Strategy activities in Level 1 Ideation are primarily focused on the development of your vision and strategy which will set the stage for BN adoption and garner buy-in within your jurisdiction. While an initial Funding Model will be created as part of your business case / value proposition, it is not expected to be completed until Level 2 Adoption. Further, consideration should be given to what outcomes you want to measure as this will inform other aspects of the BN program – primarily your BN Hub design.

There is no right answer or formula for building your Funding Model as it will depend on several factors (your vision, strategy, objectives, organizational model, BN model, and adoption approach to name a few); however, it is extremely important that the BN program is funded for the long-term. This is not a build and “keep the lights on” service. The service will be in a steady state of flux as new programs are on-boarded, you update services to align with the CRA’s changes, or you upgrade the capabilities of the service to meet changing demands of services for business within your jurisdiction (or across Canada).

Activities

- Identify a champion for the BN program within senior leadership.
- Develop a draft of your vision, objectives, and value proposition for your BN adoption and your BN program.
- Test your vision, objectives, and value proposition with stakeholders and during discussions with other jurisdictions and the CRA.
 - Although we have highlighted advice and lessons learned that we heard from jurisdictions, discussions with jurisdictions – especially those of similar size or with similar visions – will be beneficial as there may be specific details that other jurisdictions can shed further light on.
 - Meet with the CRA to discuss your vision and objectives, and to confirm timelines, constraints, processes, and requirements related to agreements and assessments. At this point, there are no formal agreements required to engage the CRA – those will come in Level 2 Adoption.
- Revise your vision, objectives, and value proposition based on feedback received.
- Develop a high-level estimate for all expected costs related to the implementation and operation of the BN program.
- Identify potential funding sources, mechanisms, and models.
- Assess funding model options and select the optimal option.
- Develop your strategy and business case and value proposition for implementation of your BN program.

IDEAS AND ADVICE: FUNDING MODEL & COSTS

Your BN program will run in perpetuity and will require care and maintenance long after the initial implementation and the final on-boarding of partner organizations. Costs related to the BN program may include the following:



IDEAS

- Establishment of a new organization, or organizational changes with an existing organization, that is responsible for the BN program.
- On-going participation in the CRA's governance committees and activities.
- Initial service implementation – including legislative changes, organizational changes, process development and implementation, and technology implementation.
- On-boarding of additional partners.
- On-going operations of the service.
- On-going maintenance and enhancement of the service and its offerings.
- Implementation of changes resulting from the CRA's releases.

Estimate accordingly.

C.1.2. Legislation & Governance Activities

In Level 1 Ideation, Legislation & Governance activities are focused around Act & Regulations and Agreements, as well as Service and Data Governance – all of which will be in early stages of development.

- Act & Regulations involves an initial legislative (or charter or bylaw) review to determine the approach to enable BN adoption and the use of the BN as an identifier by government programs.
- Agreements activities are related to the identification of the approach for agreements (i.e. service level agreements, memorandum of understanding, etc.) between the Business / Service Owner and partners, as well as data sharing agreements (if required to support your selected BN Hub model).
- Service Governance will involve identifying the necessary governance structures to guide decisions and processes for BN adoption and the creation of the BN program.
- Data Governance activities will be dependent on the BN Hub model selected and will be focused on data ownership.

Activities

- Conduct an initial legislative review to determine approach to enable BN usage.
- Determine approach to enable partners to use the services of your BN program, and participate in data sharing.
- Identify governance structures.
- Develop a straw model for data governance of the BN program with an initial focus on data ownership and data sharing.

C.1.3. Organization Activities

In Level 1 Ideation, Organization activities involve the development of an initial organization model including the identification and confirmation of the Business / Service Owner and Foundational Partners. The operation of your BN program will require clearly defined roles and responsibilities for BN adoption, including service ownership, initial adoption, on-boarding services (both at the business / program level as well as technology), and operations.

In the provinces, BN adoption typically involves a small group of programs as the foundational partners and have the biggest impact on both service delivery for businesses and compliance with government programs. Typical foundational partners include:

- The business / company registry as the authoritative source for business / company creation and their lifecycle thereafter;
- Finance programs (e.g., tax, procurement) given their interaction with most businesses and companies; and,
- The worker safety organization given their interaction with many businesses and companies.

Activities

- Develop an initial version of your Organization Model including the identification of the Business / Service Owner.
- Identify the Foundational Partner programs to be included in the initial adoption of the BN in your jurisdiction.

IDEAS AND ADVICE: ORGANIZATION MODEL

Ensure adequate organizational support resources are available to assist government programs adopt the BN. Services offered vary, but can include: assistance reviewing business processes, technical assistance connecting to the jurisdictional hub, and mapping of existing business records.



IDEAS

Support levels provided by jurisdictions vary and are based on the BN model implemented and the approach they have taken for service delivery. For example:

- British Columbia has outlined a 7-step checklist (*see Appendix D. High-level Adoption Checklist*) that identifies the responsibilities of their OneStop Team and partners through the adoption process.
- Currently all adopting programs in Nova Scotia are within one technology platform. Partners adopt both the BN and this platform during implementation. As a result, a dedicated team provides all services related to BN adoption for the partner.
- ISED provides support and advice to partners and has established a framework with tools and templates (briefing note, use case, etc.) that partners utilize to guide their adoption process.
- In Saskatchewan, the operation of the business registry, BN Hub, and other services have been outsourced under a master services agreement. Under the agreement the Ministry of Justice promotes the BN and works to on-board additional partners.

C.1.4. Policies & Processes Activities

During Level 1 Ideation, you will need to consider the policies and processes related to Registration & Updates, Client Support, and Data Management as this may impact your BN program's organization structure, service governance, data governance, and potentially legislation. The questions you will need to be asking:

- Who will be able to trigger the registration of a company / business in your BN hub?
- Who will be able to trigger updates to company / business information in your BN hub after registration?
- Who will be providing support to clients (i.e. companies and businesses)?
- Who is responsible for data management and remediation when issues occur?

The “who” in these questions represents both your partners (foundational or otherwise) and the organizations supporting your BN program. The answers to these questions will spur others, including “what policies and processes need to be in place?” which will be fleshed out in Level 2 Adoption prior to enabling your BN program.

Activities

- Create a straw model of the policies and processes required to support Registration & Updates, Client Support, and Data Management.
- Assess impacts to the organizations expected to provide these services and update your business case and funding model appropriately.

IDEAS AND ADVICE: INVENTORY OF BUSINESS SERVICES

During the course of adoption of the BN across your jurisdiction, you will need to identify all services for business – regardless of whether you are taking a mandatory or optional adoption approach. If you are lucky, this inventory already exists. If not, you will have to develop a process build this inventory and collect the necessary level of detail about the services offered.

During consultation, two mechanisms were identified that jurisdictions have used to collect this information:

- A survey sent to all Ministries, Departments, Agencies, etc.
- Working in conjunction with the Office of the Chief Information Officer (OCIO), or similar organization, that also has a vested interest in this information.



C.1.5. Technology & Data Activities

The design of the BN Hub is driven by your vision, goals, and objectives for the BN program. During Level 1 Ideation, Technology & Data activities are focused on ensuring that the right BN model is selected to support the vision for your BN program. This is a critical decision point that will have long-term impacts on the success of BN adoption in your jurisdiction.

In addition to the BN model, considerations include the design of the BN Hub to enable Data Sharing as well as Outcome Evaluation. Depending on your goals and objectives, the BN Hub may need to consider authentication and authorization to provide partners with the ability to access and update information, and concepts of master data management, as well as industry or jurisdictional standards.

Activities

- Review and understand the vision, goals, and objectives of the BN initiative.
- Develop a high-level technical and data architecture that provides capabilities to support your goals and objectives.
- Identify the appropriate BN Hub model that supports your jurisdiction's goals and objectives.

C.1.6. Other Activities

In addition to the activities identified above, you may need to consider the following during **Level 1 Ideation**:

Outcome Evaluation

Driven by the goals and objectives of the BN initiative, consider how performance metrics will be captured and reported on, and define what analytics capabilities will be available post-adoption. The impacts of these requirements may alter the design of the overall solution, and related implementation and operations requirements (i.e. costs, skills, capacity).

Organization

Although more likely to be identified and defined during the adoption phase, some consideration should be given during Ideation to how partnering organizations (i.e. Additional Partners) are identified and the On-boarding services provided to new partners. This may involve the creation of a dedicated Business Development Unit whose purpose is to increase awareness within government programs of the benefits of the BN, as well as identification of high-level on-boarding Processes.

C.1.7. Checklist for Level 1 Ideations



The following checklist is provided to ensure that you have considered all aspects of Level 1 Ideation prior to proceeding to Level 2 Adoption.



Have you held preliminary discussions with CRA or ISED, and other jurisdictions?

The CRA (for provinces and territories), ISED (for federal departments and agencies), and other jurisdictions have “been there, done that”, and can provide valuable insights and lessons learned, and guidance. Additional resources include: the CRA Pan Canadian BN Partners Governance Group, and the GCcollab Federal-Provincial Business Number Adoption (<https://gccollab.ca/groups/profile/10720/federal-provincial-business-number-adoption-adoption-du-numero-dentreprise>).



Have you defined the vision, objectives, and value proposition for your BN adoption?

A clearly articulated and tested vision, objectives, and value proposition facilitate discussions and buy-in at all levels of government and sets expectations for the benefits and outcomes to be achieved.



Who is your BN Champion?

BN adoption can be part of a large-scale reform project or be an evolutionary process. Regardless, adoption across an entire jurisdiction is a multi-year initiative that will require political will and a champion within senior leadership.



Have you identified your Foundational Partners?

BN adoption typically includes a jurisdiction’s business / company registry, finance (e.g. tax, finance, procurement), and worker’s safety organization, and may include others.



Have you selected an implementation approach (and BN Model) that aligns with expected levels of data sharing, and outcome evaluation?

As discussed earlier, there are some key decisions to be made related to the BN model which will affect how jurisdictional program data can be shared and used for outcome evaluation. This is potentially the biggest decision to make during Level 1 Ideation.



Does your funding model support implementation and long-term operation of the BN program?

Funding for your BN program does not end when the initial adoption is complete – or even once all programs and services are using the BN. Your BN program requires long-term funding not just to “keep the lights on” and perform regular maintenance, but also to enhance the service in alignment with other service to business initiatives.

C.2. Level 2 Adoption

Level 2 Adoption, the initial implementation of your BN program, involves the implementation of many components. Some may think that this is an IT project – it is far from it. Level 2 Adoption engages a wide variety of stakeholders and activities across legislation and governance, organization, and policies and processes, as well as the technology-based changes to connect your BN integration services to the Canada Revenue Agency (CRA) and your jurisdiction's programs to your BN integration services.

Figure 13 (below) depicts the recommended target state of the program model at the end of Level 2 Adoption. The key activities include:


- Defining and enacting **Acts & Regulations** (or municipal bylaws) to allow your programs and services to collect and use the BN as an identifier for businesses.
- Signing **agreements** with the CRA regarding the use of the BN. These may include the Letter of Intent and Memorandum of Understanding, the Participant Access Request template, and Terms of Use (at the federal level), as well as responding to questionnaires about your intended uses, and security of your practices and environment.
- The BN **Business / Service Owner** will be working with **Foundational Partners** to enable their adoption. This will include:
 - Implementing business process changes related to the collection and use of the BN, and how they will become of changes in a company or business's information.
 - Performing data matching activities between a partner's existing data and the CRA BN registration information. As mentioned previously, existing BN adopters have provided varying levels of support for this activity.
 - Integration of partner systems with your BN Hub. As noted in Appendix B the BN9 WVS-only option does not require a BN Hub, however this model has only been implemented in jurisdictions (Ontario) with a pre-existing BN hub, or federally in a truly hub-less model.
- You will be defining **Policies & Procedures** that support your BN program once operationalized.
- Your **Business Development Unit** will be taking shape potentially providing **Client** and **Partner Support**. Your BDU should identifying additional partners and programs, and working with them to identify timelines for adoption.
- Finally, the IT activities within **Technology & Data** to implement your BN Hub and integration with the CRA, as well as enable data sharing through the Hub+ Model.

The details that follow provide insight into the recommended activities for each of the components in this level to achieve the target state of **Level 2 Adoption**. Please take note of the items identified as Under Consideration – there should be activities during Level 2 to understand the path forward through expansion.


Level 2 Adoption: Program Model Target State

STRATEGY	LEGISLATION & GOVERNANCE	ORGANIZATION	POLICIES & PROCESSES	TECHNOLOGY & DATA
Vision & Strategy	Act & Regulations (Municipal Charter)	BN Champion	Registration & Updates	Data Architecture & CRA Integration
Funding Model	Governance Model (service & data governance)	Business / Service Owner	Data Management (including remediation)	Data Sharing
Outcome Evaluation (KPIs, objectives, insights)	Agreements (LOI, MOU, SLA, Data Sharing)	Business Development Unit	Client Support (e.g. support for businesses)	Digital Service Enhancement
		Foundational Partners	Partner Support	Integration & Standards
		Additional Partners	Promotion	
			On-boarding	

Legend

 Under Consideration

 In-progress / Initial Implementation

 Defined / Operationalized

C.2.1. Strategy Activities

During **Adoption, Strategy** efforts are primarily focused on ensuring that the implementation of all aspects (i.e. Legislation & Governance, Organization, Policies & Procedures, and Technology & Data) of your BN program are in line with your long-term vision including advancement towards **Level 3 Expansion**.

Activities

- Monitor Adoption activities for alignment with Vision & Strategy, and the next level of the BN Maturity Model.
- As required, revise adoption implementation plan, and / or Vision & Strategy to address changes that occur during implementation.
- Monitor organizational and operational readiness to enable your BN program.

C.2.2. Legislation & Governance Activities

In Level 2 Adoption, Legislation & Governance activities are focused on adopting legislation, regulations, charters / bylaws, and / or agreements that support the use of the BN within your jurisdiction. In addition, your first iterations of Service and Data Governance structures will take shape to support adoption efforts, make decisions regarding technology, access, data, and data sharing.

Activities

- For provinces and territories, if you are adopting the BN9 or BN15 models, the CRA has specific requirements to enable to your jurisdiction to adopt the BN.
 - You may be required to sign a Letter of Intent (LOI) with the CRA. The LOI is an instrument used by the CRA to signify intention to allocate resources towards the development and support of BN adoption by a new government program. It provides a summary description of roles and responsibilities and the target date of the system release. It must be signed by both parties before the CRA can work towards its business and system development.
 - You will also need to complete two questionnaires before the CRA will engage further:
 - A **Program Eligibility Questionnaire** that verifies that your program is eligible to become BN partner. The BN is an identifier for business programs only.
 - A **Security Questionnaire** that the CRA uses to confirm that your jurisdiction meets the CRA's security standards for the protection of confidential taxpayer data. Partners must have the same or equivalent security measures in place which must be accepted by the CRA Security Directorate before information can be exchanged.
 - You will have to adopt a **Memorandum of Understanding** (MOU) between your jurisdiction and the CRA. The MOU establishes the administrative framework governing the relationship between the CRA and the jurisdiction (province, federal or provincial ministry, municipality or other level of jurisdiction) with respect to a partner's adoption and use of the Business Number. The MOU must be signed by the appropriate delegated representative of the jurisdiction and the Commissioner of the CRA before any exchange of taxpayer information can commence.
- For federal departments, agreements include the Terms of Use.

C.2.2. Legislation & Governance Activities

In Level 2 Adoption, Legislation & Governance activities are focused on adopting legislation, regulations, charters / bylaws, and / or agreements that support the use of the BN within your jurisdiction. In addition, your first iterations of Service and Data Governance structures will take shape to support adoption efforts, make decisions regarding technology, access, data, and data sharing.

Activities

- Also, you may need to adopt legislation (or charter / bylaw changes for municipalities) that enables your jurisdiction's use of the BN. This is typically required for provinces, territories, and municipalities, but not for federal departments. Activities will include:
 - A detailed analysis of existing legislation (or charter / bylaw) to ensure that the enabling legislation (or charter / bylaw revisions) provide the appropriate authority and controls related to BN usage.
 - Draft, review, and enact legislation (or charter / bylaw revisions) and accompanying regulations that enables collection and use of the BN as the single business identifier in your jurisdiction and supports the goals and objectives of your BN program.
Please see Appendix A.6.1 for an index of current provincial legislation. A review of the legislation will provide insights into how other jurisdictions have structured their legislation and regulations, and the amendments that they have made since their initial BN adoption.
- It is recommended that you create two governance committees for your BN program. These governance committees should have clearly defined goals and objectives of the committee, as well as roles and responsibilities of committee members.
 - To ensure that your BN program is aligned with your stated vision, strategy, and outcomes, your **Service Governance** committee will be responsible for resolving operational issues and challenges, and setting strategic priorities related to future enhancements of the service.
 - Your **Data Governance** committee ensures that the integrity of your BN Hub is maintained. Data Governance will be actively involved in setting Data Management policies and procedures including access controls, privacy, and remediation.
- Establish a schedule for governance committee meetings, and conduct meetings.
- Finally, Service Level Agreements (or other similar agreements) will need to be developed and signed off with partners to ensure that your BN program is meeting agreed terms of service.

IDEAS AND ADVICE: THE CRA'S GOVERNANCE STRUCTURES



IDEAS

"A joint governance structure has been implemented to provide a context for setting inter-jurisdictional strategic direction, decision-making, and accountability for agreed upon objectives for the multiple partners in the use of the BN and various models of joint / integrated registration. The BN partnership governance structure is made up of representatives from each of the current BN partners, who will:

- Serve as 'ambassadors' for the BN Partnership;
- Promote and share information regarding individuals and organizations that may positively influence business registration via the Internet and use of the BN;
- Provide advice and expertise to the BN partners;
- Set inter-jurisdictional strategic direction for joint and integrated BN uses; and
- Be responsible for decision-making and accountability for agreed upon objectives.

The BN governance structure is comprised of two committees:

- BN Partnership Governance Committee meets twice annually (May, and November) to discuss BN strategy: to set the overall future vision of the BN; keep abreast of current and trending service deliveries and technologies; collaborate on legal issues, policy issues, marketing, amendments to agreements, communications, and development of future initiatives; and discuss and resolve contentious issues.
- BN Operational Committee is responsible for the ongoing support of current processes. Their role includes: participation in annual meetings, functions and conference calls as required; share knowledge, advice and expertise on the change management process, data integrity process, service standards and system maintenance and enhancements; and, establish a common development cycle model as part of the overall Partnership Change Management Process.

Source: A "How to Guide" in becoming a BN Partner', the CRA

C.2.3. Organization Activities

Level 2 Adoption will see the implementation of the necessary organizations or organizational structures to support your adoption of the BN and expanded usage, and long-term operations of your BN program.

Activities

- Design and implement organizational structures with clearly defined mandates, roles and responsibilities for the Business / Service Owner and Business Development Unit.
 - Your Business / Service Owner will be responsible for the operations (including support) and maintenance of you BN program, and will be your Office of Primary Interest for the CRA.
 - Your Business Development Unit will be responsible for the promotion of the service and on-boarding new partners.
- For provinces / territories, begin participation in the CRA's governance committees.
- Develop a framework to assess the priority of BN adoption of additional partners. If BN adoption is not mandatory, there may be benefits to your jurisdiction or for the partners themselves for some partners to adopt earlier than others. Prioritization may be driven by:
 - Jurisdictional objectives to target industry sectors due to growth objectives or compliance issues;
 - Number of interactions with companies and businesses (i.e. transaction volumes); and / or,
 - Opportunities to piggyback BN adoption on top of a partner's program redesign, or a major technology refresh of a partner's business solution.

If adopting a hybrid model, the prioritization framework should also consider leveraging the BN9 WVS-only option for some partners with future plans to transition them to full BN15 adopters.

Did you know?

The **Office of Primary Interest (OPI)** is defined as the Hub administrators for each of the participating partners. Each OPI:

- Enters into a Memorandum of Understanding with the CRA that defines the terms and conditions of the partnership,
- Establishes an OPI responsible for administering the use of the BN within the province and is the one point of contact for the CRA and its participating programs on BN matters,
- Builds a provincial database or 'hub' and a messaging system that interfaces with the CRA's BN System and the systems of their participating programs,
- Establishes the necessary legislation to enable the adoption of the BN,
- Participates in the national committees for BN governance and BN operations.



C.2.4. Policies & Processes Activities

During **Level 1 Ideation** you built a straw model of the policies and processes that you need to operate your BN program. In **Level 2 Adoption** you will need to define these policies and processes and identify the responsible parties.

Activities

Define and implement policies and processes related to:

- **Registration & Update** of companies and businesses and their information, including maintenance of program accounts in the BN15 model. Key considerations include identification of partners that are able to update the CRA information and / or additional information available in the Hub+ Model, as well as processes to handle instances where a company or business does not appear to be registered with the CRA.
- Providing **Client Support** to businesses regarding their use of the BN and your services, including how to get a BN, what programs / services support the BN, etc.
- Providing **Partner Support** during and after their adoption. This may include processes and tools to support business process re-engineering support, data matching services, and technical support for integration.
- **Data Management** policies and processes to maintain the integrity of your BN hub information, including processing of updates from the CRA, and data remediation (i.e. corrections).
- Creation of policies, processes, and tools to support **On-boarding** of additional partners based on your experience with and the needs of the foundational partners. Tools may include a checklist of activities to be completed by partners and your team (*see Appendix D for a sample checklist*).
- In addition to policies related to the **Promotion** of your BN program and use of the BN, you will need to develop and implement a communications strategy and plan, communications materials, and conduct stakeholder engagement sessions with internal (i.e. potential partners) and external (i.e. the business community) stakeholders.

C.2.5. Technology & Data Activities

Level 2 Adoption is the build out of the technology infrastructure, databases, and integration services that will support your BN program and enable partners to exchange information with the CRA and each other (as applicable).

Activities

- BN Hub activities include:
 - The finalization of your BN Model, and design and implementation of the BN Hub and integration with the CRA services. Your BN Hub will need to implement business rules and access controls to maintain data integrity – especially in a Hub+ model.
 - Define and document your hub's data model.
 - Define and document integration standards (technologies, authentication and authorization, etc.) to facilitate partner integration.
 - For BN15 adopters, you also need to agree on the unique program identifiers that will be utilized by your foundational partners.
- Foundational Partners will need to complete their business process re-engineering activities and implement supporting technology changes and integrate with your BN Hub.
- (Optional) Provide an automated facility to support data matching activities.
- All parties (the CRA, the Business / Service Owner, Foundational Partners, and IT will need to be involved in testing of your BN integration services:
 - System / Integration Testing. Performed by IT resources to ensure that systems are communicating via the agreed communication protocols and exchanging information based on interface specification.
 - User Acceptance Testing. Performed by the Business / Service Owner and Foundational Partners to ensure that the BN Hub and service are operating per specifications. This includes testing of create / registration and update services, and access controls.
 - Operational Readiness Testing. Prior to go-live (as required by the CRA), jurisdictions must complete operational reading testing in the CRA BN user acceptance testing environment to ensure that the partner systems interact properly the CRA.

C.2.6. Other Activities

There are a number of activities in [Level 2 Adoption](#) that prepare you for [Level 3 Expansion](#). One of the most important is the identification, prioritization, and potentially scheduling of Additional Partners to adopt the BN. Your Business Development Unit should be working with potential partners to understand their programs and any planned business or technology changes, and to outline the benefits of the BN. Leverage your prioritization framework to determine potential timing for their adoption.

With the adoption of the BN by your Foundational Partners, opportunities may exist to introduce [Digital Service Enhancements](#) that break down the siloes and enable integrated business services, and push data sharing capabilities. This may not be within your mandate, but you will likely be involved in discussions on how BN adoption can further digital services in your jurisdiction.

C.2.7. Checklist for Level 2 Adoption

The following checklist is provided to ensure that you have considered all aspects of Level 2 Adoption prior to proceeding to Level 3 Expansion.



Do you have an initial Governance Framework that will support the on-boarding of additional partners?

Level 2 Expansion will test aspects of your current implementation. Your governance structures need to be in place and ready to handle potential changes to your integration services resulting from the on-boarding of new partners.



Will your existing Agreements support additional partners?

In Level 2 Adoption you put in place agreements (memorandum of understanding, terms of use and service level agreements) amongst yourself, the CRA, and the Foundational Partners. Do these agreements need any updates to support on-boarding new partners?



Do you have a Business Development Unit (BDU) and Policies and Processes that will support on-boarding additional partners?

During Adoption, you should be identifying additional partners, and setting up a BDU and the necessary Policies and Procedures based on your experience with the Foundational Partners (and potentially other jurisdictions). Your BDU must be ready to work with potential partners to enable their adoption of the BN.



Does your Funding Model need to be revised?

Adjust your Funding Model, if required, based on what you learned in Level 2 Adoption.

C.3. Level 3 Expansion

Now that you have completed your initial BN adoption with your Foundational Partners, it is time to expand adoption across Additional Partners and their business programs and services. This builds on and continues promotion and prioritization activities lead by your Business Development Unit. Expansion of BN adoption is the focus for this level – your BN program should be in a steady operational state, but there will be enhancements to aspects of governance, organization, policies and processes, and technology as additional partners adopt the BN.

The activities of **Level 3 Expansion** include:

- In Level 1 Ideation you defined the goals of your BN adoption service, and potentially identified **Outcomes** (e.g. KPIs and performance metrics) in alignment with these goals. You may already be measuring against these metrics, but now is the time to implement reporting and analysis to ensure that your goals are being met.
- Your **Business Development Unit** should be in full swing working to identify **Additional Partners** and promote the benefits of the BN. To support these efforts, the BDU should have a set of clearly defined processes and tools (e.g. business process improvements, on-boarding steps, data matching) that partners can leverage to facilitate their BN adoption. It is expected that these processes and tools will be refined during this level as partners adopt.
- **Governance Frameworks** should be clearly defined and ready to support changes and / or improvements resulting from the on-boarding of partners. As partners are on-boarded, consideration should be given to how committee membership and roles and responsibilities change.
- **Policies & Processes** for On-boarding new partners and providing support will be put to the test during this level and will be refined as nuances partner adoption are uncovered. Some partners will require assistance than others – finding the balance and providing easy to use processes and tools will be key.

The details that follow provide insight into the recommended activities for each of the components in this level to achieve the target state of **Level 3 Expansion**. Please take note there are no components identified as Under Consideration – by this point in your journey to BN adoption all components should be Defined and / or Operationalized, be In-progress or have completed an Initial Implementation.


Level 3 Expansion Adoption: Program Model Target State

STRATEGY	LEGISLATION & GOVERNANCE	ORGANIZATION	POLICIES & PROCESSES	TECHNOLOGY & DATA
Vision & Strategy	Act & Regulations (Municipal Charter)	BN Champion	Registration & Updates	Data Architecture & CRA Integration
Funding Model	Governance Model (service & data governance)	Business / Service Owner	Data Management (including remediation)	Data Sharing
Outcome Evaluation (KPIs, objectives, insights)	Agreements (LOI, MOU, SLA, Data Sharing)	Business Development Unit	Client Support (e.g. support for businesses)	Digital Service Enhancement
		Foundational Partners	Partner Support	Integration & Standards
		Additional Partners	Promotion	
			On-boarding	

Legend

 Under Consideration

 In-progress / Initial Implementation

 Defined / Operationalized

C.3.1. Strategy Activities

During **Level 3 Expansion** you will need to continue to monitor adoption activities for alignment with your Vision & Strategy and make adjustments as necessary. To facilitate monitoring, you implement reporting and analysis processes to gain insights into adoption and BN usage across your jurisdiction. Potential metrics and insights include:

- **Adoption Rate.** Are partners being on-boarded in alignment with your vision and strategy?
- **Costs.** Are the costs to on-board, promote, support, operate and maintain the service in alignment with your estimates / budgets?
- **Issues and Challenges.** What are the common issues and challenges that you or your partners encountering? How can these be addressed?
- **Usage.** Are there patterns or insights that you can gain from partner BN requests?

Activities

- Define / refine outcomes (e.g. KPIs, performance metrics) in alignment with your objectives.
- Implement reporting to measure against your defined outcomes.
- Leverage your BN integration services to gain insights into your BN program and usage.

C.3.2. Legislation & Governance Activities

In Level 3 Expansion, Legislative & Governance activities are about supporting the on-boarding of new partners. During Level 2 Adoption you enacted legislation and regulations (or amended your charter / bylaws) to enable the collection and usage of the BN as your single business identifier. Depending on the approach (*see Appendix A.6.1 for details on existing enabling legislation*) taken you may need to amend regulations or your charter / bylaw to enable usage by new partners and programs.

In addition, membership of governance committees will grow and / or change as additional partners adopt the BN. Governance committees will be focused on resolving issues encountered during on-boarding and operations but will also need to consider long-term maintenance and strategic enhancements.

Activities

- If necessary, amend legislation, regulations and / or charter / bylaws to support additional partners, or revised BN program objectives and goals.
- Refine agreements to support on-boarding of partners.
- Conduct governance committee meetings.

C.3.3. Organization Activities

Promoting and on-boarding are the themes for Level 3 Expansion. Your **Business Development Unit** will be busy working to promote BN adoption, and working partners to prioritize their adoption. But we cannot forget that your BN program is operational. **Your Business / Service Owner** will be providing support to existing programs and services and keeping your program running smoothly.

Activities

- Continued promotion of your BN program and BN adoption across your jurisdiction.
- (As required) Updates to your communications strategy and plan, and communications materials to support BN promotion.
- Continued identification of new partners, and prioritization for adoption.
- Provide support to existing partners and programs.
- On-going operation of the BN program.
- Continued participation in the CRA's governance committees.

C.3.4. Policies & Processes Activities

Promoting and on-boarding carry forward as the themes for Policies & Processes. While your Business Development Unit will be busy working to promote BN adoption and working with partners to prioritize their adoption, you will also be refining processes and tools to these activities. Ideally adoption should be a consistent process across all partners, however there will be nuances to each partner and / or program. Build up your tool chest of processes and tools to be able to ease their adoption efforts.

With an operational BN program your Business / Service Owner will need policies, processes, and tools to support partners and clients. Processes will identify how partners and clients receive support. Tools (such as support request tracking, FAQs, support scripts, guides, etc.) should be implemented to streamline support processes.

Activities

- (As required) Updates to policies, processes, and tools to support operations and on-boarding activities.
- Provide training on revised policies, processes, and tools.

IDEAS AND ADVICE: FEDERAL GOVERNMENT DISCUSSION GROUP

The Federal Government has created a discussion group for BN adopters that led to the sharing of API (application programming interface) code to support the connection to the BN web validation service, briefing note material to recommend the signing of the terms of use, use cases, etc. The community also receives updates on the progress of adoption and convenes periodically to discuss burning issues, and meets quarterly through WebEx on adoption issues and solutions, success stories, etc. As of July 2018, the discussion group has over 400 members.

The group is hosted on the Government of Canada's GCcollab site:
<https://gccollab.ca/groups/profile/10720>



C.3.5. Technology & Data Activities

Technology & Data activities in Level 3 Stabilization include on-going operations, support, and maintenance, and support for on-boarding. New partners will likely need some guidance and support connecting to your BN integration services.

Activities

- If adopting the BN15 model with program-specific identifiers, you will need to coordinate program identifiers with the CRA and your Business / Service Owner as well as implementation timelines aligning with the CRA's semi-annual release cycle.
- Assist new partners with integration.
- Configure access controls and business rules for new partners.
- Testing, especially for BN15 adopters, will follow a similar approach as identified in Level 2 Adoption: System / Integration Testing, User Acceptance Testing, and Operational Readiness Testing.
- Continued discussions on how BN adoption can further digital services in your jurisdiction.

C.3.6. Other Activities

Consider building a community of adopters that can share experiences, documentation, and lessons learned, and support each other through the adoption process. This community can take many shapes – formal or informal, in-person or digital or both – and can lead to valuable insights and the development of additional tools and artifacts.

How the Job Bank Leverages the Business Number



Job Bank has used the Business Number (BN) for over 15 years as a unique identifier for business. At first, Job Bank started to collect the BN in order to improve service to employer clients by assigning them a single file identifier. This enabled Job Bank to help employers and their designated representatives access their accounts, be aware of the previous activities and to reduce instances of employers unnecessarily spending 20-30 minutes setting up accounts when an account already exists.

In 2006 Job Bank began to request the 15-digit BN payroll number from employers to demonstrate that they could pay employees and in 2012, Job Bank began requesting proof of payroll readiness from employers in the form of a “PD7A” document.

In November 2016, Job Bank implemented the BN9 web validation tool, which provides information from the Revenue Agency’s business registry. Access to this new information (along with the BN15) helped Job Bank to improve its service to clients by reducing the time it takes to validate a new employer file and minimizing requests for documentation such as the PD7A and utility bills.

Today, the single-identifier BN helps Job Bank provide an efficient and effective public service to Canadian employers as well as enables Job Bank to mine its own data to understand trends and respond to client service requests. In addition, the BN along with complementary data elements, helps ensure that Job Bank serves real employers with real jobs. It is a main reason why Job Bank can say its jobs are “verified”.

Job Bank looks forward to seeing more and more government programs and services use the BN so that the BN will gain strength as robust unique identifier.

C.3.7. Checklist for Level 3 Expansion

The following checklist is provided to ensure that you have considered all aspects of Level 3 Expansion prior to proceeding to Level 4 Stabilization.



Does your Business / Service Owner have the necessary tools to support, operate, maintain, and enhance your BN program?

Level 4 Stabilization is the long-term operations, maintenance, and enhancement of your BN program. Your Business / Service Owner will require all of the necessary policies and procedures to guide these activities, including:

- A well-established Governance Framework to support issue resolution and discuss and set strategy.
- A well-defined process for amending regulations or bylaws to support on-boarding of additional partners.
- Well-defined support processes for clients and partners, and data remediation.



Have you implemented mechanisms to measure against stated outcomes and gain insights into usage of your BN program?

Your BN program – its processes and information - can be leveraged to measure against your stated outcomes, and provide insights into patterns of usage, and identify opportunities for improvement.

C.4. Level 4 Stabilization

Level 4 Stabilization is the end state of the BN Maturity Model (all components should be Defined and Operationalized) and will be long running, but that does not mean that your work is done. During **Stabilization** you will continue to operate, maintain and enhance your BN program in alignment with business services in your jurisdiction and in response to changes to the CRA's BN integration services.

Your governance and organization structures will have solidified, your policies and processes will be well tested, and your IT services humming along. Aside from “keeping the lights on” and on-boarding new partners, these are other activities that will occur during stabilization include the following activities:

Strategy

- It's time to revisit your Funding Model. Your BN program should be in a steady-state of operations, and some components of the program model (e.g. Business Development Unit) will be tapering off. However, operations will continue on well into the future, meaning that you will need adequate funding to support:
 - Long-term operations and maintenance;
 - Major technology upgrades (e.g. infrastructure refreshes, application and service upgrades);
 - Partner support; and,
 - Participation in the CRA's governance committees.
- Continued monitoring of outcomes. Although you may already be evaluating outcomes (against KPIs, and objectives), and potentially gaining insights into your BN program, there are opportunities to refine those evaluations and uncover additional insights into BN usage and adoption – especially if there are additional levels of data sharing enabled.

Legislation & Governance

- Conduct governance committee meetings. Governance of your BN solution – supporting operations and strategic changes – will continue through stabilization although probably at a lesser rate of change.
- Revise governance structures and meeting schedules as required.
- Update legislation, regulations, or charters / bylaws as required to support adoption by additional partners.

Organization

- There may continue to be some expansion activities. Your major partners have now adopted the BN, but there will always be some partners that have not adopted yet. For provinces and territories, this may include expansion with municipalities. As of the writing of this playbook there is only one municipality that has adopted the BN, while others are in early stages of Ideation.
- Continued participation in the CRA's governance committees.
- Continued partner and client support.
- Evaluate your on-going requirements for the Business Development Unit.

Policies & Processes

- Revision to policies and processes as required to support operations.

Technology & Data Activities

- With the most partners using the BN, there are opportunities to **enhance digital service delivery**. BN adoption provides greater abilities for partners to share information with other BN adopters – including across federal, provincial / territorial, and municipal boundaries. While you may not be the lead on the development of these services, they will leverage your data in one form or another – as a source of business information, enabling data sharing, or hooks from identity and access management solutions to enable individuals to perform business services on behalf of a company or business.
- If you adopted a hybrid model (e.g. a combination of BN15 and BN9 WVS-only partners), there is potential to transition BN9 WVS-only partners to be full BN15 partners during stabilization. This transition may be driven by a number of factors, including a upgrades or changes to a partner's technology or business processes, inclusion in broader digital service delivery, and / or a major change in the services offered.
- On-going operations and maintenance of your technology infrastructure.
- On-going updates to integration with the CRA resulting from data or technology changes.
- Coordination of changes – the CRA's or your own – with partners.

Level 4 Stabilization: Program Model Target State

STRATEGY	LEGISLATION & GOVERNANCE	ORGANIZATION	POLICIES & PROCESSES	TECHNOLOGY & DATA
Vision & Strategy	Act & Regulations (Municipal Charter)	BN Champion	Registration & Updates	Data Architecture & CRA Integration
Funding Model	Governance Model (service & data governance)	Business / Service Owner	Data Management (including remediation)	Data Sharing
Outcome Evaluation (KPIs, objectives, insights)	Agreements (LOI, MOU, SLA, Data Sharing)	Business Development Unit	Client Support (e.g. support for businesses)	Digital Service Enhancement
		Foundational Partners	Partner Support	Integration & Standards
		Additional Partners	Promotion	
			On-boarding	

Legend



Under Consideration



In-progress / Initial Implementation



Defined / Operationalized

C.4.1. Checklist for Level 4 Expansion

The following checklist is provided to ensure that your Level 4 Stabilization efforts are complete.



Do your governance structures support long-term operations and strategic change?

The heavy lifting is done, but your governance structures will need to support operations and setting of strategic direction through the long-term. Review the current structures and meeting schedules and adjust as appropriate.



Have you assessed your on-going need for a Business Development Unit?

There may still be a few partners to on-board, but your requirements for a Business Development Unit might be waning. Assess your long-term needs from the BDU and adjust as appropriate.



Are your policies and processes ready for the long-term?

By this time, your policies and processes should be well defined to support your BN program. Take a bit of time and review for completeness and update as necessary.



Have you reviewed your Funding Model?

You will require adequate funding and resources to support long-term operation, maintenance and enhancement of your BN program.

APPENDIX D.

HIGH-LEVEL ADOPTION CHECKLIST

The following has been extracted from “OneStop Business Registry: Business Implementation Guide”. It provides insights into BC’s process for on-boarding new programs.

Step 1 – Preparation

#	RESPONSIBLE PARTY	ACTIVITY	<input checked="" type="checkbox"/>
1	Partners	Identify a “key contact” within your organization to liaise with the OneStop team.	
2	Partners	Determine your organization’s role and confirm business activities.	
3	Partners	Document your general data requirements (e.g. account numbers, business names).	
4	Partners	Consider who needs to be represented on the project team, cost of hardware, software, etc. and user training, and obtain formal approval and commitment to proceed.	
5	Partners	Review Memorandum of Understanding (MOU). The MOU is an agreement between the Canada Revenue Agency and OneStop Business Registry. The review should ensure that no additional clauses are required for the new partner.	
6	Partners	Identify and assign project resources and begin team education activities.	
7	Partners	Create overall project plan.	

Step 2 – Analysis

#	RESPONSIBLE PARTY	ACTIVITY	<input checked="" type="checkbox"/>
1	Partners	Collect requirements for interface. This includes business process flows, code sets and other related documentation necessary to do business.	
2	Partners	Determine details of data to be supplied to and / or received from the Hub. This might be CRA or other partner data. What gaps exist? What mapping must be done between data required in Hub messages and data in the partner's existing operational system? Prepare a data-mapping document and plan for conversion.	
3	Partners	Review the data-mapping document with the OneStop team and adjust if necessary.	
4	Partners	Determine transaction volumes and identify subscriptions required from the Hub (i.e. which broadcast messages is the partner interested in receiving).	

Step 3 – Design

#	RESPONSIBLE PARTY	ACTIVITY	<input checked="" type="checkbox"/>
1	Partners	Document your interface details – what documents are required for submission to the Hub? What business rule and edits must be applied to the data? How will error notifications be handled?	
2	Partners	Document the technical specifications for the interface.	
3	Partners	Review the interface specifications with the OneStop team and finalize the documentation.	
4	Partners	Develop and document changes to internal business procedures and system processes.	
5	Partners	Determine training requirements.	
6	Partners	Create test plan and test case data. Create implementation plans. Review with the OneStop team.	
7	Partners	Plan for user guides and training materials incorporating existing OneStop documents such as the BNI Web Interface User Guide.	

Step 4 – OneStop (OS) / Hub Set Up

#	RESPONSIBLE PARTY	ACTIVITY	<input checked="" type="checkbox"/>
1	OneStop Team / Partners	Ensure subscription rules are established.	
2	OneStop Team / Partners	Create appropriate connectors and services.	
3	OneStop Team / Partners	Set up communications, enable security protocols, firewall changes, etc.	
4	OneStop Team / Partners	Grant access to the BNI using the user's IDIR. If the partner is not within the BC Provincial government, they would use BCeID to access the BNI	
5	OneStop Team / Partners	Install and configure any partner specific modules and test.	

Step 5 – Construction and Test

#	RESPONSIBLE PARTY	ACTIVITY	<input checked="" type="checkbox"/>
1	OneStop Team / Partners	Create the XML documents and complete changes to operational system.	
2	OneStop Team / Partners	Test the XML either via the simulator or ideally via the Partner Operational System following test cases outlined in test plan. Ensure conversion testing is included.	
3	OneStop Team / Partners	Verify results and adjust coding as necessary.	
4	OneStop Team / Partners	Plan and coordinate partner user acceptance testing.	

Step 6 – Implementation

#	RESPONSIBLE PARTY	ACTIVITY	<input checked="" type="checkbox"/>
1	Partners	Plan and coordinate implementation activities.	
2	Partners	Plan and coordinate conversion activities.	
3	Partners	Source testing complete and signed off.	
4	Partners	MOU signed.	
5	Partners	Users have been set up with correct permissions.	
6	Partners	Complete installation of hardware and software.	
7	Partners	Install certificates and communicate user names and IDs.	
8	Partners	Complete any conversion processes.	
9	Partners	Synchronize databases and correct data anomalies.	
10	Partners	Train users and support staff.	
11	OneStop Team	Plan and coordinate implementation activities.	
12	OneStop Team	Plan and coordinate conversion activities.	
13	OneStop Team	Ensure sign-offs in place.	
14	OneStop Team	Ensure users set up with correct permissions, subscriptions in place.	
15	OneStop Team	Complete installation of any new hardware / software.	
16	OneStop Team	Install security; implement firewall changes.	

Step 7 – Operation

#	RESPONSIBLE PARTY	ACTIVITY	<input checked="" type="checkbox"/>
1	OneStop Team	Monitor system transactions.	
2	OneStop Team	Respond to troubleshooting / help desk calls.	
3	OneStop Team	Carry out conversion activities.	
4	OneStop Team	Ensure operational systems working correctly.	
5	OneStop Team	Review transaction logs and reports.	
6	OneStop Team	Carry out conversion activities.	

APPENDIX E.

EXISTING PROGRAM IDENTIFIERS

The following is a listing of the current BN15 program identifiers utilized at the federal, provincial / territorial, or municipal level throughout Canada.

JURISDICTION / ORGANIZATION	ID	DESCRIPTION
	AG	
British Columbia	BB	Liquor Control and Licensing Branch Account
British Columbia	BC	Corporate Registry Account
	BD	Natural Resource Sector Account
British Columbia	BT	Provincial Sales Tax Account
British Columbia	BV	Corporate Accounting System Account
British Columbia	BW	WorkSafeBC Account
	EC	
Manitoba	MC	Manitoba Corporation Account
Manitoba	MG	Manitoba Interactive Digital Media Tax Credit Account
Winnipeg	MM	City of Winnipeg Account
Manitoba	MT	Provincial Sales Tax Account
Manitoba	MW	Workers Compensation Board Account
New Brunswick	NP	New Brunswick Account
Nova Scotia	NS	Business Registry Account
Nova Scotia	NW	Workers' Compensation Board Account
	OB	
	OC	
	OE	
	OR	
	OS	
	OW	

JURISDICTION / ORGANIZATION	ID	DESCRIPTION
	PG	
	RA	
CRA	RC	Corporation Income Tax Account
CRA	RD	Excise Duty Account
CRA	RE	Excise tax and special levies Account
CRA	RG	Air Travelers security Charge Account
CRA	RM	Import-export Account
CRA	RN	Insurance Premium Tax Account
CRA	RP	Payroll Deductions Account
CRA	RR	Registered Charity Account
CRA	RT	GST / HST Account
	RX	
	RY	
CRA	RZ	Information Returns Account
Saskatchewan	SK	Saskatchewan Account
CRA	SL	Softwood Lumber Account
Ontario	TA	Accessibility Directorate of Ontario Accessibility Compliance Report Account
Ontario	TB	Ministry of Revenue Beer and Wine Tax Account
Ontario	TC	
Ontario	TD	Ministry of Labour Dispute Resolution Service Account
Ontario	TE	Ministry of Revenue Employer Health Tax
Ontario	TF	Ministry of Revenue Fuel Tax Account
Ontario	TG	Ministry of Revenue Gas Tax Account
Ontario	TH	Ministry of Labour Occupational Health and Safety Account
Ontario	TI	Ministry of Finance International Fuel Tax Account
	TJ	

JURISDICTION / ORGANIZATION	ID	DESCRIPTION
Ontario	TL	Ministry of Labour Employment Standards Account
Ontario	TM	Ministry of Revenue Mining Tax Account
Ontario	TN	Ministry of Environment Certificate of Approval Account
Ontario	TP	Ministry of Revenue Premium Tax Account
Quebec	TQ	QST Registration Account
Ontario	TR	Ministry of Revenue Retail Sales Tax Account
Ontario	TS	
Ontario	TT	Ministry of Revenue Tobacco Tax Account
Ontario	TU	Ministry of Revenue Gross Revenue Charge Account
Ontario	TV	
Ontario	TW	Ministry of Revenue Payments-in-lieu of Federal and Provincial Corporate Tax Account
Ontario	TX	Ministry of Revenue Debt Retirement Charge Account
Ontario	TY	Treasury Board Secretariat Transfer Payment Common Registration Account

APPENDIX F.

ADDITIONAL RESOURCES

Federal-Provincial Business Number Adoption group

<https://gccollab.ca/groups/profile/10720/federal-provincial-business-number-adoption-adoption-du-numero-dentreprise>

"The Federal-Provincial Business Number Adoption group is closed, intended for use of federal and provincial members of the BN Governance committee that are invited to join. Expected to increase the depth and breadth of data and information sharing between federal and provincial members, this group is a great place to share documents, best practices and lessons learned."

Resources available include:

- CRA and ISED's Terms of Use for access to the Business Number web validation service
- Program Identification Survey utilized by Ontario's Ministry of Government and Consumer Services
- Program Inventory and Tracking template based on a sample provided by ISED
- Sample Program Identification Survey
- Program Inventory and Tracking
- CRA contact information
- ISED contact information

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Canada Revenue Agency (CRA)
Innovation, Science and Economic Development Canada (ISED)
Employment and Social Development Canada

Provincial / Territorial

British Columbia
Manitoba
Newfoundland and Labrador
New Brunswick
Northwest Territories
Nova Scotia
Ontario
Saskatchewan
Yukon

Municipal

The City of Toronto
The City of Winnipeg

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About Davis Pier

Davis Pier is a consulting firm that provides innovative solutions to complex government and social challenges. We work with public, not-profit, and private sector organizations in Canada and internationally to deliver the services necessary to improve society and the lives of others by designing, planning, and implementing lasting change. Our ability to collaborate with clients and implement these solutions is what sets us apart. Our projects included work in a variety of domains, including: healthcare, education, employment, social services, public safety, business regulation, citizen services, and diversity and inclusion.

The approaches we use to design, plan, and manage change allow us to deliver exceptional value while integrating seamlessly with our clients. The Davis Pier team includes over 20 professionals with several complementary backgrounds, including business consultants, project managers, business analysts, change managers, engineers, service designers, and technical architects. We often involve multiple team members in a project to ensure we have the right mix of professionals to tackle problems.

Our core services are: Strategy & Analytics, Design, Transformation, People, and Technology.

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