



BUSINESS NUMBER PLAYBOOK

Public Sector Service
Delivery Council [PSSDC]

Context for the *Business Number Playbook*

- The pan-Canadian vision is for governments to design and deliver services that are integrated, streamlined, seamless, and client-centred in order to:
 - ✓ Improve business clients' experience, reduce red tape, and enhance the efficiency of government services; and
 - ✓ Support business start-ups as part of the “front-end” process of the broader service to business vision.
- Therefore, the objective of the Service to Business priority of the F-P/T DMs' Table is to enable businesses to start and grow easier and to enhance digital services to businesses.
- On the endorsement of the F-P/T Clerks and Cabinet Secretaries in April 2017, the DMs' Table directed the Public Sector Service Delivery Council to accelerate the mandatory adoption of the Business Number (BN).
- In responding to this direction, the PSSDC's Service to Business Working Group, co-chaired by Ontario and Innovation, Science and Economic Development Canada committed to develop a *BN Playbook*.

Purpose

Under the direction of the Service to Business Working Group, a Business Number Playbook Project was undertaken. The objective of the project was to develop a playbook to support 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, those promoting BN use and administrators 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 related 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.

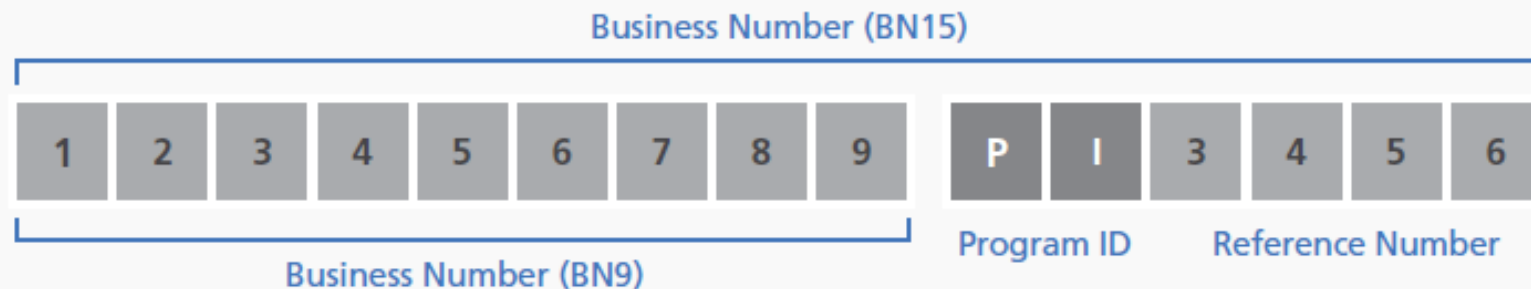
So, what is the Business Number?

4

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).



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?

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?

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.

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 BN Champion
- Identify BN 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 BN
- 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 BN by additional partners / programs
- Identification of opportunities for municipal government adoption
- Opportunities for innovation

LEVEL 4 Stabilization

Implementing the Business Number for foundational partners

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

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.

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	

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: Program Model Target State

STRATEGY	LEGISLATION & GOVERNANCE	ORGANIZATION	POLICIES & PROCESSES	TECHNOLOGY & DATA
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			On-boarding	


Legend

Under Consideration

In-progress / Initial Implementation

Defined / Operationalized

LEVEL 2 – ADOPTION

A decorative graphic consisting of two overlapping chevrons pointing to the right. The front chevron is light blue, and the back chevron is light gray. They are positioned to the right of the 'LEVEL 2 – ADOPTION' header.

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: Program Model Target State

STRATEGY	LEGISLATION & GOVERNANCE	ORGANIZATION	POLICIES & PROCESSES	TECHNOLOGY & DATA
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Funding Model	Governance Model (service & data governance)	Business / Service Owner	Data Management (including remediation)	Data Sharing
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			On-boarding	

Legend



Under Consideration



In-progress / Initial Implementation



Defined / Operationalized

LEVEL 3 – EXPANSION

The BN15 is a different environment than the BN9. It provides additional capabilities related to compliance; as such, it is more resources to implement.

Level 3 Expansion Adoption: Program Model Target State

STRATEGY	LEGISLATION & GOVERNANCE	ORGANIZATION	POLICIES & PROCESSES	TECHNOLOGY & DATA
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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
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			On-boarding	

Legend



Under
Consideration



In-progress / Initial
Implementation



Defined /
Operationalized


LEVEL 4 – STABILIZATION


Adopting the BN is not just about the initial implementation – you need to consider on-going operational costs as well.


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
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Legend

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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			✓		2004	BN15
Manitoba			✓		2002	BN15
New Brunswick			✓		2002	BN15
Newfoundland & Labrador	✓					
Northwest Territories	✓					
Nova Scotia			✓		1999	BN15
Nunavut						
Ontario			✓		1996*	HYBRID BN15 AND BN9 WVS-ONLY
Prince Edward Island		✓				BN9
Quebec	✓					
Saskatchewan			✓		2012	BN15
Yukon						

* Ontario first adopted the BN in 1996 for six programs. This process was subsequently revised in 2008.

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 BN9 WSV, and 91+ services using the business number as the standard identifier across 20 departments.

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Also Available Here:

<https://iccs-isac.org/resources-tools/playbooks>