



Innovation, Science and
Economic Development Canada

Innovation, Sciences et
Développement économique Canada

The top half of the cover features a vibrant image of the Aurora Borealis (Northern Lights) in shades of green and blue, with a large, dark, stylized maple leaf shape superimposed over it.

2017-2018

CORPORATIONS CANADA

BUSINESS PLAN

Canada 

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Table of Contents

Introduction.....	3
Mandate and Services	3
Current Environment	4
The Federal Framework	4
The Canadian Landscape	5
Internal Environment	6
Program Overview	8
Priorities for 2017-2018	10
ANNEX A: Key Accomplishments for 2016-2017	12

Introduction

This business plan provides an overview of Corporations Canada (CC) and the services that it provides, outlines the organization's priorities for 2017-2018, and highlights its key accomplishments for 2016-2017.

MANDATE AND SERVICES

Corporations Canada is a regulatory organization that allows Canadians and businesses to incorporate at the federal level in accordance with Canada's laws. It directly contributes to Innovation, Science and Economic Development Canada's (ISED) strategic objectives of ensuring that the Canadian marketplace is efficient and competitive by administering federal laws and statutes governing corporate activity in Canada.

The key statutes administered by CC are:

- *Canada Business Corporations Act* (CBCA)
- *Canada Not-for-profit Corporations Act* (NFP Act) and Part II of the *Canada Corporations Act* (the old not-for-profit legislation)
- *Canada Cooperatives Act* (COOP)
- *Boards of Trade Act* (BOTA)
- Special Acts of Parliament

The organization's main lines of business include incorporation and related services, such as amalgamation or other corporate charter amendments; dissolution of corporations; ruling on the use of corporate names; collecting and disseminating information on federal companies; development of the regulatory framework; and compliance activities related to the statutes it administers.

What CC offers to its clients

Incorporation	Information	Services to federal corporations and shareholders
<ul style="list-style-type: none">• Business corporations• Not-for-profit• Cooperatives• Boards of trade• Name approval/Name searches (Nuans)	<ul style="list-style-type: none">• Client Contact Centre• Federal corporations database• Web-based communications and policies	<ul style="list-style-type: none">• Amalgamations• Annual returns and summaries• Amendments (articles, by-laws)• Arrangements• Continuances• Certificates of compliance• Revivals/Dissolutions/Corrections• Exemptions• Investigations (when warranted)
Office of the Registrar General of Canada <ul style="list-style-type: none">• Formal documents under the Great Seal of Canada• Registration of railway documents	Policy-related services <ul style="list-style-type: none">• Regulations• Legislative reform consultations• Policies and procedures development• Compliance activities	

Current Environment

THE FEDERAL FRAMEWORK

CC provides a framework that allows businesses to incorporate federally, affording them many benefits such as:

- *Separate legal entity* – A corporation has the same rights and obligations under Canadian law as a natural person – meaning it can acquire assets, obtain a loan, enter into contracts, sue or be sued, and be found guilty of committing a crime. When a business is incorporated, its separate legal status, property, rights and liabilities continue to exist until the corporation is dissolved, even if one or more shareholders or directors sell their shares, die or leave the corporation.
- *Limited liability* – Incorporation limits the liability of a corporation’s shareholders, meaning as a general rule that the shareholders of a corporation are not responsible for its debts.
- *Lower corporate tax rates* – Information on tax benefits and implications of incorporating can be found in the Canada Revenue Agency publication *Canadian Small Business Guide*.
- *Greater access to capital* – It is often easier for corporations to raise money and borrow money at a lower rate than it is for other forms of business.
- *Continuous existence* – A corporation has greater stability because it continues to live on even if every shareholder and director were to die, as ownership of the business would simply transfer to the shareholders’ heir.
- *Heightened name protection* – An approved federal corporate name allows businesses to operate using its corporate name across Canada, which is important if a business decides to expand to other provinces or territories.
- *Location flexibility* – Incorporating under the *Canada Business Corporations Act* (CBCA) also gives a degree of flexibility in choosing a location of registered office. It even permits meetings to be held electronically or outside of Canada.
- *Recognition* – CC affords the business community a recognizable brand on the international stage, as corporations under the CBCA are recognized around the world as Canadian corporations.
- *Online incorporation and other services* – CC is always working to make its services more accessible and convenient. Filing requests online provides a number of distinct advances, such as convenience, low or no delivery costs or delays, immediate acknowledgement of filing, and reduced filing fees.

THE CANADIAN LANDSCAPE

Many factors can influence the demand for incorporation, such as the health of the economy or the fees charged for incorporating. Corporation Canada's fees for business corporations are competitive when compared to domestic jurisdictional counterparts. In fact, CC's business incorporation fee is 30% lower than the national average and it has the lowest e-filing incorporation fee in the country. This is largely attributable to the close alignment of CC's fees with the actual cost of service delivery and efficiencies associated with online filing.

Business Corporations 2016

There were **2,851,125 active business corporations** in Canada – a 3.5% increase since last year. Most business corporations are at the provincial level (90%); however the number of federal business corporations (10%) is increasing at a faster rate, having increased by 7% compared to an average increase of 2% in the provinces.

There were **290,308 active federal business corporations** in Canada, with a concentration in Ontario (51%) and Quebec (38%).

CC represents 16% of the market share for new incorporations, representing a 1% increase from previous years. The remainder of the market share for incorporations has been stable over the last few years.

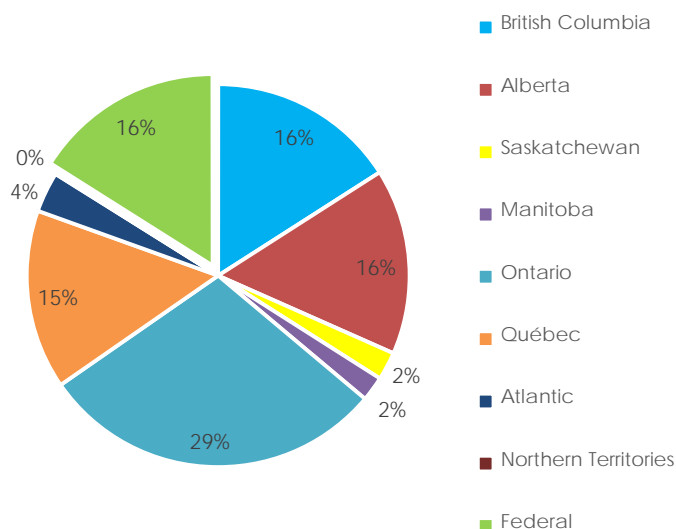
Not-for-profit (NFP) Corporations 2016

There were **223,277 not-for-profit corporations** at the provincial and federal levels in Canada. Similarly to business corporations, federal not-for-profit corporations represent 11% of total not-for-profits in Canada. Although this is a small decrease from previous years, it can be attributed to the dissolution of CCA-II corporations that did not transition to the NFP Act.

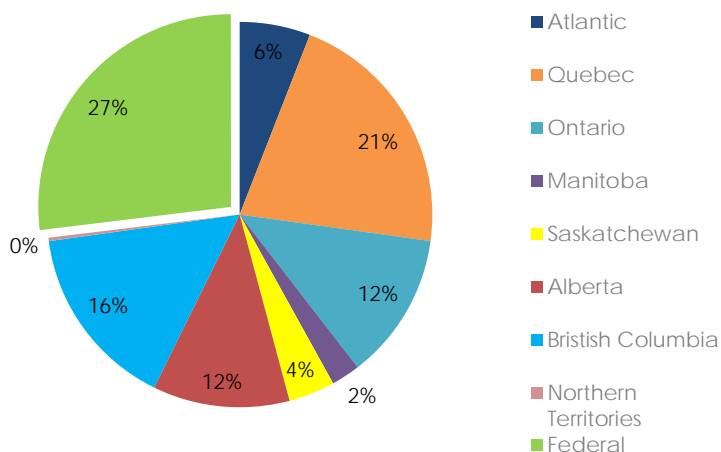
There were **23,063 active federal not-for-profit corporations** in Canada, with a concentration in Ontario (63%) and Quebec (16%).

Meanwhile, 27% of NFP incorporation in Canada is incorporated with CC – the highest market share in Canada. Since the implementation of the NFP Act, the federal market share of NFP incorporations has increased by 80%.

BUSINESS INCORPORATIONS IN CANADA
BY JURISDICTION



NOT-FOR-PROFIT INCORPORATIONS IN
CANADA BY JURISDICTION



INTERNAL ENVIRONMENT

Workforce Snapshot

CC is a relatively small organization with a team of highly skilled and dedicated employees. The organization is forward thinking, preparing for the future and building capacity, through its employee development programs and succession planning. These strategies provide employees with opportunities to, if they wish to do so, progress in their career by taking specialized training, developing their skills and competencies and acquiring enhanced and unique experiences. CC is committed to providing its employees with career development opportunities that consider both the needs of its clients, specifically high quality services which comply with established service standards, as well as the organization's operational needs. This all takes place within a perspective of strategic planning of human resources, which, in addition to retaining qualified and experienced staff, also supports healthy succession planning to meet current and future needs of the organization.

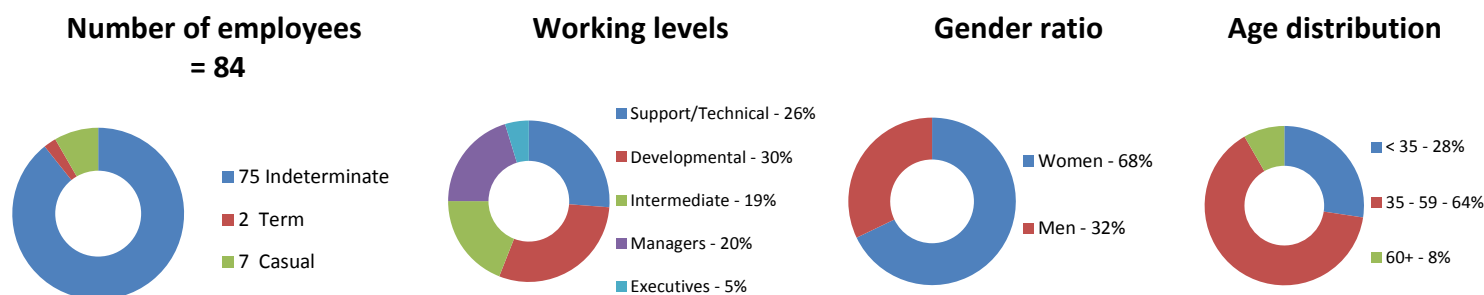
The organization is divided into three directorates:

The **Compliance and Policy** directorate's main responsibility is to regulate federal incorporation ensuring that corporate laws, regulations, and policies are appropriate, sound and transparent. Compliance activities include dealing with complex transactions, handling complaints from stakeholders about corporate behavior, and implementing programs to ensure that publicly available corporate information is reliable and up-to-date.

The **Incorporation and Information Products and Services** directorate is largely external-facing and has overall responsibility for processing incorporation requests and related applications, providing information through our Contact Centre, compiling research in support of evidence-based decision making and administering the Nuans program, the name search system which compares proposed names with a database of existing names, including trademarks and provincial and federal corporate names.

The **Corporate Services** directorate supports the organization in the areas of communications, human resources, finance and administration, information management and technology, as well as business planning. The Great Seal of Canada and Railway Registrar are also housed under Corporate Services.

Key Profile Highlights (as of March 31, 2017)



62% of CC's employees indicated French as their first official language, while 38% indicated English. Among employees who were in positions with a bilingual requirement, 97% met their bilingual language requirements.

Budget Allocation

CC has a strong financial stewardship system in place and is committed to continuing its rigorous monitoring of budget, expenditures and revenues.

CC's budget for 2017-2018 is \$9.1 million (M) and the revenue forecast is \$16M. The budget includes \$5.6M (61%) in salary and \$3.5M (39%) in non-salary. The revenues collected support all activities, including policy and regulatory development, services to clients, compliance activities, IT maintenance and development, Web presence and corporate support services.

In addition to the authorities mentioned above, CC is responsible for the Nuans program, the name search system which compares proposed names with a database of existing names including trademarks, provincial and federal corporate names, which is fully funded from royalties. This means that the revenue collected in one year becomes the budget for the following year. The royalties for the current fiscal year are estimated at \$1M.

Authorized budget for 2017-2018

	Budget
Salary	\$5,640,000
Non-salary	\$3,538,000
TOTAL	\$9,178,000

Program Overview – Moving Forward

Following the release of the 5-year Strategic Plan (2017-2022) which outlines CC's strategic priorities, a number of key activities such as roadmaps and action plans have been identified in 2017-2018 to support each strategy.

Corporations Canada will continue to advance to achieve its long-term objectives, which are to offer high quality and innovative client services, and to lead corporate regulation practices that benefit the Canadian economy.

OVERVIEW OF 5-YEAR STRATEGIC PLAN (2017-2022)

Corporations Canada is a...

Corporate Regulator

The administration of corporate regulations and policies and the management of corporate information by Corporations Canada protects the public interest and promotes compliance.

Service for Business

Corporations Canada provides innovative, client-centric services for business.

Vision: The Best at everything we do

Leading Corporate Regulator

Continuous improvements to align the regulatory and policy framework with leading corporate regulation practices that benefit the Canadian economy.

Excellence in Client Service

High-quality client service while continuously looking to better the user experience.

2017 - 2022 Strategies

Client Outreach

Reach out to existing and potential clients to increase awareness, knowledge and use of our services.

Digital Service

Offer new and innovative technologies for client services.

Client Engagement

Successfully engage with clients and involve them to the maximum extent possible in decision-making and service design.

Evidence-Based Decision Making

Utilize information and data available to us to develop evidence-based ideas, analysis, advice, processes and policies.

Partnerships

Collaborate with external stakeholders and partners to exchange information on policy advice, program design and service delivery.

Healthy and Innovative Workplace Culture • Sound Resource Management • Responsive IT Infrastructure

Priorities for 2017-2018

In 2017-2018, CC's modernization efforts will focus on advancing our internal strategies that contribute to its dual role as a Service for Business and Corporate Regulator. These strategies will continue to shape the organization's business over the next five years.

Client Outreach

*Reaching out to existing and potential clients
to increase awareness, knowledge and use of CC products and services.*

Create and launch a variety of products (promotional, educational, informational, etc...) to increase awareness about the services we offer and the benefits of federal incorporation.

- Increase awareness of Corporations Canada, its services and the advantages of federal incorporation
- Provide clients with easy-to-find plain language
- Ensure an integrated and systematic approach to client outreach in CC

Digital services

*Identifying and exploring the implementation
of new and innovative technologies for client services.*

Provide better, real-time services for our clients through an application that is based on new technology and optimizes what is being done elsewhere in government.

- Ensure appropriate architecture in place to support service improvements
- Continue to shift towards use of online channels, aiming for 'digital by default' service
- Explore innovative ways to improve or expand client service offerings through digital services
- Gathering, using & sharing data

Client Engagement

*Engaging with clients and involving them
to the maximum possible extent in decision-making and service design.*

Systematically involve clients and their opinions in design and delivery of services, communications, product offerings and further mainstream client-centric thinking across the organization.

- Understanding our clients
- Involving clients
- Further client-centric culture at CC

Evidence-based decision making

*Utilizing information and data to develop
evidence-based concepts, analysis and advice.*

Evidence will be the foundation of organizational decision making about legal amendments, regulatory and policy development, program and process improvement.

-
- Gathering, accessing and maintaining data
 - Optimizing data
 - Turning data into evidence

Partnerships

*Collaborating with external stakeholders and partners
to exchange information on policy advice, program design and service delivery.*

Establish and nurture partnerships based on a clear, shared understanding of partnership objectives and benefits and the role that CC will play.

- Structured and strategic approach to new and existing partnerships
- Create and encourage new partnerships
- Strengthen existing collaborations to achieve identified goals

OTHER PRIORITIES FOR 2017-18

Multi-Jurisdictional Registry Access Service (MRAS) to connect Canada's Business Registries

Corporations Canada will continue working with the provinces and territories to connect Canada's business registries. The objective is a registry access service that will allow robust business searches across the registries and will streamline extra-provincial corporate registration and reporting. The next phase is to develop a pilot. We will be embarking on a pilot stage using live data with 4 jurisdictions and Corporations Canada. The pilot will explore data-sharing between registries in a live test environment. It will identify the detailed requirements for full implementation of MRAS, including costs, timelines. We will then look to adding additional jurisdictions in the second iteration of the pilot in 2018. The pilot is expected to be completed by March 2018.

IT Modernization Renewal

Continue advancing our IT modernization initiative by identifying and exploring the implementation of new and innovative technologies for client services and increasing our capacity to offer online services to clients, such as copies, Not-For-Profit (NFP) amendments and exemptions. As well, in an effort to modernize our Call Centre, Corporations Canada will also explore the possibility of adding a Chat service for our clients.

Develop Client Relationship Management (CRM) system

Corporations Canada will launch a client relation management (CRM) system to gain insight into the behaviour of clients in order to strategically serve those clients. CRM will permit Corporations Canada to record and manage client interactions and provide business intelligence. Extraction of business intelligence will allow Corporations Canada to better identify client needs and improve products and services accordingly.

CC will continue to offer high quality services, ongoing quality assurance and maintain service standards, while aiming to improve client satisfaction using a variety of mechanisms. The organization is continually identifying opportunities to improve consistency, reduce the complexity of its policies and strengthen protection of Canadians, while ensuring that regulations align with leading corporate regulation practices.

In addition, the organization will explore enhancing its service offerings and will continue to optimize operational processes.

ANNEX A: Key Accomplishments for 2016-2017

Multi-Jurisdictional Registry Access Service (MRAS) to connect Canadian Business Registries

In 2016-17, Corporations Canada and Canadian provinces and territories developed a proof of concept that demonstrated a reduction of burden on corporations in the area of multi-jurisdictional searches, registrations and reporting. Building on the proof of concept, eight jurisdictions provided sample data sets from their registries and worked with those data sets to develop a prototype. The prototype demonstrated successful data-sharing between registries and identified the high-level business and technical requirements required to fully develop MRAS.

NUANS - Successful launch

Corporations Canada launched a modernized online search application in June 2016. Nuans is a search tool that produces corporate name reports. The Nuans reports compare a proposed new corporate name with a listing of similar corporate names and trademarks that are already in use. This facilitates the decision of the corporate registrars to grant or reject the new name. This online service is used by Corporations Canada and by 9 provincial or territorial governments. The development of the modernized Nuans consisted of:

- Building a new complex phonetics search tool;
- Procuring the services of a new provider for hosting the website, selling the reports and managing the call center;
- Building a new web interface and rewriting all the web pages;
- Introducing new sign-in methods for clients. Clients now have 2 options; they can sign-in with GCKey or with financial institutions credentials;
- Everything was done in consultation with our provincial/territorial partners and clients to assure quality. Clients and partners were engaged through every process of the design, development and testing phases of the project.

Online services

Corporations Canada have improved its Online serves as clients now have the ability to file a letter of satisfaction online as well as to look-up addresses using postal codes for online transactions.

Bill C-25 Proposed Regulations – Bill to promote corporate transparency and diversity

Canada's business framework laws play a key role in ensuring that investors have confidence in the way corporations are governed. This confidence contributes to economic growth that benefits all Canadians. Given that today's marketplace operates in a rapidly changing environment, it is critical that business frameworks provide a foundation on which companies can innovate and grow to scale in the modern economy.

On September 28, 2016, Bill C-25, an Act to amend the Canada Business Corporations Act, the Canada Cooperatives Act, the Canada Not-for-profit Corporations Act and the Competition Act was introduced in the House of Commons. The bill introduces amendments that will increase shareholder democracy and participation, support the push to increase women's participation on corporate boards and in senior management, and improve corporate transparency and business certainty while reducing regulatory burden. These changes allow Canada's framework laws to better reflect modern ways of doing business and make it easier for companies to harness their innovations to grow and succeed. The targeted amendments to the federal framework laws will also help position businesses for the future as the marketplace evolves in the global, knowledge-based economy. Corporations Canada worked closely with Strategic Policy Sector by providing its policy and regulatory expertise in the drafting of the Bill.

SERVICES TO CLIENTS: RESULTS

CC is committed to providing service to its clients according to defined service standards and regularly measures whether or not these commitments are being met. Measuring performance and monitoring progress allows for the assessment of achievements over time as well as the determination of room for improvement.

The table below indicates the high level of service that was provided to CC clients during 2016-2017, with the expected service commitments being met or exceeded for the majority of services.

SERVICE		COMMITMENT	EXPECTATION	VOLUME	RESULTS
Services under the CBCA					
Online service	Incorporation	Received by 1:00 p.m. on a business day, processed by 5:00 p.m. the same day. Received after 1:00 p.m., processed by 5:00 p.m. the following business day.	Requests are reviewed and responded to 90% of the time	47,908	97.5%
	Name decision (pre-approval only)			11,773	95%
	Amendment			7,500	97.5%
	Amalgamation			711	95%
	Import continuance			661	96%
Paper	Amalgamation	Processed within 5 business days	Requests are reviewed and responded to 90% of the time	395	94%
	Import continuance			152	96%
	Revival			2,996	99%
	Letter of satisfaction			376	98%
	Discontinuance			660	98.5%
	Name decision (pre-approval only)			87	88.5%
	Correction			191	99.5%
	Cancellation			37	94.5%
	Incorporation			219	94.5%
	Amendment			604	98%
	Restated articles			116	97%
	Services under the NFP Act				
Online service	Incorporation	Received by 1:00 p.m. on a business day, processed by 5:00 p.m. the same day. Received after 1:00 p.m. processed by 5:00 p.m. the following business day.	Requests are reviewed and responded to 90% of the time	3,402	96%
	Corporate name pre-approval			1,570	94%
Paper	Incorporation	Processed within 5 business days	Requests are reviewed and responded to 90% of the time	417	95%
	Corporate name pre-approval			63	78%
	By-laws			608	95%
	Continuance (transition)			800	94.5%
Nuans Services (CGI - Data available from July 1 to March 31, 2017)					
Telephone responsiveness		Telephone is answered by an agent within 20 seconds*	90% of phone calls are answered by an agent within 20 seconds*	4,572	65.12%

Email and telephone inquiries resolution	Email and telephone inquiries are resolved on the initial contact or within 2 hours*	95% resolved on the initial contact or within 2 hours*	2,797	92.5%
Response to voice messages	Voice messages are responded to within 2 hours*	100% of voice messages are responded to within 2 hours*	222	91.4%
Compliance Services				
Exemptions	Response within 30 days of receipt of application	Meet regulatory service standard 100% of the time	60 CBCA 28 NFP Act	100%
Arrangements	Response within 5 days of receipt of notice to Director and draft materials	Provide response within 5 days 100% of the time	36 CBCA 1 NFP Act	100%
Court applications (other than arrangement)	Response within 20 days	Review and respond, if necessary, 100% of the time	13 CBCA 1 NFP Act	100%
Complaints	Response within 20 days of receipt of written complaint	Response within standards 100% of the time	990	100%
Office of the Registrar General – Formal Documents and Registration				
Ambassadors and High Commissioners	Documents are prepared as per Order in Council or Instrument of Advice		90	100%
Federally-appointed Judges			72	100%
Deputy Ministers			38	100%
Regular members and officers of permanent commissions, boards and corporations			32	100%
Commissioner and Officers of the RCMP			83	100%
Election Writs			6	100%
Other formal documents			105	100%
Registration of documents related to railways and rolling stock	Documents are filed online by the clients then reviewed by the Official Document Registrar		552	98%
Service to Clients – Respond to General Enquiries				
Telephone	Calls are responded to within 2 minutes	Provide response within 2 minutes 80% of the time	74,158	85.6%
Email, voice mail and fax	Emails, voice mails and faxes are responded to within 24 hours	Provide response within 24 hours 90% of the time	7,239	95.2%

*During Core Hours which are defined as 07h00 to 20h00 ET, Monday to Friday.