



Canadian Intellectual
Property Office

Office de la propriété
intellectuelle du Canada

Canada

**Canadian Intellectual
Property Office**

2026–2031 Business Strategy



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➤ Message from the CEO

The intellectual property (IP) system plays a vital role in advancing innovation, creativity and economic growth in Canada. As we reflect on the progress made since our previous strategy and look to the future, this is an important moment to renew our vision so that we remain agile, effective and responsive in a rapidly changing global environment.

CIPO's 2026–2031 Business Strategy builds on the accomplishments, experience and insights of recent years. It is designed to help us respond proactively to emerging priorities and to ensure that Canada's IP system is well positioned to support innovators and creators in an increasingly dynamic and competitive world.

Artificial intelligence (AI), quantum computing, shifting global economic forces, significant investments in strategic sectors, and evolving trade dynamics are reshaping the innovation landscape. Together, these developments are creating new opportunities to strengthen Canada's economic growth, enhance competitiveness and deepen international collaboration.

In this environment, IP is more important than ever. As the volume and complexity of IP continue to grow, and as IP becomes increasingly intertwined with innovation, trade and productivity, Canada needs an IP system that is modern, resilient and adaptable, one that supports Canadian innovators and businesses at home while helping them compete and succeed in global markets.

CIPO's 2026–2031 Business Strategy sets a clear direction to support the Government of Canada's priorities: advancing innovation, investing in strategic sectors, strengthening and diversifying global opportunities, improving service delivery, and reducing administrative burden for applicants.

Our progress relies on the dedication, professionalism and expertise of CIPO employees, as well as the valuable cooperation of our domestic and international partners. Together, their efforts have enabled us to accomplish so much in recent years and have positioned us well for the future.

To realize this vision, our strategy is focused on 4 strategic priorities:

1. Timely delivery of high-quality IP products and services

We will ensure optimal pendency, strengthen quality, advance digital transformation, and enhance client-facing platforms so that innovators and businesses can access reliable, responsive and efficient IP services.

2. Advance innovation in the knowledge-based economy

We will enhance IP awareness, tailor education and outreach, improve access to data, and introduce accelerated examination options so that more Canadians can make informed decisions to create, protect and leverage their intellectual assets.

3. Support Canada's trade priorities

We will support Canadian businesses in global markets through active international engagement, greater harmonization of practices and measures that help expand market access and attract investment.

4. Drive organizational excellence

We will continue to foster a skilled, diverse and inclusive workforce, supported by a culture that prioritizes mental health. By upholding sound stewardship and financial sustainability, we will remain well positioned to deliver results for Canadians and support government priorities.

This strategy positions CIPO as a catalyst for innovation and growth. It has been shaped by extensive research and meaningful engagement with employees, partners, small and medium-sized enterprises (SMEs), and the broader IP community.

I am proud to present CIPO's 2026–2031 Business Strategy. With the dedication and expertise of our employees, this strategy will enable us to seize new opportunities, strengthen Canada's innovation performance, and reinforce our role as a leading intellectual property office, one that serves Canadians with excellence and helps shape a more innovative and competitive future.



➤ Realizing Canada's innovation potential

Canada stands at a pivotal juncture in its economic and innovation journey. As the global economy continues to transform, driven by new technology frontiers, intensifying competition for talent and evolving trade dynamics; Canada's future prosperity will depend on its ability to unlock, protect and leverage the full spectrum of its creativity and technological ingenuity. The Canadian Intellectual Property Office (CIPO), as a special operating agency of Innovation, Science and Economic Development Canada (ISED), plays a crucial role in nurturing this potential, driving productivity and sustaining Canada's competitiveness on the global stage.

A modern innovation ecosystem

CIPO advances a strong foundation for innovation with nearly 1,250 specialized employees serving over 4 million online client interactions and over 16 million data requests annually. As a fully self-funded, service-driven organization, CIPO ensures the integrity and global reach of Canada's systems for patents, trademarks, industrial designs, geographical indications, copyright and integrated circuit topographies, while supporting entrepreneurs, researchers and businesses nationwide.

Intangibles are the defining currency of the 21st-century economy. Shifting global economic forces are reshaping trade, policy, investment, and technology development, making it imperative for Canada to have an effective and efficient IP system to capitalize on our strengths in areas such as clean technology, critical minerals, defence, quantum computing, AI and advanced manufacturing. As actors around the world accelerate innovation and digital transformation, securing inclusive economic growth will depend on our agility and on advancing a robust, modern IP framework.

The IP and innovation continuum—Driving economic growth

Harnessing emerging opportunities is key to advancing Canada's innovation performance. Canada is well positioned to build on its strong support for business research and development (R&D), world class science, technology, engineering and mathematics (STEM) talent, and growing productivity ambitions. IP can play a powerful role in accelerating this progress.

IP rights create market advantages that reward bold and forward-looking R&D. As a result, IP is increasingly recognized as a dynamic catalyst for research, commercialization and growth. Strengthening Canada's IP foundation will further encourage business investment, complementing existing marketplace frameworks and incentives. Canada already develops world-class ideas and exceptional talent, and expanding opportunities for innovators will enhance our capacity for domestic IP creation and future breakthroughs. As more research activity takes place here,



Canadians will generate more IP, create high value jobs and enable R&D intensive firms to achieve even greater productivity gains.

Building an IP ecosystem defined by timely access to high-quality IP rights, increased optionality to access the IP system, strong awareness of IP as a strategic asset, improved trade opportunities through harmonization, and a modern and fit for purpose fee structure will empower Canadians to fully leverage our globally recognized strengths in cutting edge research and invention. Such an environment will enhance present opportunities for IP generation, unlock future potential and provide a robust foundation for the commercialization and monetization of IP developed and retained in Canada. It will strengthen Canadian innovators and companies' leadership positions in the global economy and attract additional investment and trade opportunities.

By acting on these opportunities, Canada is poised to amplify the impact of our ingenuity, ensure economic benefits for Canadians, and

thrive in a competitive global landscape. CIPO is well placed to contribute meaningfully to this shared success, and this business strategy positions the organization as both a catalyst for innovation and a champion of a strong, efficient and forward looking IP ecosystem.

Engagement and evidence-based approach

Establishing a forward-looking business strategy for CIPO requires ongoing dialogue, robust consultation and systematic evidence gathering. Our commitment to enabling Canada's success in the global innovation economy relies on staying responsive and aligned with the needs of Canadians, partners and IP professionals, through meaningful engagement and environmental scanning throughout the journey.

To inform our 2026–2031 vision, we drew on multiple lines of evidence, ensuring our approach is firmly rooted in the realities and aspirations of innovators, partners in the IP ecosystem, and policy makers. These ongoing processes allow us to proactively adapt, foster greater inclusivity, and remain agile in supporting Canada's evolving priorities.



Our evidence-based approach incorporates:

- **Targeted economic research:** Through initiatives such as our IP Data and Research Conference, we convene stakeholders from academia, industry and government to discuss trends, risks and opportunities affecting Canada's innovation performance. The research presented and discussions held at these events shape our policy orientation and highlight trends, commercialization gaps, and sector-specific opportunities.
- **Client and stakeholder feedback:** Regular national client satisfaction surveys and client feedback mechanisms provide insights from thousands of IP system users, guiding improvements in service quality, digital platforms and client support.
- **SME consultations:** In-depth engagement with small and medium-sized enterprises, including focused SME roundtables, revealed sector-specific barriers and needs, and regulatory burdens. These insights informed our fee review, tailored outreach, and expanded access for Canada's entrepreneurial community.
- **Professional advisory input:** Ongoing dialogue through our patent and trademark policy committees, as well as collaboration with the broader professional community, including law societies, industry associations and professional regulators, ensures our vision reflects the latest trends in professional practice, market conditions and regulatory integrity.
- **International benchmarking:** Active participation in bilateral and multilateral fora, including leading international IP offices, the World Intellectual Property Organization (WIPO) and members of the G7 and Vancouver Group, ensures Canadian priorities are aligned with global best practices, reinforces our trade priorities and strengthens harmonization to support Canadian innovators and businesses to succeed abroad.
- **Organizational review:** Input from employees, including responses to the Public Service Employee Survey, informs our internal improvement efforts, strengthens organizational culture and underpins our commitment to responsive service delivery. Audits and reviews help evaluate our progress and highlight opportunities for continuous improvement and organizational excellence.

By integrating diverse perspectives from clients, professionals, government, academia and employees, CIPO ensures its Business Strategy is rigorously evidence-based. This ongoing, multi-faceted approach empowers us to act as a catalyst for Canadian innovation, aligning our services, policies and collaborations to catalyze priority technologies and sectors in the globally connected economy.

A strategic vision for Canada's IP system

Guided by its core mandate to foster innovation, creativity and commercialization, administer high-quality IP systems, and champion Canadian interests internationally, CIPO recognizes that IP is more than a regulatory framework, it is a catalyst for economic growth and productivity. Our 2026–2031 Business Strategy sets a clear course for strengthening Canada's innovation ecosystem, by working collaboratively to build a responsive, inclusive and future-ready IP framework that connects Canadian creativity with economic opportunity, both at home and abroad.

Over the next 5 years, our efforts focus on 4 strategic priorities, each backed by tangible actions: exploring optionality, advancing digital transformation, optimizing examination capacity, embedding quality management, expanding outreach and education, enabling provisional patent pathways, and ensuring greater marketplace transparency through enhanced access to IP data. CIPO is also facilitating licensing processes and fostering inclusive partnerships across the innovation ecosystem. Initiatives such as our fee review and ongoing efforts to reduce red tape underscore a commitment to continuous improvement, fairness and accessible service for Canadians.

Strategic priorities—A framework for action

CIPO's 2026–2031 Business Strategy





Priority 1: Timely delivery of high-quality IP products and services

Canada's global competitiveness depends on a high-performing IP ecosystem, supported by timely, reliable and client-focused services. Guided by its mandate to provide greater certainty in the marketplace through delivery of high-quality and timely IP rights, CIPO is committed to enhancing the delivery, effectiveness and quality of all its IP products and services. It is about ensuring that innovators, creators and businesses can access world-class IP protection in Canada while benefiting from responsive, modern and accessible service.

CIPO will maintain a digital-first approach, strategically invest in talent and technology, and pursue new initiatives to align with the needs of a diverse client base. Emphasizing continuous improvement and operational excellence, CIPO provides timely, reliable and high-quality outcomes for all stakeholders.

Goal 1.1: Provide client-centric service

- **Initiative 1.1.1:** Develop user-friendly online platforms and tools
- **Initiative 1.1.2:** Implement data-driven client-informed service improvement
- **Initiative 1.1.3:** Foster service excellence across CIPO

Goal 1.2: Increase IP process efficiency

- **Initiative 1.2.1:** Optimize examination capacity and pendency
- **Initiative 1.2.2:** Strengthen examination efficiency and productivity

Goal 1.3: Deliver world-class IP quality

- **Initiative 1.3.1:** Digital modernization of core administrative systems
- **Initiative 1.3.2:** Modernize IP administration through legislative and regulatory reform
- **Initiative 1.3.3:** Implement and maintain effective quality management systems and processes

Goal 1.1: Provide client-centric service

Ensuring that clients are at the heart of CIPO's modernization efforts is central to Canada's strategy for supporting innovation. By focusing on the needs and expectations of users, CIPO aims to create a system that is easier to navigate, responsive and robust.

Develop user-friendly online platforms and tools (Initiative 1.1.1)

CIPO is focused on delivering digital services that put user needs at the forefront. By building next-generation patent and trademark IT systems, the Office aims to provide seamless, integrated portals where clients can autonomously file, track and manage IP applications. These systems will offer intuitive navigation and direct access to IP resources, lowering barriers for both seasoned innovators and newcomers. The introduction of online status tracking will ensure that applicants can monitor their files at every stage, increasing transparency and client confidence in the process. As digital access expands, CIPO's commitment to user-friendly and secure platforms will ensure Canadians can protect and leverage their intellectual assets efficiently, while safeguarding clients from fraudulent activities and reinforcing trust in the system.

Implement data-driven client-informed service improvement (Initiative 1.1.2)

Service excellence depends on systematically listening to clients and acting on their feedback. CIPO will leverage operational data and direct input from surveys and other feedback mechanisms to continuously refine its processes, responding to the

diverse and evolving needs of Canada's innovation community. By examining client satisfaction through the national survey and using insights gained from ongoing engagement, service can be proactively adjusted and customized. Data analytics will allow for rapid identification of challenges and emerging trends, helping the Office to adapt and remain responsive in a dynamic environment. These client-informed improvements are essential for building long-term trust and value in the Canadian IP system.

Foster service excellence across CIPO (Initiative 1.1.3)

Empowering staff and cultivating a client-first culture is foundational to delivering quality service. CIPO will invest in ongoing training and recognition programs to reinforce service excellence throughout the organization, ensuring employees have the skills and motivation to deliver consistent, high-quality support. The drive for excellence will be supported by new digital tools, such as the "Next Generation" IT systems and AI-powered solutions. Real-time status updates and interactive online assistance will help set a new standard for accessibility and responsiveness. This holistic approach ensures every interaction with CIPO reflects its dedication to helping innovators and businesses succeed.

Goal 1.2: Increase IP process efficiency

CIPO is committed to driving operational excellence throughout the IP system, ensuring innovators and creators benefit from timely, consistent services in Canada that keep pace with global standards. By maximizing efficiency, streamlining examination and investing in targeted expertise, CIPO helps clients progress more smoothly from concept to commercialization.

Optimize examination capacity and pendency (Initiative 1.2.1)

CIPO recognizes that providing timely IP protection is central to supporting Canadian economic growth. To deliver on this, the Office will proactively manage resources and workflows to achieve internationally competitive pendency standards, ensuring applications move efficiently from application to decision. CIPO will strengthen process efficiency through targeted improvements, including workflow optimization, automation of routine processing steps, and streamlined case management. These efforts will reduce delays, improve predictability and enhance the overall client experience.

Strengthen examination efficiency and productivity (Initiative 1.2.2)

CIPO is committed to building examiner expertise that matches the complexity and diversity of today's innovation landscape. Ongoing professional development, enhanced training on new IT systems, and the implementation of AI-assisted examination tools will support examiners in delivering high-quality, consistent and efficient examination. These investments will improve productivity, strengthen decision-making and reinforce CIPO's reputation for excellence.

Goal 1.3: Deliver world-class IP quality

CIPO is dedicated to upholding the highest standards of quality across all IP products and services. By modernizing underlying systems, continuously refining legislative and regulatory frameworks, and embedding effective quality management principles, CIPO ensures that Canadian IP rights deliver lasting value and reliability.

Digital modernization of core administrative systems (Initiative 1.3.1)

CIPO is committed to upgrading the core IT infrastructure that underpins the daily work of its examiners. Following the successful replacement of the IT system for patents, which will continue to be optimized based on user feedback and technological advances, CIPO is now turning its

focus to replacing the legacy system for trademarks. This digital transformation effort aims to streamline examiner workflows, reduce system downtime, enhance data reliability and accelerate the overall examination process. By ensuring examiners have access to advanced, efficient and user-friendly digital tools, CIPO will improve operational efficiency and strengthen its capacity to deliver timely IP rights protection for Canadians.

Modernize IP administration through legislative and regulatory reform (Initiative 1.3.2)

Continued relevance in a global marketplace requires an adaptable regulatory framework. CIPO will proactively review and refine its legislative and regulatory landscape to streamline processes, reduce red tape and pursue operational innovations like assigning a Patent Appeal Board panel of up to 3 members on an as-needed basis. These reforms will not only reduce red tape but also improve transparency and support more consistent decision-making. CIPO will align with emerging national and international norms to ensure responsible and well-governed integration of AI into examination procedures, data analytics, and client-service systems. Establishing a clear policy framework for AI adoption will safeguard transparency and accountability while supporting innovation and operational efficiency. Studying the use of IP among Canadian SMEs will provide the evidence needed to shape reforms that truly address the realities of modern business, stimulating IP adoption and ensuring the framework remains fit-for-purpose.

Implement and maintain effective quality management systems and processes (Initiative 1.3.3)

CIPO's commitment to quality is reflected in its drive to establish integrated management systems for trademarks and industrial designs, inspired by ISO-driven models used for patents. Systematic training, internal auditing and continual refinement will underpin the delivery of reliable, predictable and reasoned decision-making. Standardizing examination procedures, conducting periodic quality control, including the Registrar-initiated proceedings pilot to streamline the trademark register under Bill C-86, and fostering continuous professional development are all recognized practices for maintaining high quality in decision-making. Together, these measures strengthen CIPO's position as a quality-driven organization dedicated to excellence in IP protection.

Next Generation Trademarks System

Building on the success of the Next Generation Patents system, CIPO's Next Generation Trademarks System (NGTS) initiative will modernize trademark services by replacing legacy infrastructure and aligning operations with international standards. This upgrade will offer applicants and agents a more intuitive online experience, improved application tracking and faster, more reliable processing times. NGTS will also enhance integration across CIPO's IP systems, making it easier for Canadian innovators and businesses to manage trademarks alongside their other IP assets, and positioning Canada's trademark system for long-term excellence and global competitiveness.

Registrar-initiated section 45 proceedings

To ensure the trademark register reflects active, in-use brands, Trademarks Opposition Board launched a pilot in January 2025, proactively issuing section 45 expungement notices to 200 randomly selected registrations. Early results showed that more than half of these registrations were removed for non-use, helping to clear outdated marks from the register. This reduces obstacles for businesses seeking new trademarks, improves search accuracy, and supports faster entry to market. Feedback is promising and ongoing evaluations will guide whether, and how, to continue or expand this initiative.



Priority 2: Advance innovation in the knowledge-based economy

Canada's future prosperity is increasingly tied to its capacity for innovation, driven through the strategic management and effective use of IP. As the knowledge economy expands, the role of IP becomes central not just to protecting creativity, but to fostering economic growth, competitiveness and inclusion. CIPO is committed to empowering Canadians, from researchers to entrepreneurs, with the tools, resources and supports they need to succeed in the evolving innovation landscape. Central to CIPO's mandate is not only the protection of IP, but also the active promotion of invention and creativity through knowledge-sharing, increasing awareness and encouraging innovators and businesses to fully realize and leverage the value of their ideas.

Goal 2.1: Increase IP awareness and education

- **Initiative 2.1.1:** Enhance the toolkit of digital tools and resources
- **Initiative 2.1.2:** Extend reach through continued collaboration with industry stakeholders
- **Initiative 2.1.3:** Strengthen industry and EDI partnerships through the IP lifecycle

Goal 2.2: Enhance access to IP protection

- **Initiative 2.2.1:** Increase accessibility and affordability of IP services
- **Initiative 2.2.2:** Catalyze innovation in strategic sectors

Goal 2.3: Promote the strategic use of IP data and assets

- **Initiative 2.3.1:** Enhance access to IP data and information
- **Initiative 2.3.2:** Leverage IP data for research and insights
- **Initiative 2.3.3:** Enhance awareness and accessibility of Canada's IP marketplace

Goal 2.1: Increase IP awareness and education

To realize the full potential of a knowledge-based economy, Canadians must understand the strategic value of IP and have ready access to information and learning resources at every stage of their innovation journey. CIPO will work to demystify the IP system, making awareness, education and guidance widespread, practical and accessible. Our approach puts focus on empowering individuals and organizations to recognize, protect and leverage their intellectual assets, ensuring that innovation translates into concrete value for themselves and for Canada.

Enhance the toolkit of digital tools and resources (Initiative 2.1.1)

Building on the enhancements to its digital hub and the launch of IP Central in 2026, CIPO will continue to expand its suite of digital resources to make IP information, guidance and learning accessible anywhere, anytime. As IP Central becomes the primary client entry point for IP education, CIPO will cater to the needs of our clients at every stage, whether they are self-represented parties seeking clear guidance, or experienced users looking for deeper insights into effective IP management and commercialization. By scaling up digital tools to support self-directed learning, and providing dynamic web content, practical insights, defined learning curriculums and a robust concierge service, CIPO will help Canadians to access the timely and practical IP support they need to navigate complex IP issues with confidence.

Extend reach through continued collaboration with industry stakeholders (Initiative 2.1.2)

Collaboration remains fundamental to CIPO's education and outreach. By deepening ties with industry groups, universities, business associations and legal clinics, CIPO will work to embed IP awareness into the research and entrepreneurial lifecycle. Dedicated IP advisors and the introduction of embedded services at post-secondary institutions will enable emerging innovators to make informed

decisions from the outset, supporting research, development and business growth. In parallel, CIPO will strengthen Canada's research and innovation ecosystem by broadening targeted outreach, improving access to IP protections and fostering cross-sector collaboration, clarifying the pathway from discovery to IP asset and driving sustained investment in R&D.

Strengthen industry and EDI partnerships through the IP lifecycle (Initiative 2.1.3)

Enhanced collaboration with organizations focused on EDI and reinforced relationships with Indigenous entrepreneurs will expand support for groups traditionally underrepresented. In the face of demographic change, technological advances and global trade realignment, these groups possess significant potential to drive economic growth and future prosperity. To fully unlock this potential, targeted efforts will focus on equity-seeking groups through relevant programming, one-on-one guidance and ongoing monitoring and support. Building on insights into how various groups engage with IP, CIPO will develop targeted outreach to improve client outcomes for SMEs, underserved and priority sectors. These actions will ensure equitable access to IP education, increase economic participation and foster greater societal engagement, empowering all Canadians, regardless of background, to contribute to and benefit from Canada's innovation economy.

IP Central

IP Central is CIPO's new digital hub designed to empower Canadian innovators, entrepreneurs, researchers and SMEs with trusted, accessible IP knowledge. Bringing together more than 100 curated resources from CIPO and its partners, IP Central supports every step of an innovator's IP journey, from idea to commercialization and beyond.

With practical guides, toolkits and tailored information, IP Central makes it easier than ever for Canadians to learn about IP, understand its value, and leverage it to advance their business goals. The platform also features an interactive map to help users easily locate IP-related support and services available in their region, along with a regularly updated schedule of live events and on-demand webinars.

Goal 2.2: Enhance access to IP protection

Securing and leveraging IP rights should be accessible to all innovators and creators in Canada. CIPO is committed to modernizing IP services and policies so that entrepreneurs can protect their ideas and creations efficiently, affordably and equitably. A key focus will be identifying and addressing barriers and simplifying processes, ensuring that protection is within reach for more inventors, startups, entrepreneurs and the community. CIPO will also align with government priority sectors by accelerating examination and enabling faster access to IP protection in these strategic technologies.

Increase accessibility and affordability of IP services (Initiative 2.2.1)

CIPO is transforming its service delivery to address barriers to IP protection and make it easier for Canadians to secure and enforce their rights. This includes consideration of a provisional patent option to provide a simplified, lower-cost pathway for innovators, to gain early-stage protection of their inventions before pursuing a full patent application. CIPO will also explore targeted incentives and

reduced fee structures to further support SMEs, entrepreneurs, and other underrepresented communities in accessing the IP system. To help clients overcome information gaps and behavioural barriers, CIPO will align service delivery, outreach and communication material to make the IP system easier to understand and access from the earliest stages. These measures will be complemented by expanded outreach and tailored guidance through client support and centralized digital portals, ensuring businesses and micro-entities benefit from streamlined processes and one-on-one support.

Provisional patents

Responding to stakeholder feedback regarding the need for more accessible IP pathways, CIPO is exploring provisional patents as a means to enhance flexibility and lower barriers for innovators seeking early protection for their intellectual property. By providing a simplified, lower-cost filing option, provisional patents would support inventors and businesses, particularly startups and SMEs, who need additional time to develop their inventions before committing to a full patent application. This initiative will explore features such as simplified application requirements, accessible filing fees and clear guidance for transitioning to a standard patent.

Catalyze innovation in strategic sectors (Initiative 2.2.2)

To act as an effective catalyst, aligning with and supporting strategic sectors in Canada, CIPO will develop and implement sector-specific measures such as accelerated patent examination and streamlined access to IP protection for innovations

related to these priority technologies. These efforts will help fast-track commercialization, encourage additional investment and position enterprises in Canada at the forefront of global value chains. Through this targeted support, CIPO ensures that strategic innovations can move rapidly from concept to marketplace, reinforcing Canada's role as a leader in the sectors that will define the future economy.

Additional accelerated pathways for patent examination

Canada's economic agenda prioritizes sectors essential for national growth and competitiveness. In response, CIPO will introduce 2 complementary pathways for accelerated patent examination. The first is an ultra-fast-track service, available for a fee, designed to deliver patentability decisions within a defined timeframe or after a set number of office actions—an ideal option for businesses and inventors with time-sensitive innovations. The second is a no-cost accelerated stream targeted at technologies aligned with government priorities, such as critical minerals, AI, defence and energy. This approach reduces financial and administrative barriers for innovators in these strategic areas, supporting faster commercialization and strengthening Canada's leadership on the global stage.

Goal 2.3: Promote the strategic use of IP data and assets

IP data is a key enabler in the knowledge-based economy, and actionable IP data and insight are essential for making informed decisions, identifying trends and unlocking opportunities. As a data-driven organization, CIPO will position IP information as a strategic resource to drive research, business development and evidence-based policy.

Enhance access to IP data and information (Initiative 2.3.1)

CIPO is committed to making IP data a powerful asset for innovators, researchers and policymakers in Canada. The centralization and expansion of IP databases will provide real-time access to comprehensive information on patents, trademarks and industrial designs, enabling users to identify market trends, benchmark their innovations and make evidence-driven decisions. Upgraded digital infrastructure, including a robust data architecture, will ensure these resources are intuitive and accessible, empowering self-represented parties and experienced firms alike to leverage Canada's IP landscape.

Leverage IP data for research and insights (Initiative 2.3.2)

IP data holds untapped potential to fuel innovation, inform policy development and reveal gaps in IP literacy and engagement. Partnerships with academic and industry stakeholders will enable CIPO to extract meaningful insight from IP filings and trends across sectors, including how different clients access, understand and use IP information. Ongoing economic and sectoral research, supported by robust, up-to-date datasets, will help shape policy, inform programming and spotlight areas of strategic

opportunity for Canada. These insights will guide the continuous improvement of IP products and services, ensuring they are evidence-based, targeted, and responsive to user needs. The strategic management of data assets will further position Canada at the leading edge of global innovation.

Enhance awareness and accessibility of Canada's IP marketplace (Initiative 2.3.3)

While Canada generates innovative IP, turning this innovation into scalable commercial success remains a challenge. Recognizing the significant value of IP as both a commercial and collaborative tool, CIPO will work with partners to enhance the national IP marketplace, including platforms such as ExploreIP. This initiative will focus on facilitating education and licensing opportunities, connecting innovators with information about available IP and encouraging the transfer of IP between research institutions and industry. By improving the visibility and accessibility of Canadian IP, and highlighting available resources, CIPO will help unlock new opportunities for business growth, cross-sector collaboration and technology commercialization, ensuring IP assets are fully leveraged to drive broader economic impact.



Priority 3: Support Canada's trade priorities

Innovation is global, and IP protection must support the realities of cross-border creativity and competition. As a global hub of innovation, Canada welcomes international applicants and empowers Canadians to compete abroad. Yet, national IP frameworks alone cannot address the complexities of a global innovation landscape. To enable Canadian businesses to grow globally, an agile and coordinated international approach is essential.

Helping businesses compete globally through international cooperation and the promotion of Canada's IP interests is a core element of CIPO's mandate. Over the next 5 years, CIPO will continue international cooperation, harmonize global IP systems and help position Canadian businesses to succeed worldwide. We will achieve this through formal agreements with global partners, technical assistance, targeted support to exporters and active engagement in key international forums. These actions align with the Government of Canada's trade priorities and enhance Canada's competitive position on the global stage.

Goal 3.1: Global IP access and partnerships

- **Initiative 3.1.1:** International IP agreements and collaboration
- **Initiative 3.1.2:** Advance Canadian interests through effective technical assistance

Goal 3.2: Advance global harmonization of IP laws, regulations and practices

- **Initiative 3.2.1:** Promote WIPO treaty accession and advance Canada's trade priorities
- **Initiative 3.2.2:** Facilitate cross-border IP protection

Goal 3.1: Global IP access and partnerships

CIPO recognizes the importance of strengthening Canadian economic competitiveness by making it easier and more predictable for Canadian innovators and businesses to protect and commercialize IP in priority markets. We will focus on developing resources and partnerships that reduce barriers to international IP filings, licensing, joint research and cross-border collaboration, especially in priority sectors where Canada has a demonstrated or emerging competitive advantage. By enhancing cooperation with leading IP offices and global partners, CIPO will help Canadian firms scale, compete internationally and maximize the long-term value of their innovations, while also encouraging more foreign filings and supporting foreign direct investment in Canada.

International IP agreements and collaboration (Initiative 3.1.1)

CIPO will prioritize the negotiation, renewal and expansion of memoranda of understanding, Patent Prosecution Highway arrangements and joint workplans with key international IP partners in high-priority markets. By actively engaging in major multilateral forums such as WIPO, the G7 and the Asia-Pacific Economic Cooperation, and by deepening relationships in the Indo-Pacific and Association of Southeast Asian Nations regions, CIPO will advance Canadian priorities, share technical expertise and address emerging global challenges, all while creating new business opportunities for innovators. These formal agreements will deliver tangible benefits to Canadian applicants, including greater awareness of market conditions, improved market access, reduced application pendency, faster cross-border prosecution and the adoption of common standards that simplify international filings and enforcement. Collectively, these actions help create a more predictable and effective global IP system in which Canadian businesses and ideas can flourish. In exchange, greater awareness of the Canadian market can encourage more foreign firms to protect their IP and invest in Canada.

Advance Canadian interests through effective technical assistance (Initiative 3.1.2)

CIPO provides technical assistance to emerging and developing economies, through examiner training, policy dialogue and the sharing of best practices, in partnership with international organizations. These activities help fulfill Canada's international commitments and advance Canadian policy, economic and diplomatic interests, by supporting the adoption of effective, transparent and rules-based IP systems abroad. Strengthening IP framework in partner countries also opens pathways for Canadian businesses by promoting compatible standards, reducing trade and investment barriers, and facilitating the implementation of international treaties that benefit Canadian businesses. This work reinforces Canada's global reputation as a reliable partner while contributing to a more inclusive and sustainable innovation ecosystem worldwide.

Goal 3.2: Advance global harmonization of IP laws, regulations and practices

International alignment of IP laws and practices is essential for predictability, efficiency and fair competition in today's interconnected economy. Harmonized IP systems lower barriers for innovators and businesses by simplifying cross-border protection and enforcement, reducing costs and minimizing uncertainty. Crucially, a strong and internationally aligned IP framework in Canada also enhances our ability to attract foreign direct investment and facilitate technology transfer, offering global investors the confidence and legal certainty they seek when partnering in critical sectors. By supporting harmonization, Canada strengthens its position as an attractive destination for investment and innovation, helping build industrial capacity and drive long-term economic growth.

Promote WIPO treaty accession and advance Canada's trade priorities (Initiative 3.2.1)

In partnership with Global Affairs Canada, CIPO helps to promote treaty accession and trade negotiations, and supports the expansion of the international IP framework. By championing the adoption and implementation of key WIPO treaties, CIPO enhances consistency and quality in IP, and reinforces Canada's position as a global leader in IP policy, helping Canadian innovators and businesses succeed in a harmonized and competitive international marketplace.

Facilitate cross-border IP protection (Initiative 3.2.2)

Ensuring Canadian businesses can protect their IP globally is a strategic priority. CIPO will develop user-friendly guidance tools, country-specific IP filing guides and practical resources that assist Canadian applicants in navigating the complexities of foreign IP procedures. Strengthened bilateral agreements, expert support from trade commissioners and new digital platforms will help Canadian businesses secure their IP rights overseas with confidence. Ongoing cooperation with international organizations, such as WIPO, builds the capacity required for Canadian innovation to expand internationally, protecting Canadian IP from infringement, supporting economic growth and ensuring Canadian businesses remain competitive abroad.



Priority 4: Drive organizational excellence

Canada's continued leadership in IP protection and innovation hinges not only on policy and technology, but on an organization equipped to adapt, perform and reflect the evolving needs and diversity of our society. CIPO's commitment to organizational excellence strengthens our capacity to deliver world-class IP services, foster a culture of innovation and ensure responsible stewardship of public resources.

Organizational excellence is about empowering our people and strengthening how we manage our financial resources, setting the foundation for sustainable success, resilience, and adaptability in serving Canadians.

Goal 4.1: Build an inclusive, high-performing workforce

- **Initiative 4.1.1:** Attract and retain a skilled, diverse and inclusive workforce
- **Initiative 4.1.2:** Provide employees with continuous professional and developmental opportunities
- **Initiative 4.1.3:** Foster employee well-being and engagement

Goal 4.2: Maintain transparency and accountability in financial management

- **Initiative 4.2.1:** Develop an effective and sustainable fee structure
- **Initiative 4.2.2:** Modernize financial IT systems

Goal 4.1: Build an inclusive, high-performing workforce

CIPO's long-term capacity to deliver for Canadians is grounded in its commitment to organizational excellence. To remain resilient, innovative and responsive in a rapidly changing environment, CIPO must foster a diverse and adaptive workforce while ensuring sound financial stewardship. This priority focuses on building the talent, culture and governance structures essential to sustaining leadership in Canada's IP ecosystem.

Attract and retain a skilled, diverse and inclusive workforce (Initiative 4.1.1)

CIPO is dedicated to developing a workforce that not only possesses the technical skills required to navigate the complexities of the IP landscape, but also reflects the rich diversity of the Canadian population. Targeted recruitment strategies will be leveraged to attract talent across different backgrounds and fields, with a focus on fully representing Indigenous peoples, visible minorities, persons with disabilities and women in all roles and at all leadership levels. In anticipation of the evolving demands on the organization, succession planning will be completed for leadership and supervisory positions to ensure continuity, mentorship and institutional knowledge transfer. CIPO continues to recognize the importance of work-life balance, and will adapt its work arrangements, where possible, to help attract and retain top talent and ensure accessibility for a broad range of skilled professionals.

Provide employees with continuous professional and developmental opportunities (Initiative 4.1.2)

CIPO will invest in specialized training programs that address emerging technologies, advancing IP law and global best practices in examination, ensuring that employees remain at the forefront of innovation.

Regular professional development opportunities, ranging from digital skills enhancement to advanced legal education, will be offered alongside leadership development programs and mentoring initiatives. By nurturing an environment that rewards curiosity and growth, CIPO will empower its people to adapt to new tools, systems and business needs. Supplementing this, bilingualism will continue to be promoted as a key competency, and ongoing support will be given to employees to broaden their communication and service capabilities.

Foster employee well-being and engagement (Initiative 4.1.3)

CIPO recognizes that employee well-being and engagement are fundamental to a healthy, high-performing workforce. The organization will offer robust wellness programs addressing both physical and mental health, embedding supports that speak to the holistic needs of staff. New recognition programs will be implemented to celebrate achievements, encourage innovation, and promote a culture of excellence across all business lines. At the same time, CIPO is committed to maintaining tools, policies, and a hybrid work environment that enable flexible and collaborative ways of working. Regular feedback mechanisms and engagement initiatives will ensure that every employee feels heard, valued and empowered to meaningfully contribute to CIPO's success.

Goal 4.2: Maintain transparency and accountability in financial management

Accountability and transparency in financial management are foundational to CIPO's ability to deliver on its mission and sustain trust with clients, partners and government stakeholders. Finance is not only an administrative function at CIPO, but also a strategic enabler and a policy instrument. As CIPO adapts to new service demands and invests in digital transformation, it is essential to manage resources efficiently and ensure funding is directed to areas of greatest impact. These efforts will not only safeguard the organization's long-term sustainability, but also reinforce its commitment to fairness, integrity and accessible IP services for Canadians—while at the same time driving an efficient and effective IP system.

Develop an effective and sustainable fee structure (Initiative 4.2.1)

CIPO's operations depend on a transparent and effective fee structure that sustains service excellence while supporting the broad accessibility of IP rights. A comprehensive fee review will be conducted to ensure that the fee structure aligns with CIPO's long-term strategy, stakeholder feedback

and the evolving needs of the innovation ecosystem. This review will consider both affordability and the imperative to reinvest in digital transformation, improved client services and employee training. CIPO will remain closely attuned to its clients, balancing financial sustainability with the imperative that fees must be designed to ensure an effective and efficient IP system, one where barriers to access to the IP system are lowered, especially for SMEs.

Fee review to reduce red tape

CIPO's next fee review aims to simplify and modernize its fee structure, reducing complexity and administrative burden for clients and improving operational efficiency. Responding to stakeholder feedback about frequent fee adjustments and barriers to accessing IP services, the review will consider measures such as more consistent fees and streamlined payment processes, while ensuring an effective and efficient IP system in Canada. Consultations begin in winter 2026, with possible regulatory changes coming into effect by winter 2029.

Modernize financial IT systems (Initiative 4.2.2)

To enable agile, informed decision-making, the modernization of financial management tools will be accelerated. Implementation of a next-generation financial management IT system will enhance CIPO's ability to monitor costs, track revenues and provide timely, transparent financial reporting to stakeholders and the government's treasury board.

Such modernization will reduce administrative burden, increase operational efficiency and strengthen the integrity of CIPO's stewardship practices. The emphasis will be on supporting a "digital-first" workplace, one where reliable analytics and robust controls empower leaders at every level to allocate resources efficiently, manage risks and plan in a rapidly changing environment.



> Conclusion

Canada's future success in the global innovation economy will be shaped by our collective commitment to creativity, resilience and collaboration. With this 2026–2031 Business Strategy, CIPPO sets a bold course, modernizing services, championing regulatory efficiency, leveraging data, fostering inclusion and strengthening international partnerships, all to empower Canadians and secure enduring prosperity.

As we move forward, our mission remains clear: to protect and promote the IP that fuels Canada's ideas, businesses and communities. We will continue listening, adapting and innovating, guided by engagement with our clients, partners and employees.

Together, we will meet emerging challenges and seize new opportunities, advancing Canada's position as a leader in IP rights, and supporting an innovation ecosystem where all Canadians can thrive.

