

Doing Business 2008

Canada

COMPARING REGULATION IN 178 ECONOMIES

Doing Business 2008 **Canada**

A Project Benchmarking the Regulatory Cost of
Doing Business in 178 Economies

Doing Business Project
World Bank Group



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Copies of *Doing Business 2008*, *Doing Business 2007: How to Reform*, *Doing Business in 2006: Creating Jobs*, *Doing Business in 2005: Removing Obstacles to Growth* and *Doing Business in 2004: Understanding Regulation* may be purchased at www.doingbusiness.org.

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Introduction

Doing Business 2008 is the fifth in a series of annual reports investigating the regulations that enhance business activity and those that constrain it. *Doing Business* presents quantitative indicators on business regulations and the protection of property rights that can be compared across 178 economies—from Afghanistan to Zimbabwe—and over time.

Regulations affecting 10 stages of a business's life are measured: starting a business, dealing with licenses, employing workers, registering property, getting credit, protecting investors, paying taxes, trading across borders, enforcing contracts and closing a business. Data in *Doing Business 2008* are current as of June 1, 2007. The indicators are used to analyze economic outcomes and identify what reforms have worked, where, and why.

The *Doing Business* methodology has limitations. Other areas important to business -- such as a country's proximity to large markets, the quality of its infrastructure services (other than those related to trading across borders), the security of property from theft and looting, the transparency of government procurement, macroeconomic conditions, and the underlying strength of institutions -- are not studied directly by *Doing Business*. To make the data comparable across countries, the indicators refer to a specific type of business -- generally a limited liability company operating in the largest business city.

Because standard assumptions are used in the data collection, comparisons and benchmarks are valid across economies. The data not only highlight the extent of obstacles to doing business; they also help identify the source of those obstacles, supporting policymakers in designing reform.

The data set covers 178 economies: 46 in Sub-Saharan Africa, 31 in Latin America and the Caribbean, 28 in Eastern Europe and Central Asia, 24 in East Asia and Pacific, 17 in the Middle East and North Africa and 8 in South Asia—as well as 24 OECD high-income economies as benchmarks. Some of the regions have been divided into subregions to generate a total of 13 regional profiles.

The following pages present the summary *Doing Business* indicators for Canada along with the comparator economies selected. The data used for this country profile come from the *Doing Business* database and are summarized in graphs and tables. This report allows a comparison of the economies not only with one another but also with the “best practice” economy for each indicator.

The best-practice economies are identified by their position in each indicator as well as their overall ranking and by their capacity to provide good examples of business regulation to other economies. These best-practice economies do not necessarily rank number 1 in the topic or indicator, but they are in the top 5.

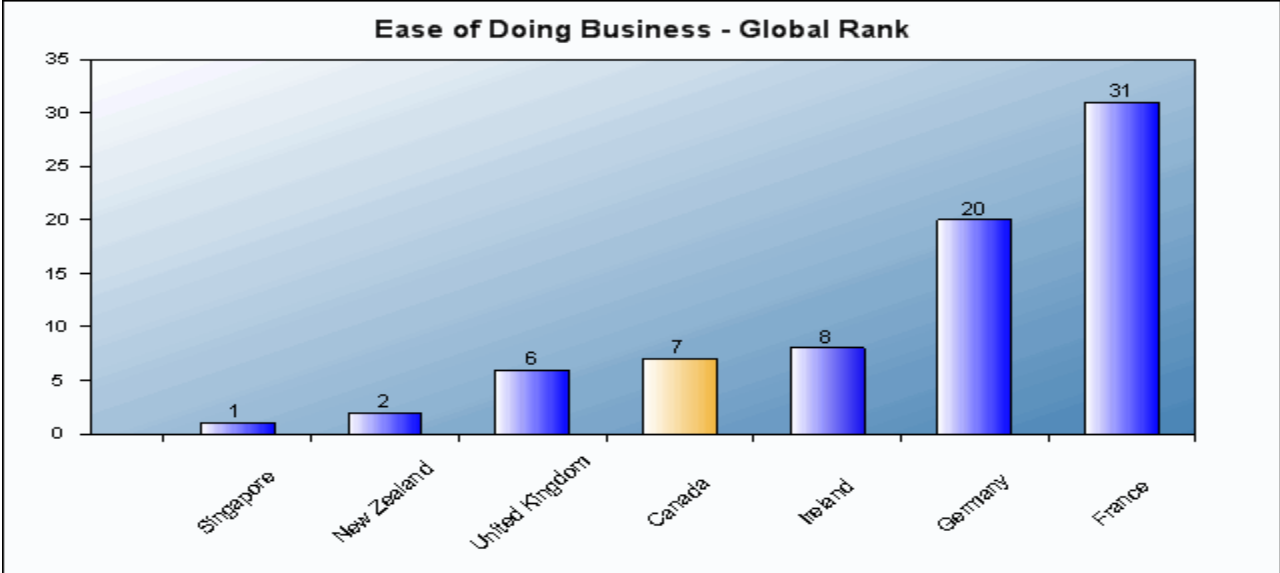
More information is available in the full report. *Doing Business 2008* presents the indicators, analyzes their relationship with economic outcomes and recommends reforms. The data, along with information on ordering the report, are available on the *Doing Business* website

<http://www.doingbusiness.org>

Economy Rankings - Ease of Doing Business

Canada is ranked 7 out of 178 economies. Singapore is the top ranked economy in the Ease of Doing Business.

Canada - Compared to Global Best / Selected Economies:



Canada's ranking in Doing Business 2008

Rank	Doing Business 2008
Ease of Doing Business	7
Starting a Business	2
Dealing with Licenses	26
Employing Workers	19
Registering Property	28
Getting Credit	7
Protecting Investors	5
Paying Taxes	25
Trading Across Borders	39
Enforcing Contracts	43
Closing a Business	4

Reforms - Who is reforming?

This year Egypt tops the list of reformers that are making it easier to do business. Egypt's reforms went deep with reforms in 5 of the 10 areas studied by Doing Business, and it greatly improved its position in the global rankings as a result. Besides Egypt, the other top 10 reformers are, in order, Croatia, Ghana, FYR Macedonia, Georgia, Colombia, Saudi Arabia, Kenya, China, and Bulgaria.

1. **Egypt**, the top reformer in the region and worldwide, greatly improved its position in the global rankings on the ease of doing business. Its reforms went deep. Egypt cut the minimum capital required to start a business, from 50,000 Egyptian pounds to just 1,000 and halved the time and cost of start-up. It reduced fees for registering property from 3 percent of the property value to a low, fixed amount. It eased the bureaucracy that builders face in getting construction permits. It launched new one-stop shops for traders at Egyptian ports, cutting the time to import by seven days and the time to export by five. And it established a new private credit bureau that will soon be making it easier for borrowers to get credit.

2. **Croatia** reformed in four of the 10 areas studied by Doing Business. Two years ago, registering property in Croatia took 956 days. Now it takes 174. Company start-up also became faster, with procedures consolidated at a "one-stop shop" and pension and health services registration now online. Credit became easier to access: a new credit bureau was launched, and a unified registry now records charges against movable property in one place. In its first two months, €1.4 billion in credit was registered. In addition, amendments to the country's insolvency law introduced professional requirements for bankruptcy trustees and shorter timelines.

3. **Ghana**, a top 10 reformer for the second year running, continues to increase the efficiency of its public services. It cut bottlenecks in property registration, reducing delays from six months to one. Greater efficiency at the company registry and the environment agency cut the time for business start-up to 42 days. Changes in the port authority's operations sped up imports. New civil procedure rules and mandatory arbitration and mediation reduced the time it takes to enforce contracts.

4. **FYR Macedonia** eliminated the minimum capital requirement for business start-up, sped up the process for getting construction permits, lowered the corporate income tax rate to 12 percent (with another cut to 10 percent planned for 2008), and simplified tax payment procedures. Its ranking on the ease of doing business rose from 96 to 75.

5. **Georgia** reformed in six areas. It strengthened investor protections, including through amendments to its securities law that eliminate loopholes that had allowed corporate insiders to expropriate minority investors. It adopted a new insolvency law that shortens timelines for reorganization of a distressed company or disposition of a debtor's assets. Georgia sped up approvals for construction permits and simplified procedures for registering property. It made starting a business easier by eliminating the paid-in capital requirement. In addition, the country's private credit bureau added payment information from retailers, utilities, and trade creditors to the data it collects and distributes.

6. **Colombia**, the region's top reformer, has made great strides in easing trade. By extending port operating hours and adopting more selective customs inspections, it reduced the time for port and terminal handling activities by three days. The country strengthened investor protections by increasing disclosure requirements for related-party transactions. It introduced an electronic tax filing system, cutting the average time businesses must spend on tax compliance each year by 188 hours, or 41 percent. And it is progressively reducing the corporate income tax rate, from 35 to 34 percent in 2007 and 33 percent in 2008.

7. **Saudi Arabia**, the runner-up reformer in the region, eliminated the minimum capital requirement of 1,057 percent of income per capita and reduced the days needed for company start-up from 39 to 15. It launched a commercial credit bureau whose reports include the credit exposure of companies. It also sped up trade, reducing the number of documents required for importing and cutting the time needed for handling at ports and terminals by two days for both imports and exports.

8. **Kenya**, the region's other top 10 reformer, launched an ambitious licensing reform program. So far the program has eliminated 110 business licenses and simplified eight others. The changes have streamlined business start-up and cut both the time and cost of getting building permits. The program will eventually eliminate or simplify at least 900 more of the country's 1,300 licenses. Property registration is also faster now, thanks to the introduction of competition among land valuers. And the country's private credit bureau now collects a wider range of data.

9. In **China**, a new property law put private property rights on equal footing with state property rights. The law also expanded the range of assets that can be used as collateral to include inventory and accounts receivable. The new bankruptcy law gives secured creditors priority to the proceeds from their collateral. Construction also became easier, with electronic processing of building permits reducing delays by two weeks.

10. **Bulgaria** eased the tax burden on businesses and made it easier to pay taxes online. Bulgaria also introduced private bailiffs to improve efficiency in enforcing judgments. And it made building inspections less burdensome.

Number of reforms in Doing Business 2008

Rank	Economy	Starting a Business	Dealing with Licenses	Employing Workers	Registering Property	Getting Credit	Protecting Investors	Paying Taxes	Trading Across Borders	Enforcing Contracts	Closing a Business	Total number of reforms
1	Egypt	✓	✓		✓	✓			✓			5
2	Croatia	✓			✓	✓					✓	4
3	Ghana	✓			✓	✓			✓	✓		5
4	Macedonia, FYR	✓	✓					✓				3
5	Colombia						✓	✓	✓			3
6	Georgia	✓	✓		✓	✓	✓				✓	6
7	Saudi Arabia	✓				✓			✓			3
8	Kenya	✓	✓		✓	✓						4
9	China		✓			✓					✓	3
10	Bulgaria		✓					✓		✓		3
	Canada											0
	France				✓	✓						2
	Germany	✓			✗							0
	Ireland											0
	New Zealand											0
	United Kingdom											0

Note: Economies are ranked on the number and impact of reforms, Doing Business selects the economies that reformed in 3 or more of the Doing Business topics. Second, it ranks these economies on the increase in rank in Ease of Doing Business from the previous year. The larger the improvement, the higher the ranking as a reformer.

Summary of Indicators - Canada

Starting a Business	Procedures (number)	2
	Duration (days)	3
	Cost (% GNI per capita)	0.9
	Paid in Min. Capital (% of GNI per capita)	0.0
Dealing with Licenses	Procedures (number)	14
	Duration (days)	75
	Cost (% of income per capita)	125.4
Employing Workers	Difficulty of Hiring Index	11
	Rigidity of Hours Index	0
	Difficulty of Firing Index	0
	Rigidity of Employment Index	4
	Nonwage labor cost (% of salary)	13
	Firing costs (weeks of wages)	28
Registering Property	Procedures (number)	6
	Duration (days)	17
	Cost (% of property value)	1.8
Getting Credit	Legal Rights Index	7
	Credit Information Index	6
	Public registry coverage (% adults)	0.0
	Private bureau coverage (% adults)	100.0
Protecting Investors	Disclosure Index	8
	Director Liability Index	9
	Shareholder Suits Index	8
	Investor Protection Index	8.3
Paying Taxes	Payments (number)	9
	Time (hours)	119
	Profit tax (%)	26.0
	Labor tax and contributions (%)	12.3
	Other taxes (%)	7.6
	Total tax rate (% profit)	45.9

Trading Across Borders	Documents for export (number)	3
	Time for export (days)	7
	Cost to export (US\$ per container)	1385
	Documents for import (number)	4
	Time for import (days)	11
	Cost to import (US\$ per container)	1425
Enforcing Contracts	Procedures (number)	36
	Duration (days)	570
	Cost (% of claim)	16.2
Closing a Business	Time (years)	0.8
	Cost (% of estate)	4
	Recovery rate (cents on the dollar)	88.8

Starting a Business in Canada: Entry Regulation

When entrepreneurs draw up a business plan and try to get under way, the first hurdles they face are the procedures required to incorporate and register the new firm before they can legally operate. Economies differ greatly in how they regulate the entry of new businesses. In some the process is straightforward and affordable. In others the procedures are so burdensome that entrepreneurs may have to bribe officials to speed the process—or may decide to run their business informally.

The data on starting a business are based on a survey and research investigating the procedures that a standard small to medium-size company needs to complete to start operations legally. These include obtaining all necessary permits and licenses and completing all required inscriptions, verifications and notifications with authorities to enable the company to formally operate. The time and cost required to complete each procedure under normal circumstances are calculated, as well as the minimum capital that must be paid in. It is assumed that all information is readily available to the entrepreneur, that there has been no prior contact with officials and that all government and nongovernment entities involved in the process function without corruption.

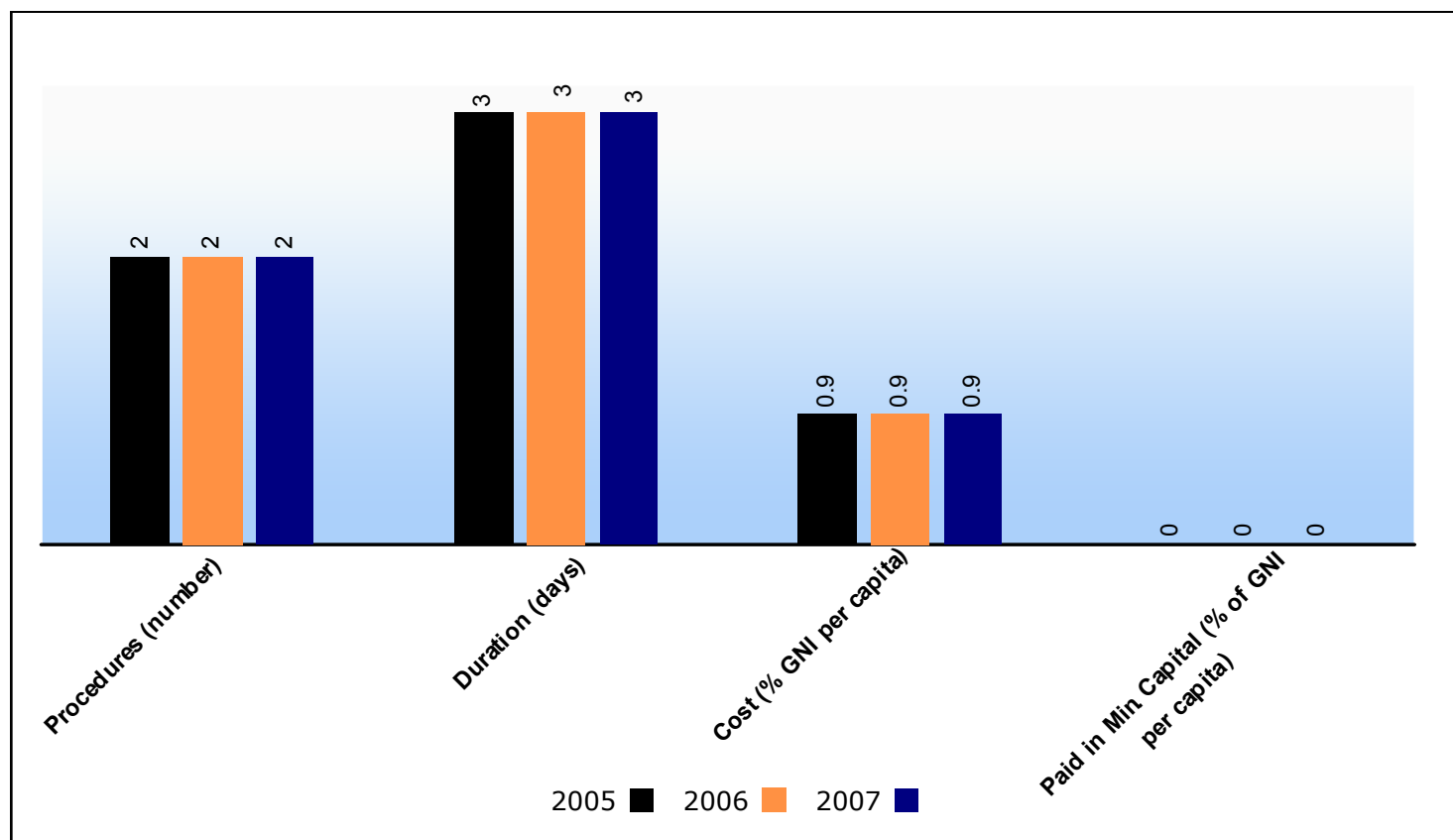
To make the data comparable across economies, detailed assumptions about the type of business are used. Among these assumptions are the following: the business is a limited liability company conducting general commercial activities in the largest business city; it is 100% domestically owned, with start-up capital of 10 times income per capita, turnover of at least 100 times income per capita and between 10 and 50 employees; and it does not qualify for any special benefits, nor does it own real estate. Procedures are recorded only where interaction is required with an external party. It is assumed that the founders complete all procedures themselves unless professional services (such as by a notary or lawyer) are required by law. Voluntary procedures are not counted, nor are industry-specific requirements and utility hook-ups. Lawful shortcuts are counted.

Cumbersome entry procedures are associated with more corruption, particularly in developing countries. Each procedure is a point of contact—an opportunity to extract a bribe. Analysis shows that burdensome entry regulations do not increase the quality of products, make work safer or reduce pollution. Instead, they constrain private investment; push more people into the informal economy; increase consumer prices; and fuel corruption.

1. Historical data: Starting a Business in Canada

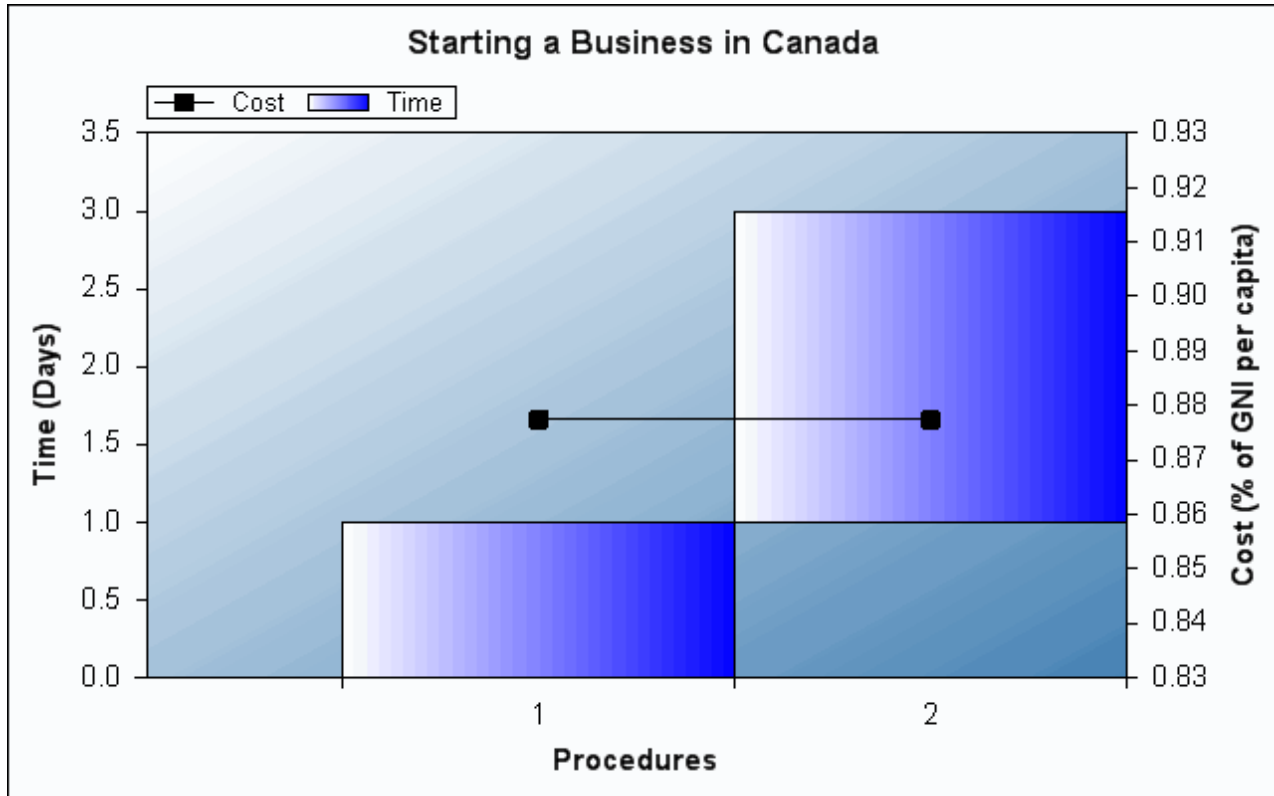
Starting a Business data	Doing Business 2006	Doing Business 2007	Doing Business 2008
Rank		1	2
Procedures (number)	2	2	2
Duration (days)	3	3	3
Cost (% GNI per capita)	0.9	0.9	0.9
Paid in Min. Capital (% of GNI per capita)	0.0	0.0	0.0

2. The following graph illustrates the Starting a Business indicators in Canada over the past 3 years:



3. Steps to Starting a Business in Canada

It requires 2 procedures, takes 3 days, and costs 0.88% GNI per capita to start a business in Canada.



List of Procedures:

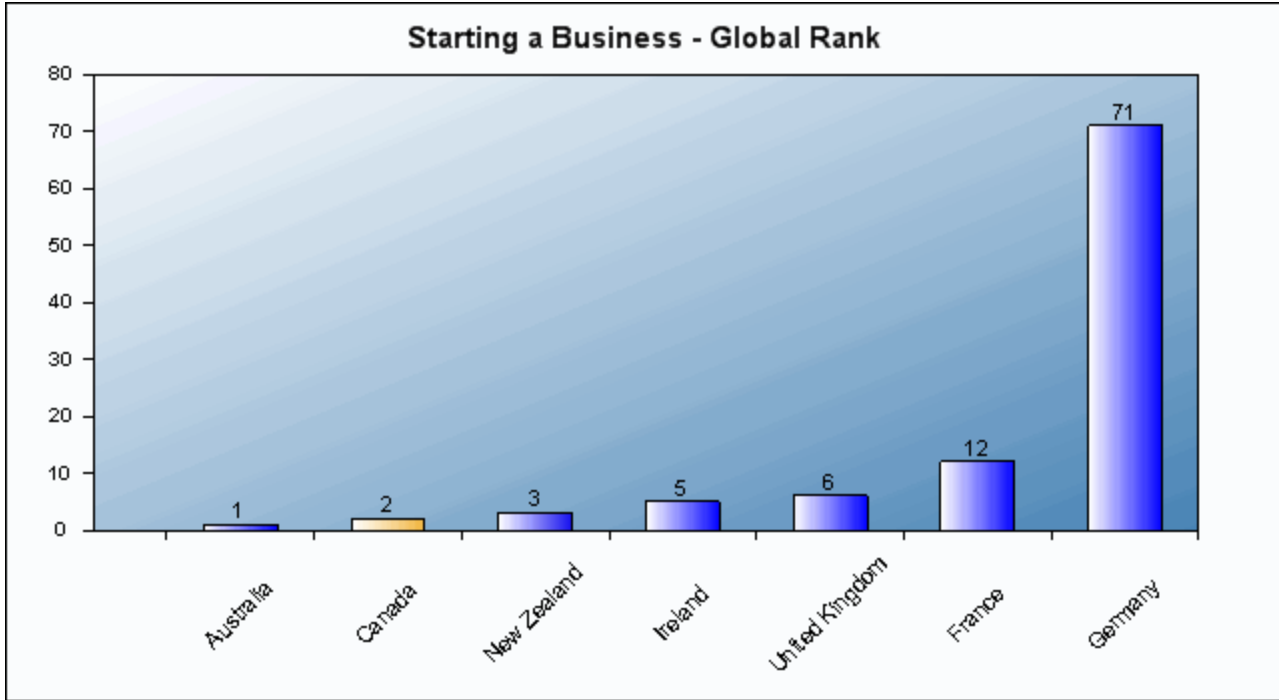
1. Incorporate the company
2. Register for GST

More details are available in the appendix.

4. Benchmarking Starting a Business Regulations:

Canada is ranked 2 overall for Starting a Business. Australia is the top ranked economy followed by Canada, New Zealand and United States.

Ranking of Canada in Starting a Business - Compared to best practice and selected economies:



The following table shows Starting a Business data for Canada compared to best practice and comparator economies:

Best Practice Economies	Procedures (number)	Duration (days)	Cost (% GNI per capita)	Paid in Min. Capital (% of GNI per
Australia*	2	2		0.0
Denmark			0.0	

Selected Economy				
Canada	2	3	0.9	0.0

Comparator Economies				
France	5	7	1.1	0.0
Germany	9	18	5.7	42.8
Ireland	4	13	0.3	0.0
New Zealand	2	12	0.1	0.0
United Kingdom	6	13	0.8	0.0

* The following economies are also best practice economies for :

Procedures (number): **Canada, New Zealand**

Paid in Min. Capital (% of GNI per capita): **Canada, Ireland, Israel, Mauritius, New Zealand, Puerto Rico, Thailand, Trinidad and Tobago, United Kingdom, United States**

Dealing with Licenses in Canada: Building a Warehouse

Once entrepreneurs have registered a business, what regulations do they face in operating it? To measure such regulation, Doing Business focuses on the construction sector. Construction companies are under constant pressure—from government to comply with inspections and with licensing and safety regulations and from customers to be quick and cost-effective. These conflicting pressures point to the tradeoff in building regulation—the tradeoff between protecting people (construction workers, tenants, passersby) and keeping the cost of building affordable.

In many countries, especially poor ones, complying with building regulations is so costly in time and money that many builders opt out. Builders may pay bribes to pass inspections or simply build illegally—leading to hazardous construction. In other countries compliance is simple, straightforward and inexpensive—yielding better results.

The indicators on dealing with licenses record all procedures officially required for an entrepreneur in the construction industry to build a warehouse. These include submitting project documents (building plans, site maps) to the authorities, obtaining all necessary licenses and permits, completing all required notifications and receiving all necessary inspections. They also include procedures for obtaining utility connections, such as electricity, telephone, water and sewerage. The time and cost to complete each procedure under normal circumstances are calculated. All official fees associated with legally completing the procedures are included. Time is recorded in calendar days. The survey assumes that the entrepreneur is aware of all existing regulations and does not use an intermediary to complete the procedures unless required to do so by law.

To make the data comparable across economies, several assumptions about the business and its operations are used. The business is a small to medium-size limited liability company, located in the most populous city, domestically owned and operated, in the construction business, with 20 qualified employees. The warehouse to be built:

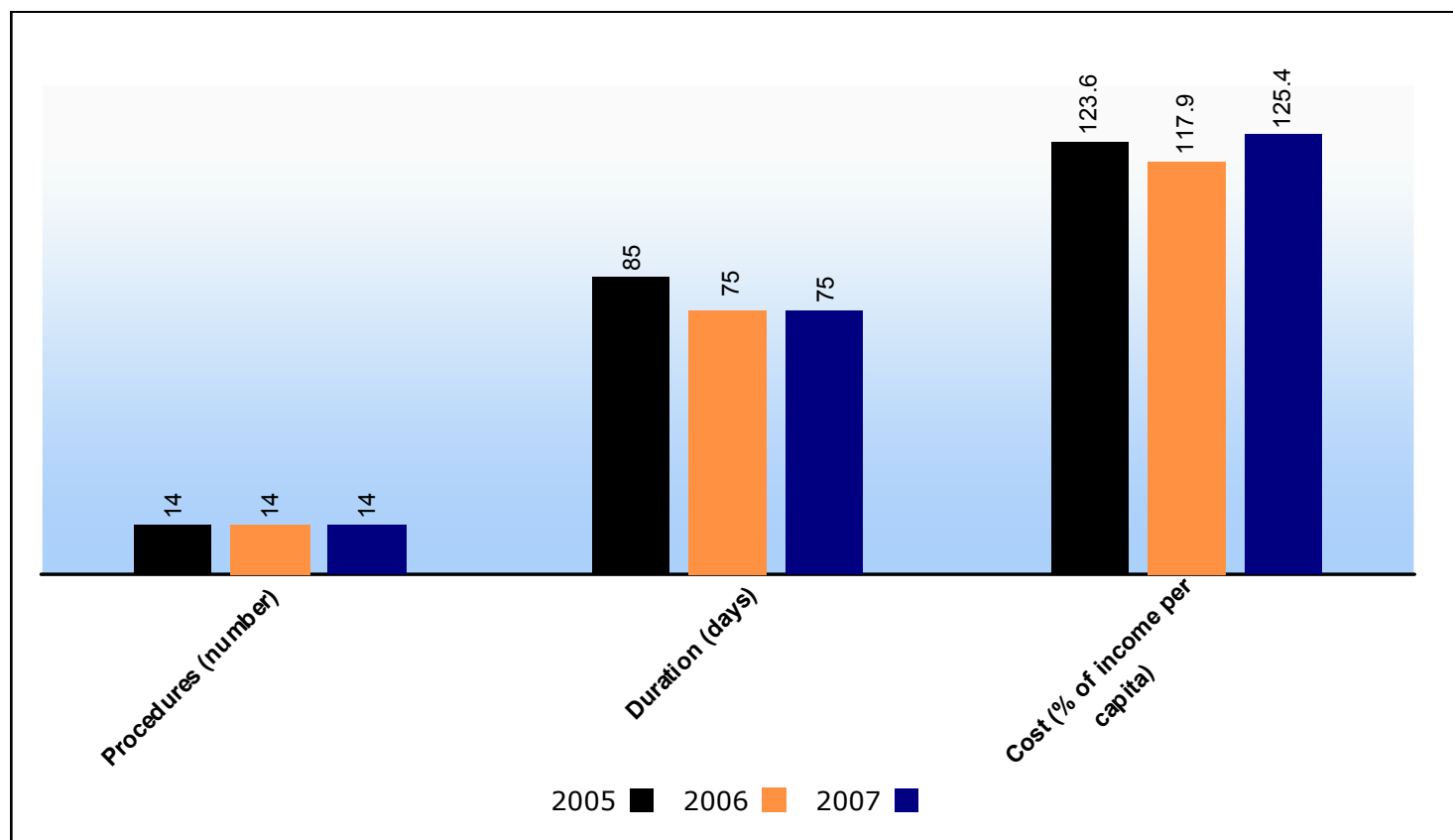
- Is a new construction (there was no previous construction on the land).
- Has complete architectural and technical plans prepared by a licensed architect.
- Will be connected to electricity, water, sewerage (sewage system, septic tank or their equivalent) and one land phone line. The connection to each utility network will be 32 feet, 10 inches (10 meters) long.
- Will be used for general storage, such as of books or stationery. The warehouse will not be used for any goods requiring special conditions, such as food, chemicals or pharmaceuticals.
- Will take 30 weeks to construct (excluding all delays due to administrative and regulatory requirements).

Where the regulatory burden is large, entrepreneurs move their activity into the informal economy. There they operate with less concern for safety, leaving everyone worse off.

1. Historical data: Dealing with Licenses in Canada

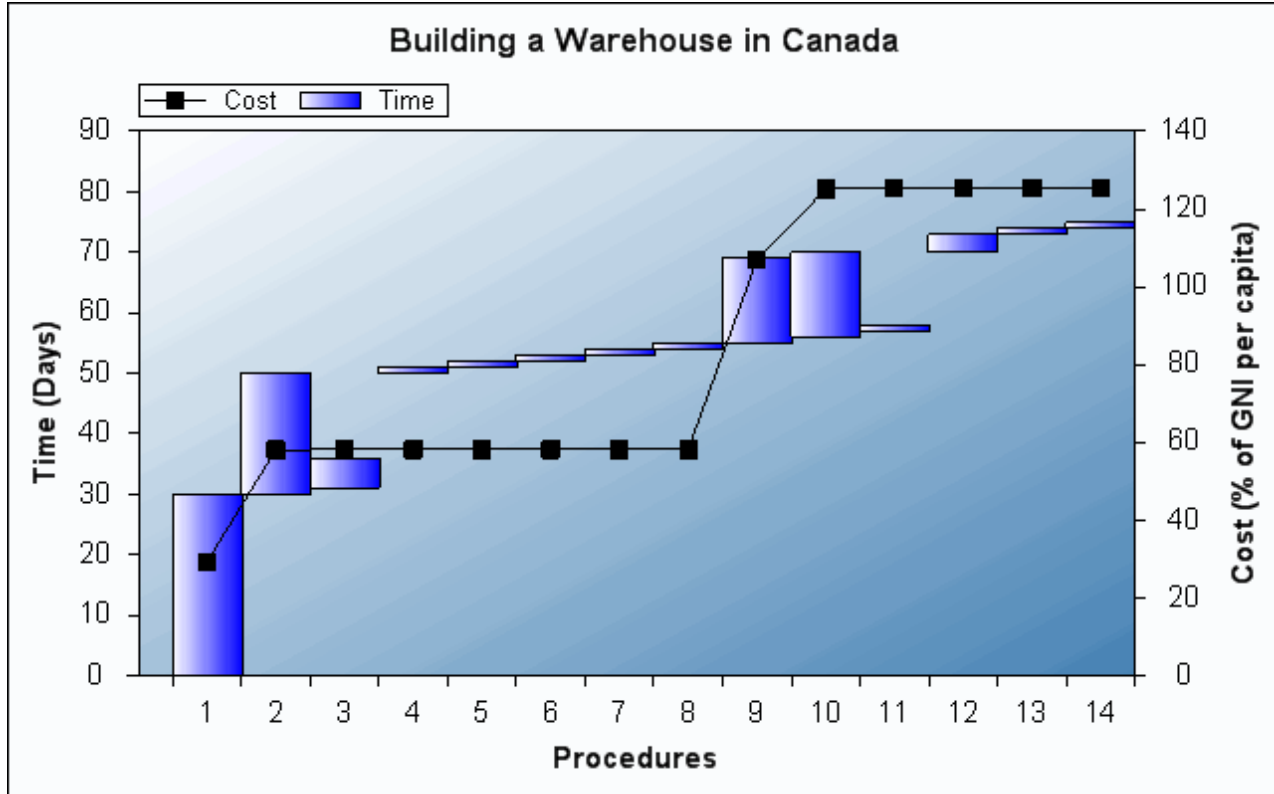
Dealing with Licenses data	Doing Business 2006	Doing Business 2007	Doing Business 2008
Rank		25	26
Procedures (number)	14	14	14
Duration (days)	85	75	75
Cost (% of income per capita)	123.6	117.9	125.4

2. The following graph illustrates the Dealing with Licenses indicators in Canada over the past 3 years:



3. Steps to Building a Warehouse in Canada

It requires 14 procedures, takes 75 days, and costs 125.38% GNI per capita to build a warehouse in Canada.



List of Procedures:

1. Obtain site plan approval from the municipal authority
2. Obtain building permit
3. Obtain road cut permit
4. Request and receive frame inspection
5. Request and receive drainage inspection
6. Request and receive electricity inspection
7. Request and receive sanitary inspection
8. Request and receive plumbing inspection
9. Obtain electric power connection
10. Obtain water and sewer service connections
11. Obtain phone connection
12. Request and receive fire department inspection

13. Receive final inspection and occupancy permit

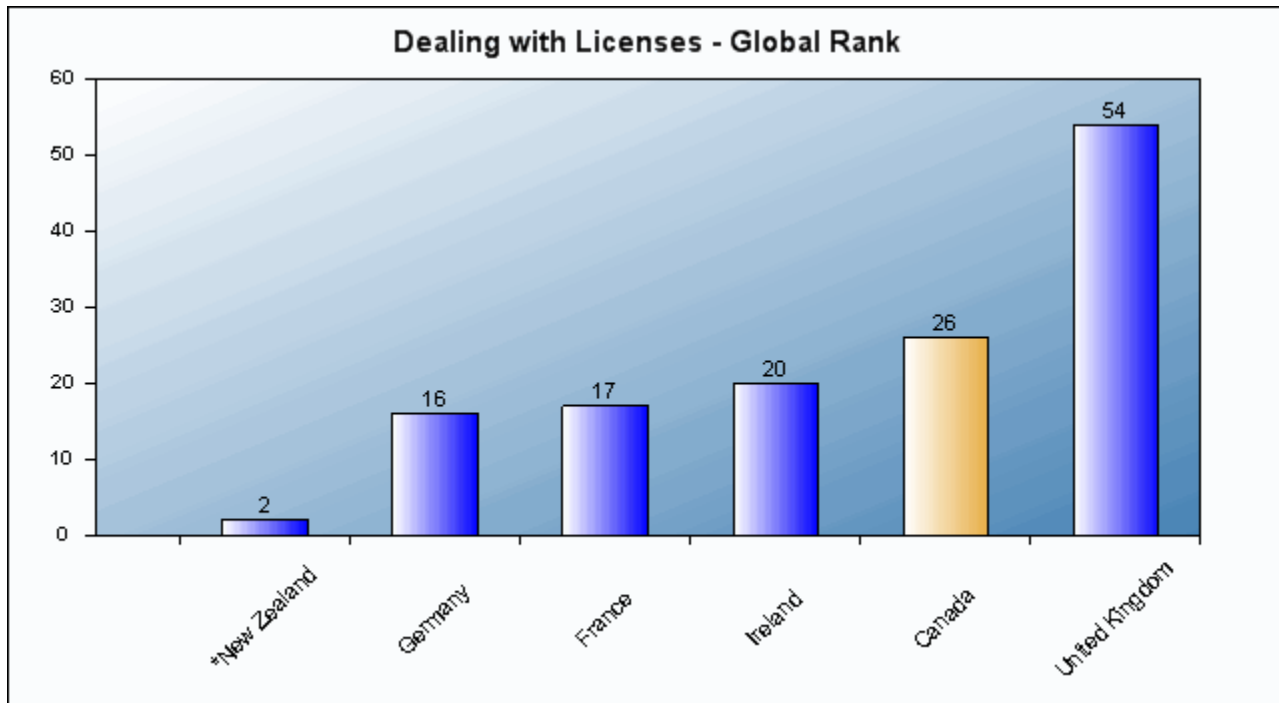
14. Receive foundation work inspection

More details are available in the appendix.

4. Benchmarking Dealing with Licenses Regulations:

Canada is ranked 26 overall for Dealing with Licenses. St. Vincent and the Grenadines is the top ranked economy followed by New Zealand, Belize and Marshall Islands.

Ranking of Canada in Dealing with Licenses - Compared to best practice and selected economies:



* The following economies are also best practice economies for Building a Warehouse: St. Vincent and the Grenadines

The following table shows Dealing with Licenses data for Canada compared to best practice and comparator economies:

Best Practice Economies	Procedures (number)	Duration (days)	Cost (% of income per capita)
Denmark	6		
Korea		34	
United Arab Emirates			1.5

Selected Economy			
Canada	14	75	125.4

Comparator Economies			
France	13	137	24.9
Germany	12	100	63.1
Ireland	11	185	19.8
New Zealand	7	65	25.0
United Kingdom	19	144	64.6

Employing Workers in Canada: Labor Regulations

Every economy has established a complex system of laws and institutions intended to protect workers and guarantee a minimum standard of living for its population. This system encompasses four bodies of law: employment, industrial relations, social security and occupational health and safety laws. Doing Business examines government regulation in the area of employment and social security laws.

Three measures are presented: a rigidity of employment index, a nonwage labor cost measure and a firing cost measure. The rigidity of employment index is the average of three subindices: difficulty of hiring, rigidity of hours and difficulty of firing. Each index takes values between 0 and 100, with higher values indicating more rigid regulation. The difficulty of hiring index measures the flexibility of contracts and the ratio of the minimum wage to the value added per worker. The rigidity of hours index covers restrictions on weekend and night work, requirements relating to working time and the workweek, and mandated days of annual leave with pay. The difficulty of firing index covers workers' legal protections against dismissal, including the grounds permitted for dismissal and procedures for dismissal (individual and collective).

The nonwage labor cost covers all social security payments and payroll taxes associated with hiring an employee, expressed as a percentage of the worker's salary. The firing cost indicator measures the cost of advance notice requirements, severance payments and penalties due when terminating a redundant worker, expressed in weeks of salary.

The indicators on employment regulations are based on a detailed study of employment laws. Data are also gathered on the specific constitutional provisions governing the two areas studied. To ensure accuracy, both the actual laws and the applicable collective bargaining agreements are used. Finally, all data are verified and completed by local law firms through a detailed survey of employment regulations.

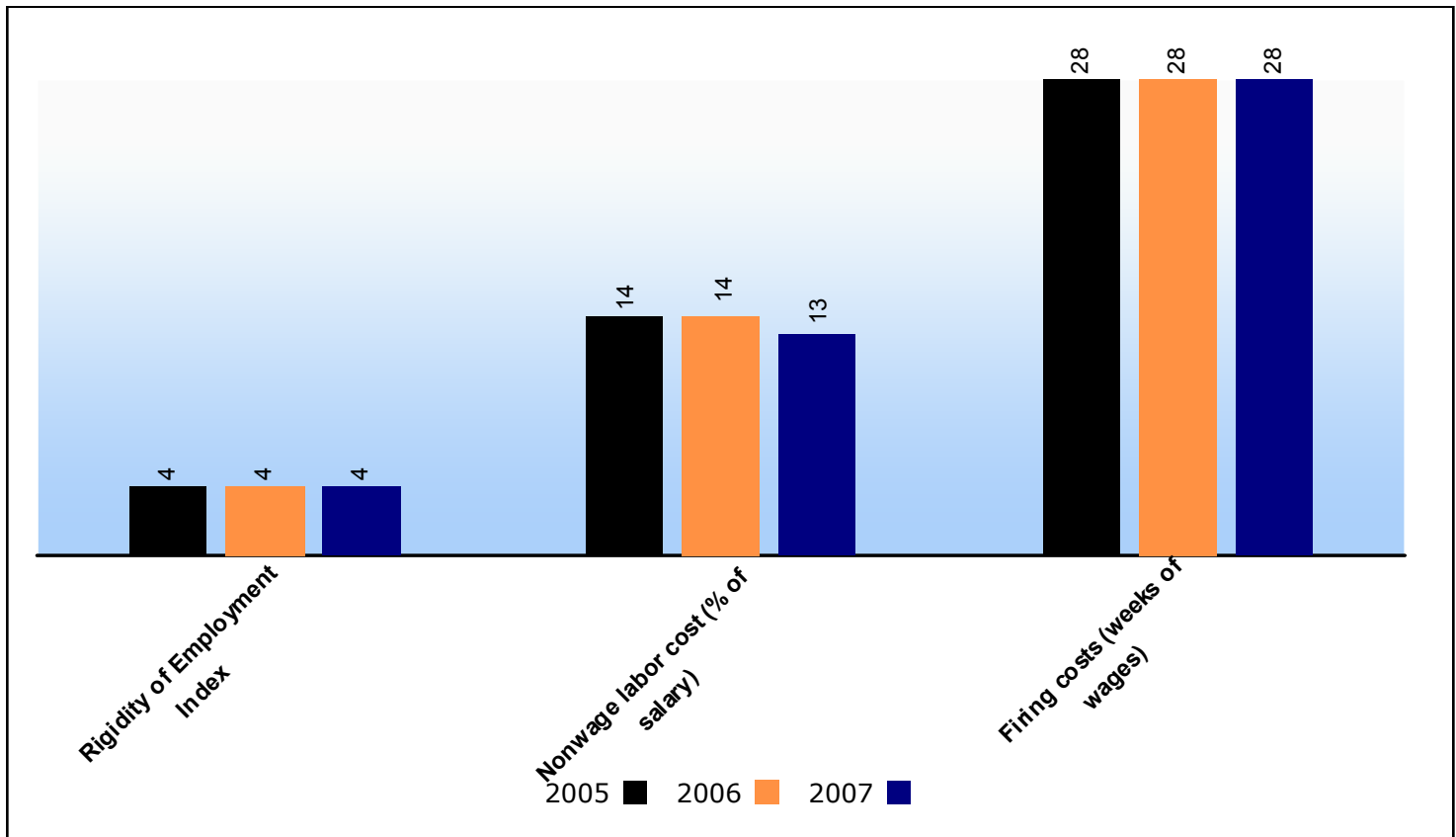
To make the data comparable across economies, a range of assumptions about the worker and the company are used. Assumptions about the worker include that he is a nonexecutive, full-time male employee who has worked in the same company for 20 years and is not a member of the labor union (unless membership is mandatory). The company is assumed to be a limited liability manufacturing corporation that operates in the country's most populous city, is 100% domestically owned and has 201 employees. The company is also assumed to be subject to collective bargaining agreements in countries where such agreements cover more than half the manufacturing sector and apply even to firms not party to them.

Most employment regulations are enacted in response to market failures. But that does not mean that today's regulations are optimal. Analysis across countries shows that while employment regulation generally increases the tenure and wages of incumbent workers, rigid regulations have many undesirable side effects. These include less job creation, smaller company size, less investment in research and development, and longer spells of unemployment and thus the obsolescence of skills—all of which may reduce productivity growth. Many countries err on the side of excessive rigidity, to the detriment of businesses and workers alike.

1. Historical data: Employing Workers in Canada

Employing Workers data	Doing Business 2006	Doing Business 2007	Doing Business 2008
Rank		17	19
Rigidity of Employment Index	4	4	4
Nonwage labor cost (% of salary)	14	14	13
Firing costs (weeks of wages)	28	28	28

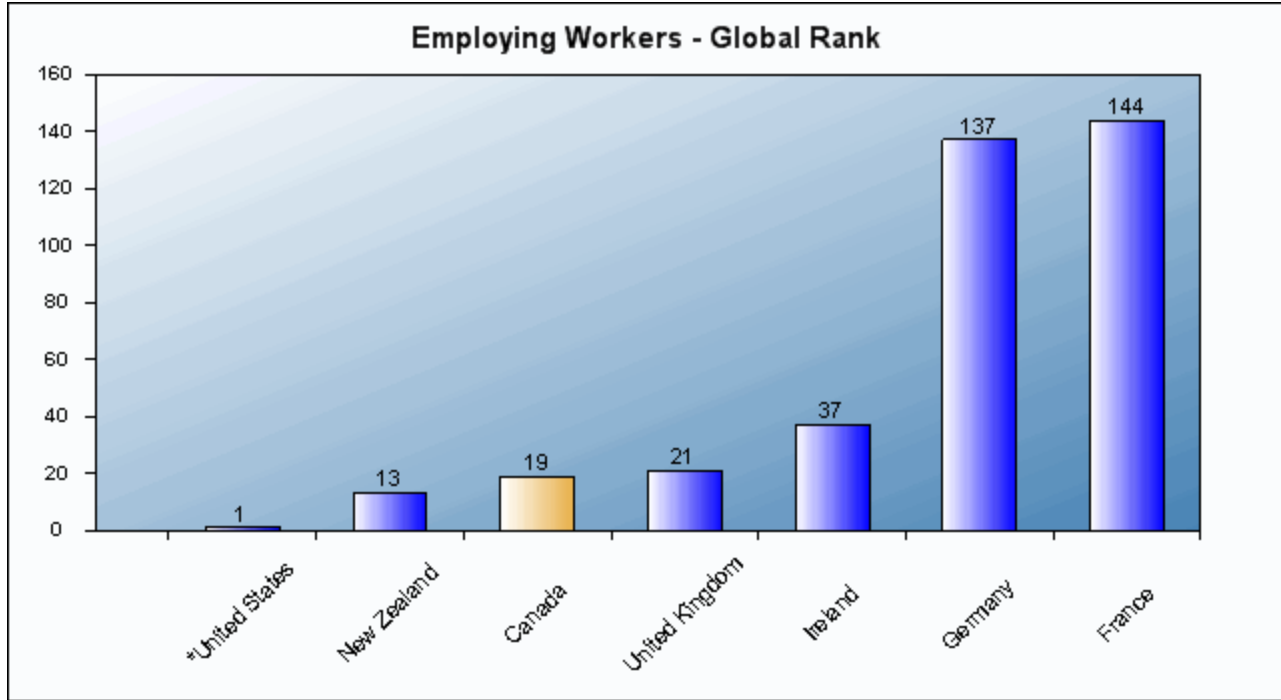
2. The following graph illustrates the Employing Workers indicators in Canada over the past 3 years:



3. Benchmarking Employing Workers Regulations:

Canada is ranked 19 overall for Employing Workers. Marshall Islands is the top ranked economy followed by Brunei, Georgia and Tonga.

Ranking of Canada in Employing Workers - Compared to best practice and selected economies:



* The following economies are also best practice economies for Employing Workers: Marshall Islands, Singapore

The following table shows Employing Workers data for Canada compared to best practice and comparator economies:

Best Practice Economies	Rigidity of Employment Index	Nonwage labor cost (% of salary)	Firing costs (weeks of wages)
Bangladesh*		0	
Denmark*			0
Hong Kong, China*	0		

Selected Economy			
Canada	4	13	28

Comparator Economies			
France	56	47	32
Germany	44	19	69
Ireland	17	11	24
New Zealand	7	1	0
United Kingdom	7	11	22

* The following economies are also best practice economies for :

Rigidity of Employment Index: Singapore, United States

Nonwage labor cost (% of salary): Botswana, Ethiopia, Maldives

Firing costs (weeks of wages): New Zealand, United States

Registering Property in Canada: Regulation of Property Transfer

Property registries were first developed to help raise tax revenue. Defining and publicizing property rights through registries has also proved to be good for entrepreneurs. Land and buildings account for between half and three-quarters of the wealth in most economies. Securing rights to this property strengthens incentives to invest and facilitates commerce. And with formal property titles, entrepreneurs can obtain mortgages on their home or land and start businesses.

Doing Business measures the ease of registering property based on a standard case of an entrepreneur who wants to purchase land and a building in the largest business city. It is assumed that the property is already registered and free of title dispute. The data cover the full sequence of procedures necessary to transfer the property title from the seller to the buyer. Every required procedure is included, whether it is the responsibility of the seller or the buyer or must be completed by a third party on their behalf.

Local property lawyers and officials in property registries provide information on required procedures as well as the time and cost to complete each one. For most countries the data are based on responses from both. Based on the responses, three indicators are constructed:

- Number of procedures to register property.
- Time to register property (in calendar days).
- Official costs to register property (as a percentage of the property value).

A large share of the property in developing countries is not formally registered, limiting financing opportunities for businesses. Recognizing this constraint, some developing country governments have embarked on extensive property titling programs. Yet bringing assets into the formal sector is of little value unless they stay there.

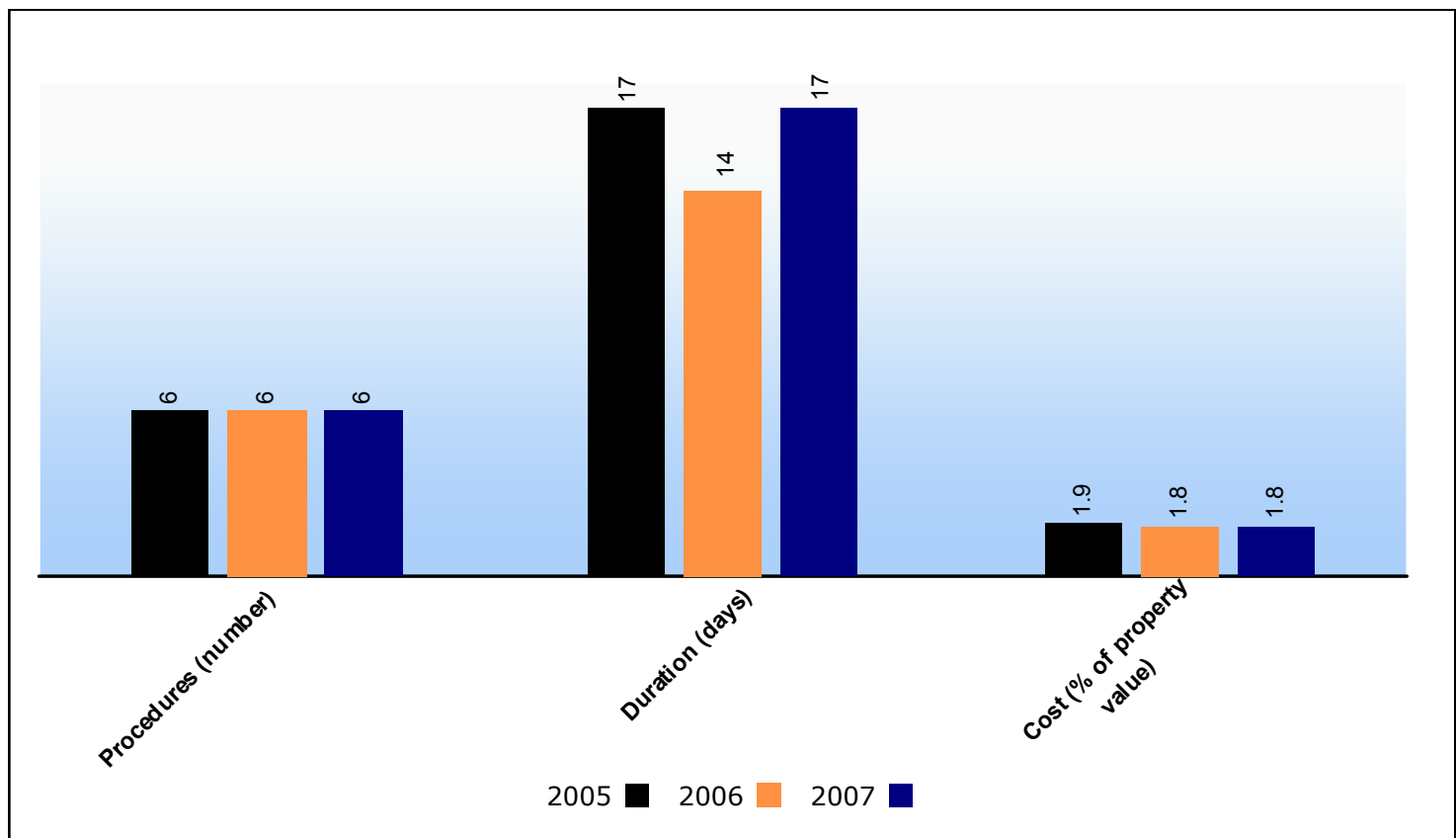
Many titling programs in Africa were futile because people bought and sold property informally—neglecting to update the title records in the property registry. Why? Doing Business shows that completing a simple formal property transfer in the largest business city of an African country costs 12% of the value of the property and takes more than 100 days on average. Worse, the property registries are so poorly organized that they provide little security of ownership. For both reasons, formalized titles quickly go informal again.

Efficient property registration reduces transaction costs and helps keep formal titles from slipping into informal status. Simple procedures to register property are also associated with greater perceived security of property rights and less corruption. That benefits all entrepreneurs, especially women, the young and the poor. The rich have few problems protecting their property rights. They can afford to invest in security systems and other measures to defend their property. But small entrepreneurs cannot. Reform can change this.

1. Historical data: Registering Property in Canada

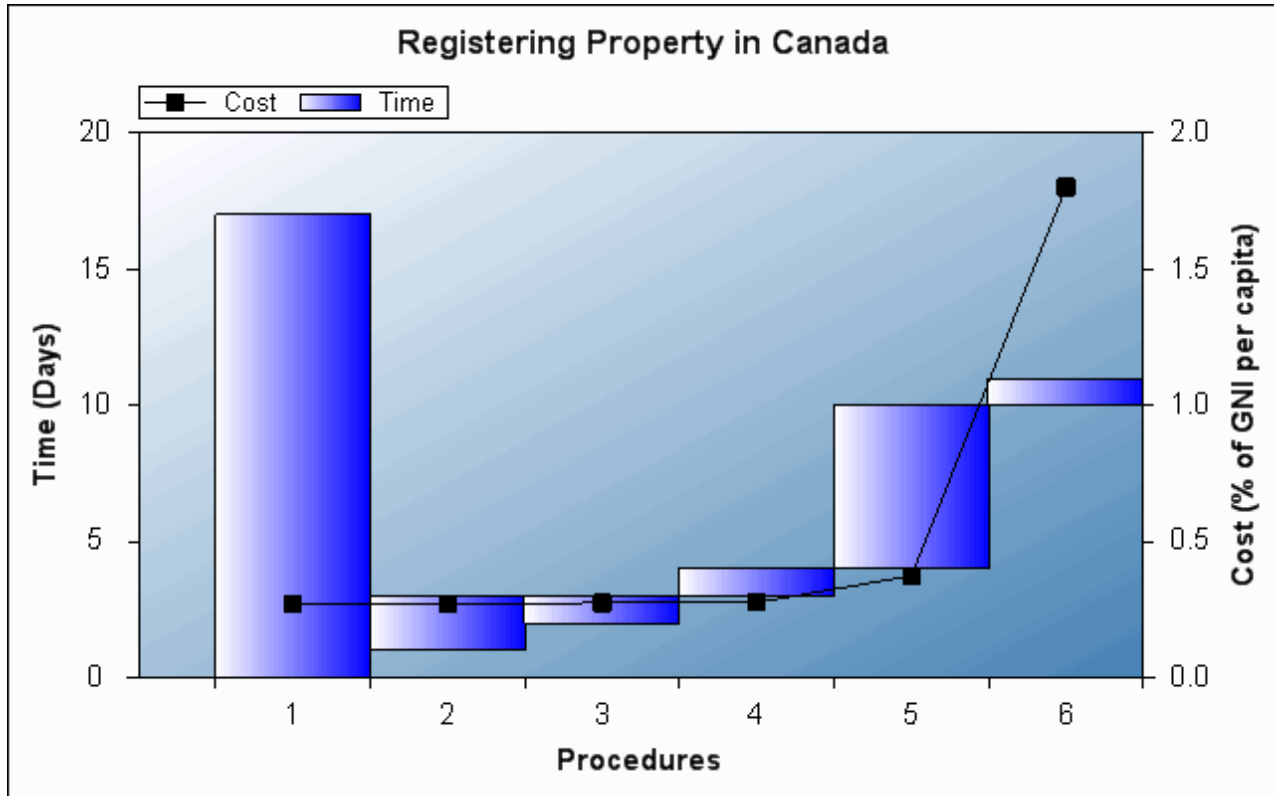
Registering Property data	Doing Business 2006	Doing Business 2007	Doing Business 2008
Rank		26	28
Procedures (number)	6	6	6
Duration (days)	17	14	17
Cost (% of property value)	1.9	1.8	1.8

2. The following graph illustrates the Registering Property indicators in Canada over the past 3 years:



3. Steps to Registering Property in Canada

It requires 6 procedures, takes 17 days, and costs 1.80% GNI per capita to register the property in Canada.



List of Procedures:

1. The purchaser should obtain the opinion of a qualified appraiser to estimate the value of the property
2. Obtain tax clearance certificate from the Municipality
3. Obtain a copy of Title Register and relevant registered documents and a Certificate regarding Writs of Execution
4. Obtain Status Certificate with respect to selling corporation
5. Conduct title search (in the absence of title insurance)
6. Registration of the transfer of title

More details are available in the appendix.

4. Benchmarking Registering Property Regulations:

Canada is ranked 28 overall for Registering Property. New Zealand is the top ranked economy followed by Armenia, Saudi Arabia and Lithuania.

Ranking of Canada in Registering Property - Compared to best practice and selected economies:



The following table shows Registering Property data for Canada compared to best practice and comparator economies:

Best Practice Economies	Procedures (number)	Duration (days)	Cost (% of property value)
New Zealand*		2	
Norway*	1		
Saudi Arabia*			0.0

Selected Economy			
Canada	6	17	1.8

Comparator Economies			
France	9	123	6.1
Germany	4	40	5.2
Ireland	5	38	10.2
New Zealand	2	2	0.1
United Kingdom	2	21	4.1

* The following economies are also best practice economies for :

Procedures (number): Sweden

Duration (days): Sweden, Thailand

Cost (% of property value): Bhutan

Getting Credit in Canada: Legal Rights and Credit Information

Firms consistently rate access to credit as among the greatest barriers to their operation and growth. Doing Business constructs two sets of indicators of how well credit markets function—one on credit registries and the other on legal rights of borrowers and lenders.

Credit registries—institutions that collect and distribute credit information on borrowers—can greatly expand access to credit. By sharing credit information, they help lenders assess risk and allocate credit more efficiently. And they free entrepreneurs from having to rely on personal connections alone when trying to obtain credit. Three indicators are constructed to measure the sharing of credit information:

- Public registry coverage, which reports the number of individuals and firms covered by a public credit registry as a percentage of the adult population.
- Private bureau coverage, which reports the number of individuals and firms covered by a private credit bureau as a percentage of the adult population.
- Depth of credit information index, which measures the extent to which the rules of a credit information system facilitate lending based on the scope of information distributed, the ease of access to information and the quality of information.

The data are from surveys of public registries and the largest private credit bureau in the country.

Effective regulation of secured lending—through collateral and bankruptcy laws—can also ease credit constraints. By giving a lender the right to seize and sell a borrower's secured assets upon default, collateral limits the lender's potential losses and acts as a screening device for borrowers. The strength of legal rights index measures 10 aspects of the rights of borrowers and creditors in collateral and bankruptcy laws, including whether:

- General rather than specific description of assets and debt is permitted in collateral agreements (expanding the scope of assets and debt covered).
- Any legal or natural person may grant or take security in assets.
- A unified registry operates that includes charges over movable property.
- Secured creditors have priority both within bankruptcy and outside it.
- Parties may agree on out-of-court enforcement of collateral by contract.
- Creditors may both seize and sell collateral out of court, no automatic stay or “asset freeze” applies upon bankruptcy, and the bankrupt debtor does not retain control of the firm.

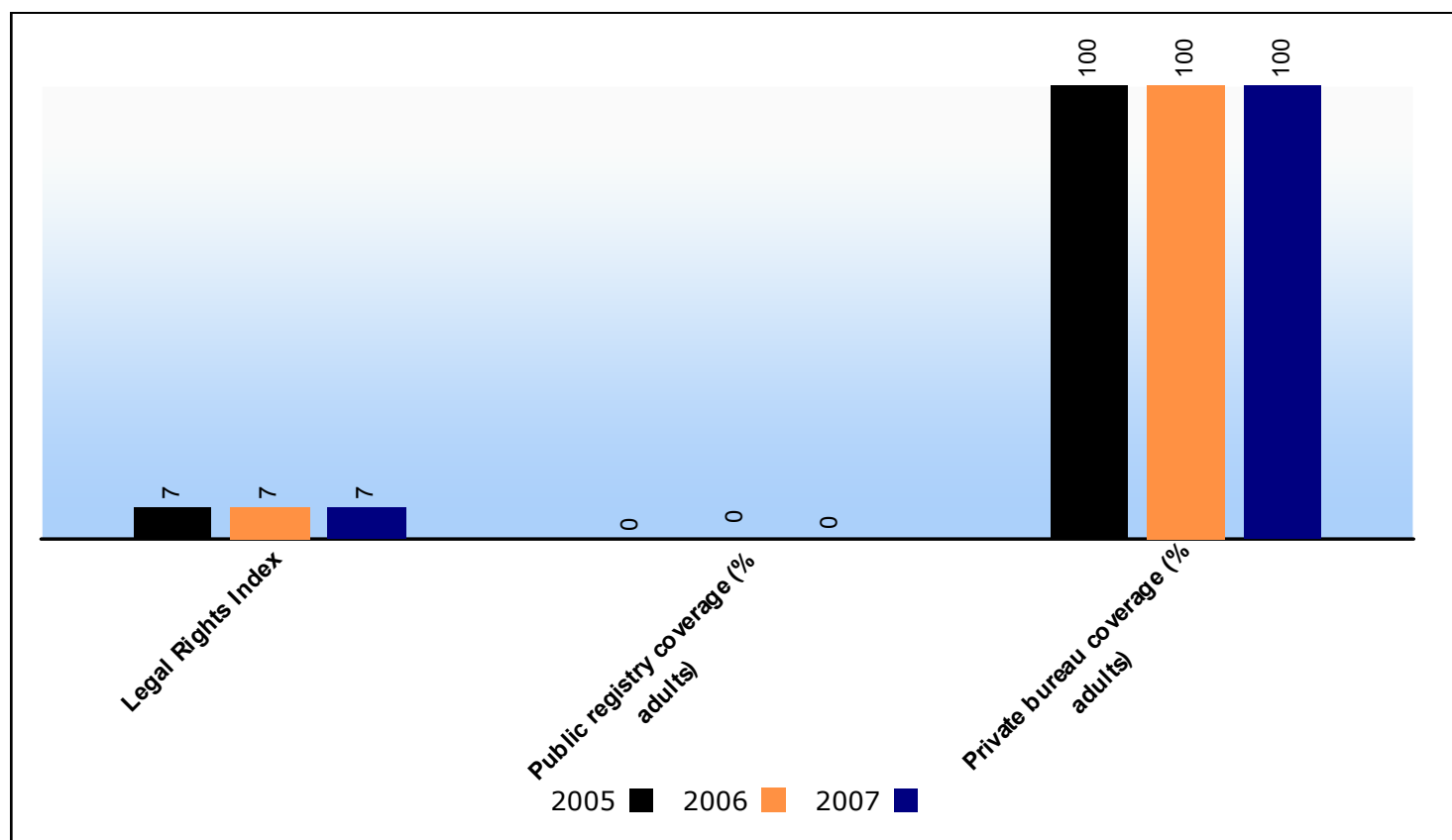
The index ranges from 0 (weak legal rights) to 10 (strong legal rights). The data were obtained by examining collateral and bankruptcy laws and legal summaries and verified through a survey of financial lawyers.

Where good-quality credit information is available and legal rights are stronger, more credit is extended. Benefits flow beyond those gaining access to credit. With better-functioning credit markets, unemployment is lower, and women and low-income people benefit the most.

1. Historical data: Getting Credit in Canada

Getting Credit data	Doing Business 2006	Doing Business 2007	Doing Business 2008
Rank		7	7
Legal Rights Index	7	7	7
Public registry coverage (% adults)	0.0	0.0	0.0
Private bureau coverage (% adults)	100.0	100.0	100.0

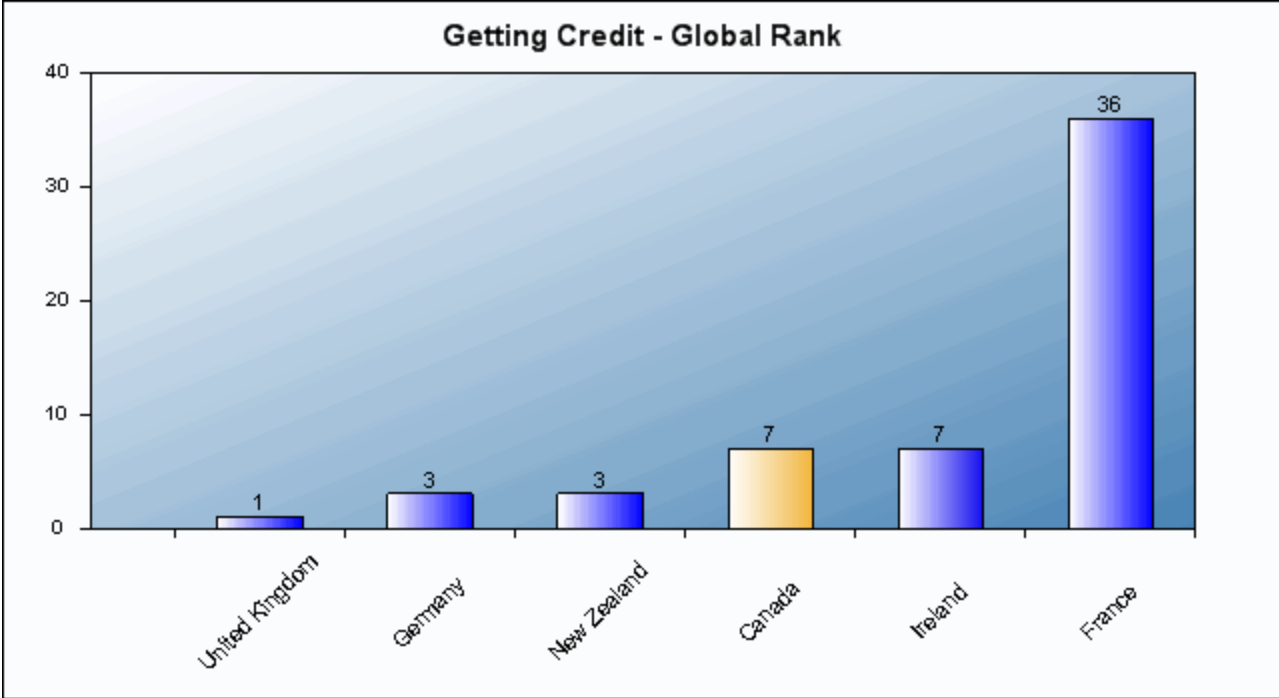
2. The following graph illustrates the Getting Credit indicators in Canada over the past 3 years:



3. Benchmarking Getting Credit Regulations:

Canada is ranked 7 overall for Getting Credit. United Kingdom is the top ranked economy followed by Hong Kong, China, Germany and Australia.

Ranking of Canada in Getting Credit - Compared to best practice and selected economies:



The following table shows Getting Credit data for Canada compared to best practice and comparator economies:

Best Practice Economies	Legal Rights Index	Public registry coverage (%)	Private bureau coverage (%)
Argentina*			100.0
Hong Kong, China*	10		
Portugal		67.1	

Selected Economy			
Canada	7	0.0	100.0

Comparator Economies			
France	6	24.8	0.0
Germany	8	0.7	98.1
Ireland	8	0.0	100.0
New Zealand	9	0.0	100.0
United Kingdom	10	0.0	84.6

* The following economies are also best practice economies for :

Legal Rights Index: United Kingdom

Private bureau coverage (% adults): Australia, Canada, Iceland, Ireland, New Zealand, Nicaragua, Norway, Sweden, United States

Protecting Investors in Canada

Officials at Elf Aquitaine, France's largest oil company, awarded business deals in return for large side payments. Along with the extra cash, they got seven years in jail and a €2 million fine for abuse of power. Russian oil firm Gazprom purchased materials for new pipelines through intermediaries owned by company officers. The high cost raised eyebrows, but not court battles.

Big cases make headlines. But looting by corporate insiders occurs every day on a smaller scale, and often goes unnoticed. To document the protections investors have, Doing Business measures how countries regulate a standard case of self-dealing—use of corporate assets for personal gain.

The case facts are simple. Mr. James, a director and the majority shareholder of a public company, proposes that the company purchase used trucks from another company he owns. The price is higher than the going price for used trucks. The transaction goes forward. All required approvals are obtained, and all required disclosures made, though the transaction is unfair to the purchasing company. Shareholders sue the interested parties and the members of the board of directors.

Several questions arise. Who approves the transaction? What information must be disclosed? What company documents can investors access? What do minority shareholders have to prove to get the transaction stopped or to receive compensation from Mr. James? Three indices of investor protection are constructed based on the answers to these and other questions. All indices range from 0 to 10, with higher values indicating more protections or greater disclosure.

The extent of disclosure index covers approval procedures, requirements for immediate disclosure to the public and shareholders of proposed transactions, requirements for disclosure in periodic filings and reports and the availability of external review of transactions before they take place.

The extent of director liability index covers the ability of investors to hold Mr. James and the board of directors liable for damages, the ability to rescind the transaction, the availability of fines and jail time associated with self-dealing, the availability of direct or derivative suits and the ability to require Mr. James to pay back his personal profits from the transaction.

The ease of shareholder suits index covers the availability of documents that can be used during trial, the ability of the investor to examine the defendant and other witnesses, shareholders' access to internal documents of the company, the appointment of an inspector to investigate the transaction and the standard of proof applicable to a civil suit against the directors.

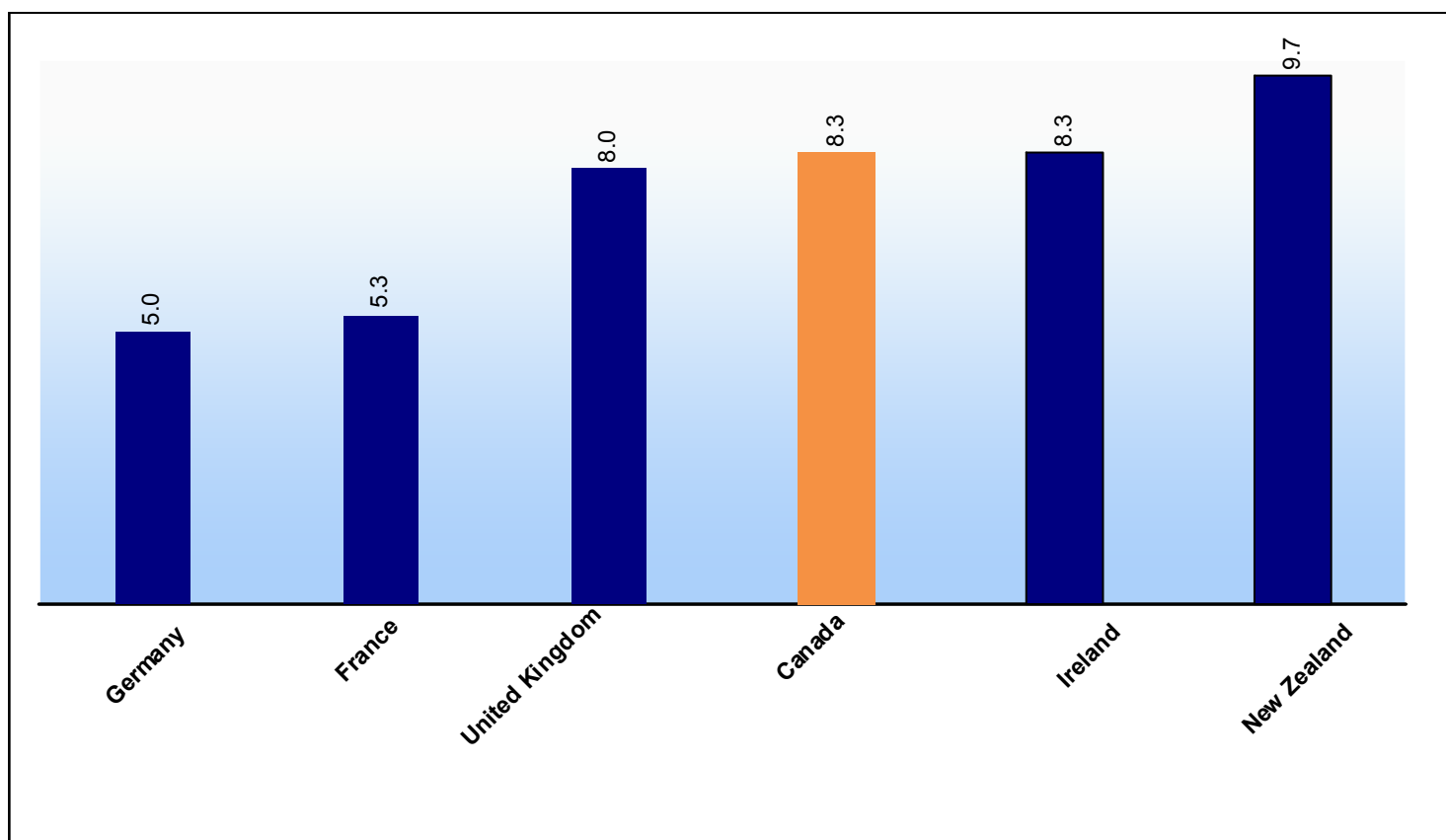
These three indices are averaged to create the strength of investor protection index. This index ranges from 0 to 10, with higher values indicating better investor protection.

If the rights of investors are not protected, majority ownership in a business is the only way to eliminate expropriation. But then investors must devote more oversight attention to fewer investments. The result: entrepreneurship is suppressed, and fewer profitable investment projects are undertaken. Where self-dealing is curbed, equity investment is higher, ownership concentration lower and trust in the business sector deeper. Investors gain portfolio diversification, and entrepreneurs gain access to cash.

1. Historical data: Protecting Investors in Canada

Protecting Investors data	Doing Business 2006	Doing Business 2007	Doing Business 2008
Rank		5	5
Investor Protection Index	8.3	8.3	8.3

2. The following graph illustrates the Protecting Investors index in Canada compared to best practice and selected Economies:

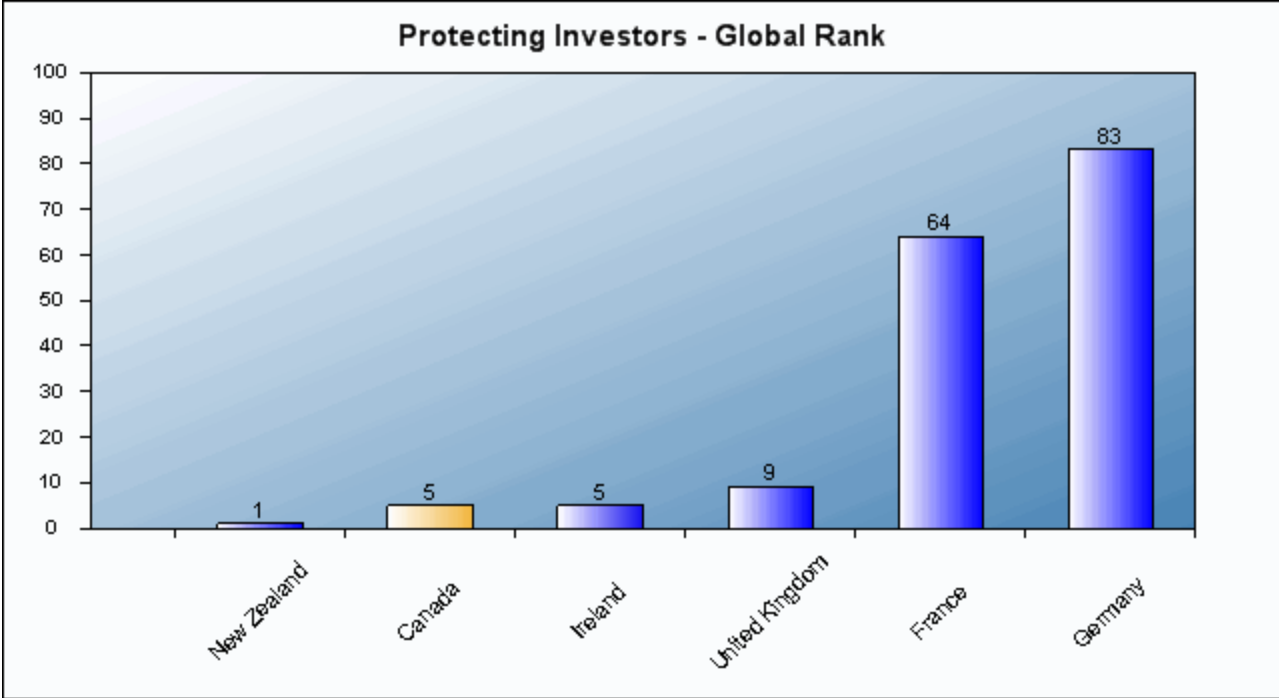


Note: The higher the score, the greater the investor protection.

3. Benchmarking Protecting Investors Regulations:

Canada is ranked 5 overall for Protecting Investors. New Zealand is the top ranked economy followed by Singapore, Hong Kong, China and Malaysia.

Ranking of Canada in Protecting Investors - Compared to best practice and selected economies:



The following table shows Protecting Investors data for Canada compared to best practice and comparator economies:

<i>Best Practice Economies</i>	Investor Protection Index
New Zealand	9.7

<i>Selected Economy</i>	
Canada	8.3

<i>Comparator Economies</i>	
France	5.3
Germany	5.0
Ireland	8.3
New Zealand	9.7
United Kingdom	8.0

Paying Taxes: Tax Payable and Compliance in Canada

Taxes are essential. Without them there would be no money to fund schools, hospitals, courts, roads, water, waste collection and other public services that help businesses to be more productive. Still, there are good ways and bad ways to collect taxes.

The Doing Business tax survey records the effective tax that a company must pay and the administrative costs of doing so. Imagine a medium-size business, TaxpayerCo, that started operations last year. Doing Business asked accountants in 178 economies to review TaxpayerCo's financial statements and a standard list of transactions the company completed during the year. Respondents were asked how much tax the business must pay and what the process is for doing so.

The business starts from the same financial position in each country. All the taxes and contributions paid during the second year of operation are recorded. Taxes and contributions are measured at all levels of government and include corporate income tax, turnover tax, all labor contributions paid by the company (including mandatory contributions paid to private pension or insurance funds), property tax, property transfer tax, dividend tax, capital gains tax, financial transactions tax, vehicle tax and other small taxes (such as fuel tax, stamp duty and local taxes). A range of standard deductions and exemptions are also recorded.

Three indicators are constructed:

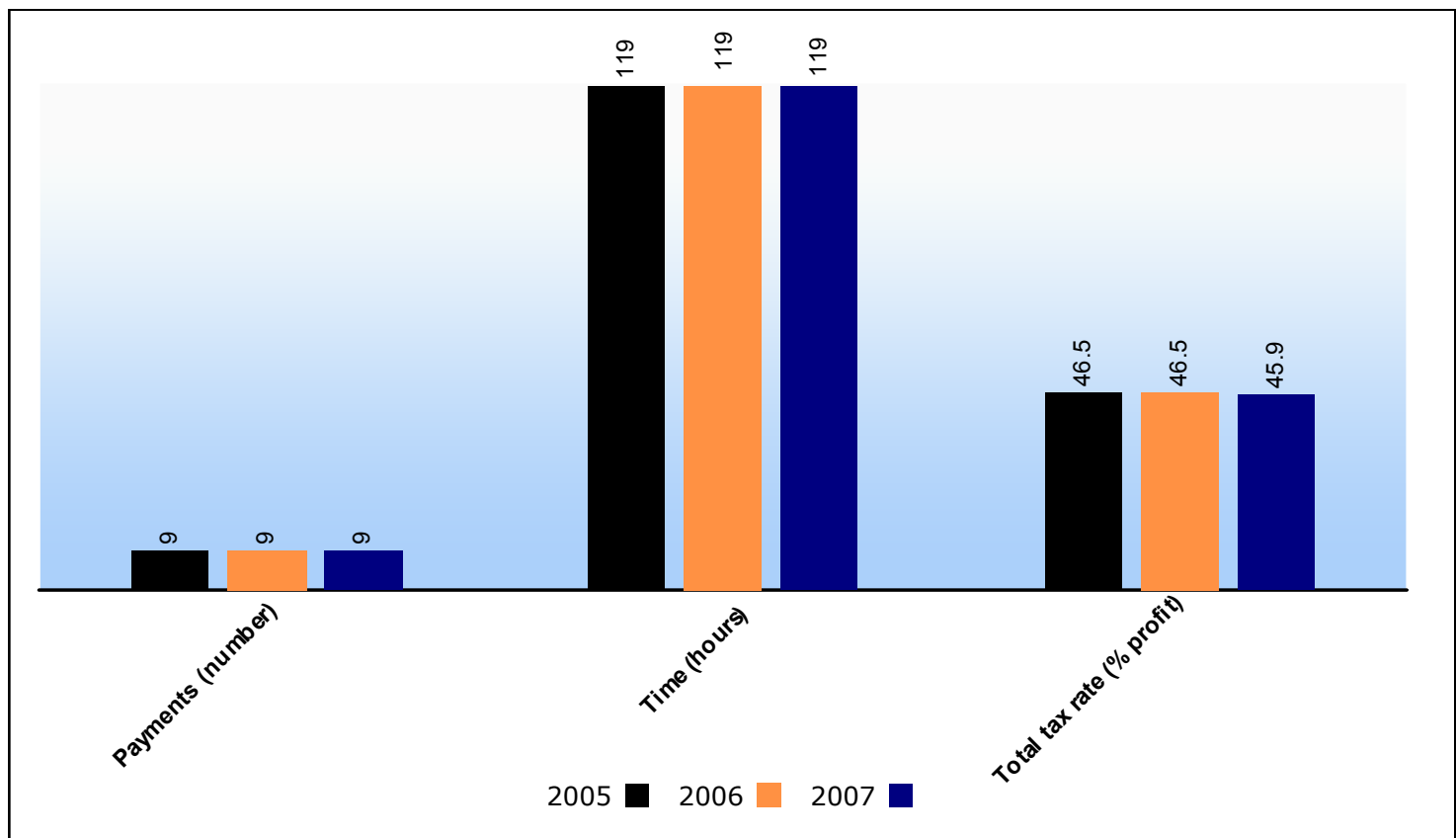
- Number of tax payments, which takes into account the method of payment or withholding, the frequency of payment or withholding and the number of agencies involved for the standard case.
- Time, which measures the hours per year necessary to prepare, file and pay the corporate income tax, value added or sales tax and labor taxes.
- Total tax rate, which measures the amount of taxes payable by the company during the second year of operation. This amount, expressed as a percentage of commercial profit, is the sum of all the different taxes payable after accounting for various deductions and exemptions.

Businesses care about what they get for their taxes and contributions, such as the quality of infrastructure and social services. Poor countries tend to use businesses as a collection point for taxes. Rich countries tend to have lower tax rates and less complex tax systems. And rich countries get more from their taxes. Simple, moderate taxes and fast, cheap administration mean less hassle for businesses—and also more revenue collected and better public services. More burdensome tax regimes create an incentive to evade taxes.

1. Historical data: Paying Taxes in Canada

Paying Taxes data	Doing Business 2006	Doing Business 2007	Doing Business 2008
Rank		28	25
Time (hours)	119	119	119
Total tax rate (% profit)	46.5	46.5	45.9
Payments (number)	9	9	9

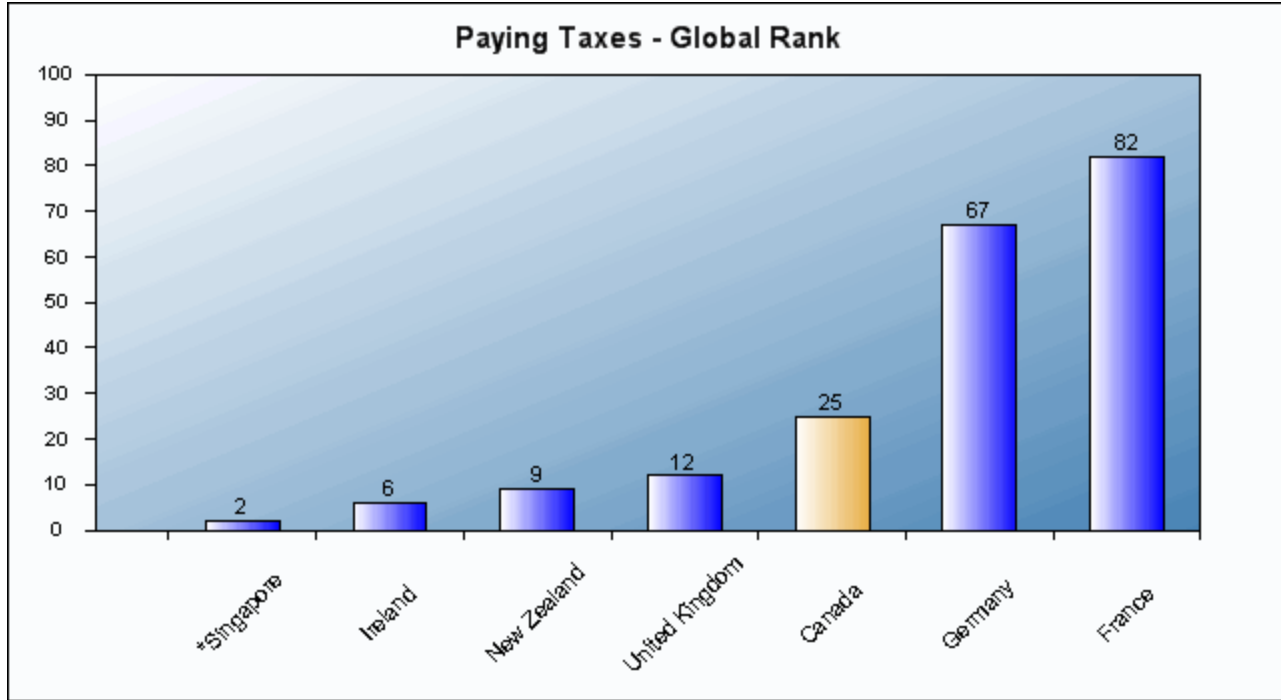
2. The following graph illustrates the Paying Taxes indicators in Canada over the past 3 years:



3. Benchmarking Paying Taxes Regulations:

Canada is ranked 25 overall for Paying Taxes. Maldives is the top ranked economy followed by Singapore, Hong Kong, China and United Arab Emirates.

Ranking of Canada in Paying Taxes - Compared to best practice and selected economies:



* The following economies are also best practice economies for Paying Taxes: Maldives

The following table shows Paying Taxes data for Canada compared to best practice and comparator economies:

Best Practice Economies	Payments (number)	Time (hours)	Total tax rate (% profit)
Sweden*	2		
United Arab Emirates*		12	
Vanuatu			8.4

Selected Economy			
Canada	9	119	45.9

Comparator Economies			
France	23	132	66.3
Germany	16	196	50.8
Ireland	9	76	28.9
New Zealand	8	70	35.1
United Kingdom	8	105	35.7

* The following economies are also best practice economies for :

Payments (number): Maldives

Time (hours): Maldives

Trading Across Borders: Importing and Exporting from Canada

The benefits of trade are well documented—as are the obstacles to trade. Tariffs, quotas and distance from large markets greatly increase the cost of goods or prevent trading altogether. But with faster ships and bigger planes, the world is shrinking. Global and regional agreements have brought down trade barriers. Yet Africa's share of global trade is smaller today than it was 25 years ago. So is the Middle East's, excluding oil exports. The reason is simple: many entrepreneurs face numerous hurdles to exporting or importing goods. They often give up. Others never try.

Doing Business compiles procedural requirements for trading a standard shipment of goods by ocean transport. Every official procedure—and the associated documents, time and cost—for importing and exporting the goods is recorded, starting with the contractual agreement between the two parties and ending with delivery of the goods. For importing the goods, the procedures measured range from the vessel's arrival at the port of entry to the shipment's delivery at the factory warehouse. For exporting the goods, the procedures measured range from the packing of the goods at the factory to their departure from the port of exit.

To make the data comparable across countries, several assumptions about the business and the traded goods are used. The business is of medium size, with 100 or more employees, and is located in the periurban area of the country's most populous city. It is a private, limited liability company, domestically owned, formally registered and operating under commercial laws and regulations of the country. The traded goods are ordinary, legally manufactured products, and they travel in a dry-cargo, 20-foot FCL (full container load) container.

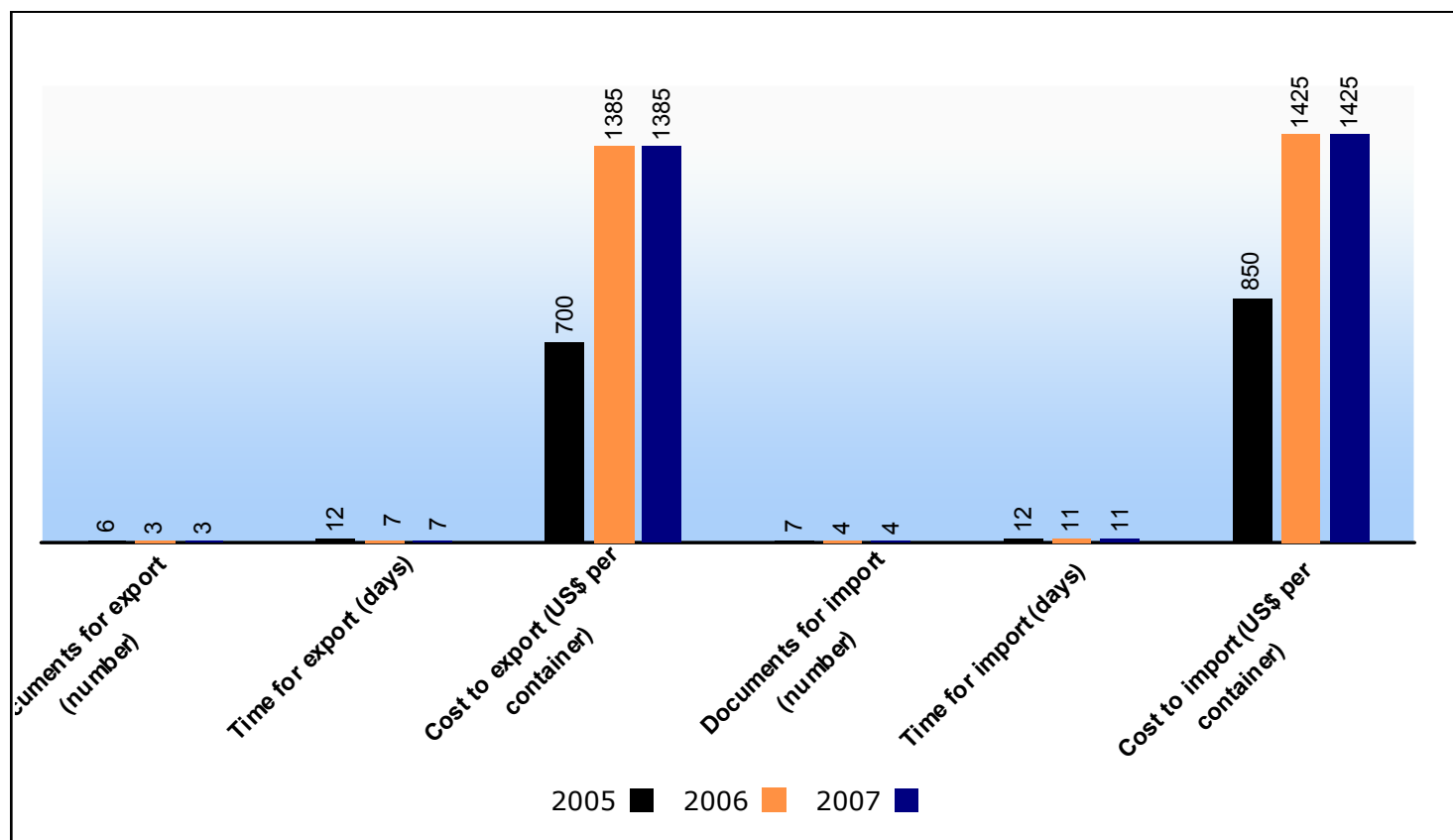
Documents recorded include port filing documents, customs declaration and clearance documents, and official documents exchanged between the concerned parties. Time is recorded in calendar days, from start to finish of each procedure. Cost measures the fees levied on a 20-foot container in U.S. dollars. All the fees associated with completing the procedures to export or import the goods are included, such as costs for documents, administrative fees for customs clearance and technical control, terminal handling charges and inland transport. The cost measure does not include tariffs or trade taxes.

Countries that have efficient customs, good transport networks and fewer document requirements—making compliance with export and import procedures faster and cheaper—are more competitive globally. That leads to more exports—and exports are associated with faster growth and more jobs. Conversely, a need to file many documents is associated with more corruption in customs. Faced with long delays and frequent demands for bribes, many traders avoid customs altogether. Instead, they smuggle goods across the border. That defeats the very purpose in having border control of trade—to levy taxes and ensure high quality of goods.

1. Historical data: Trading Across Borders in Canada

Trading Across Borders data	Doing Business 2006	Doing Business 2007	Doing Business 2008
Rank		36	39
Documents for export (number)	6	3	3
Time for export (days)	12	7	7
Cost to export (US\$ per container)	700	1385	1385
Documents for import (number)	7	4	4
Time for import (days)	12	11	11
Cost to import (US\$ per container)	850	1425	1425

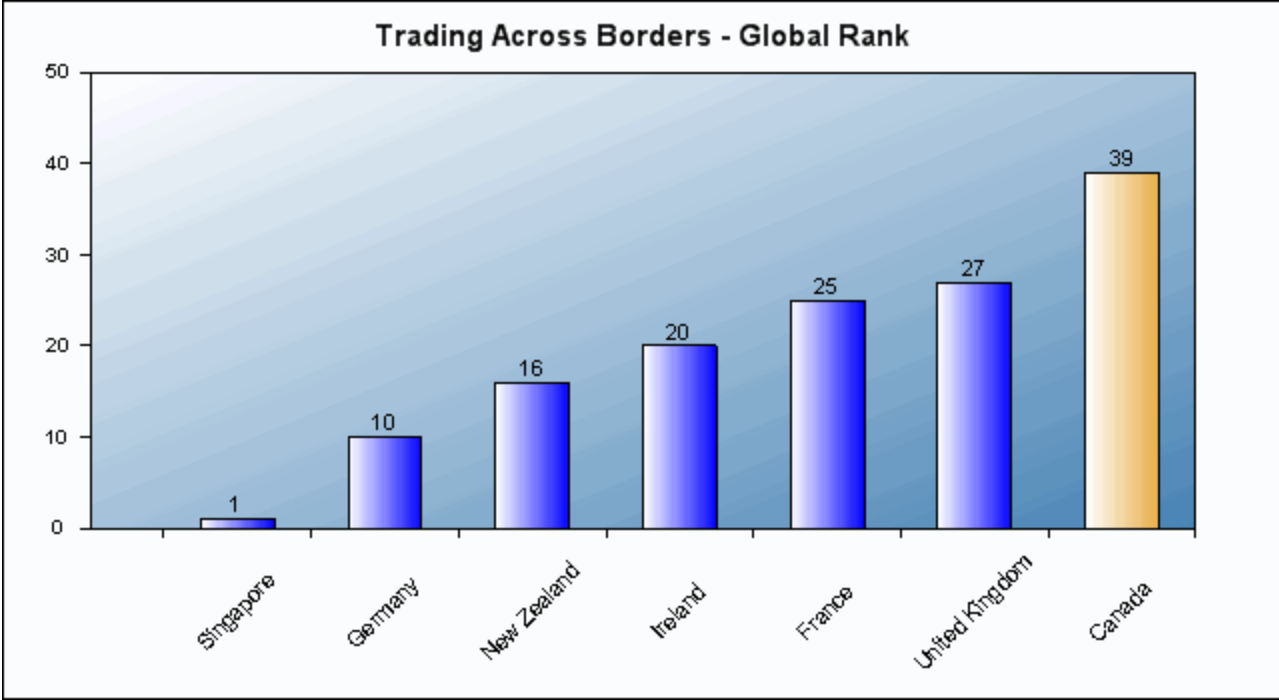
2. The following graph illustrates the Trading Across Borders indicators in Canada over the past 3 years:



3. Benchmarking Trading Across Borders Regulations:

Canada is ranked 39 overall for Trading Across Borders. Singapore is the top ranked economy followed by Denmark, Hong Kong, China and Norway.

Ranking of Canada in Trading Across Borders - Compared to best practice and selected economies:



The following table shows Trading Across Borders data for Canada compared to best practice and comparator economies:

<i>Best Practice Economies</i>	Documents for export (number)	Time for export (days)	Cost to export (US\$ per)	Documents for import (number)	Time for import (days)	Cost to import (US\$ per)
Canada*	3					
China			390			
Denmark*		5		3		
Singapore					3	367

<i>Selected Economy</i>						
Canada	3	7	1385	4	11	1425

<i>Comparator Economies</i>						
France	4	11	1028	5	12	1148
Germany	4	7	740	5	7	765
Ireland	4	7	1090	4	12	1139
New Zealand	7	10	725	5	9	800
United Kingdom	4	13	940	4	13	1267

* The following economies are also best practice economies for :

Documents for export (number): **Estonia, Micronesia, Panama**

Time for export (days): **Estonia, Singapore**

Documents for import (number): **Sweden**

Enforcing Contracts: Court Efficiency in Canada

Where contract enforcement is efficient, businesses are more likely to engage with new borrowers or customers. Doing Business tracks the efficiency of the judicial system in resolving a commercial dispute, following the step-by-step evolution of a commercial sale dispute before local courts. The data are collected through study of the codes of civil procedure and other court regulations as well as surveys completed by local litigation lawyers (and, in a quarter of the countries, by judges as well).

The dispute, between two businesses (the Seller and the Buyer) located in the country's most populous city, concerns a contract for the sale of goods. The Seller agrees to deliver the goods, worth 200% of the country's income per capita, to the Buyer.

After receiving and inspecting the goods, the Buyer concludes that their quality is inadequate. The Buyer sends the goods back without paying for them. The Seller disagrees and argues that their quality is adequate. The Seller seeks full payment from the Buyer, arguing that the goods cannot be sold to a third party because they were custom-made for the Buyer. The Seller sues the Buyer before the court in the most populous city to recover the amount due under the sales agreement (200% of the country's income per capita).

Three indicators of the efficiency of commercial contract enforcement are developed:

- Number of procedures, which includes all those that demand interaction between the parties or between them and the judge or court officer.
- Time, which counts the number of days from the moment the plaintiff files the lawsuit in court until the moment of payment. This measure includes both the days on which actions take place and the waiting periods between actions.
- Cost, which measures the official cost of going through court procedures, expressed as a percentage of the claim (assumed to be equivalent to 200% of income per capita). The cost includes court costs, enforcement costs and attorney fees where the use of attorneys is mandatory or common.

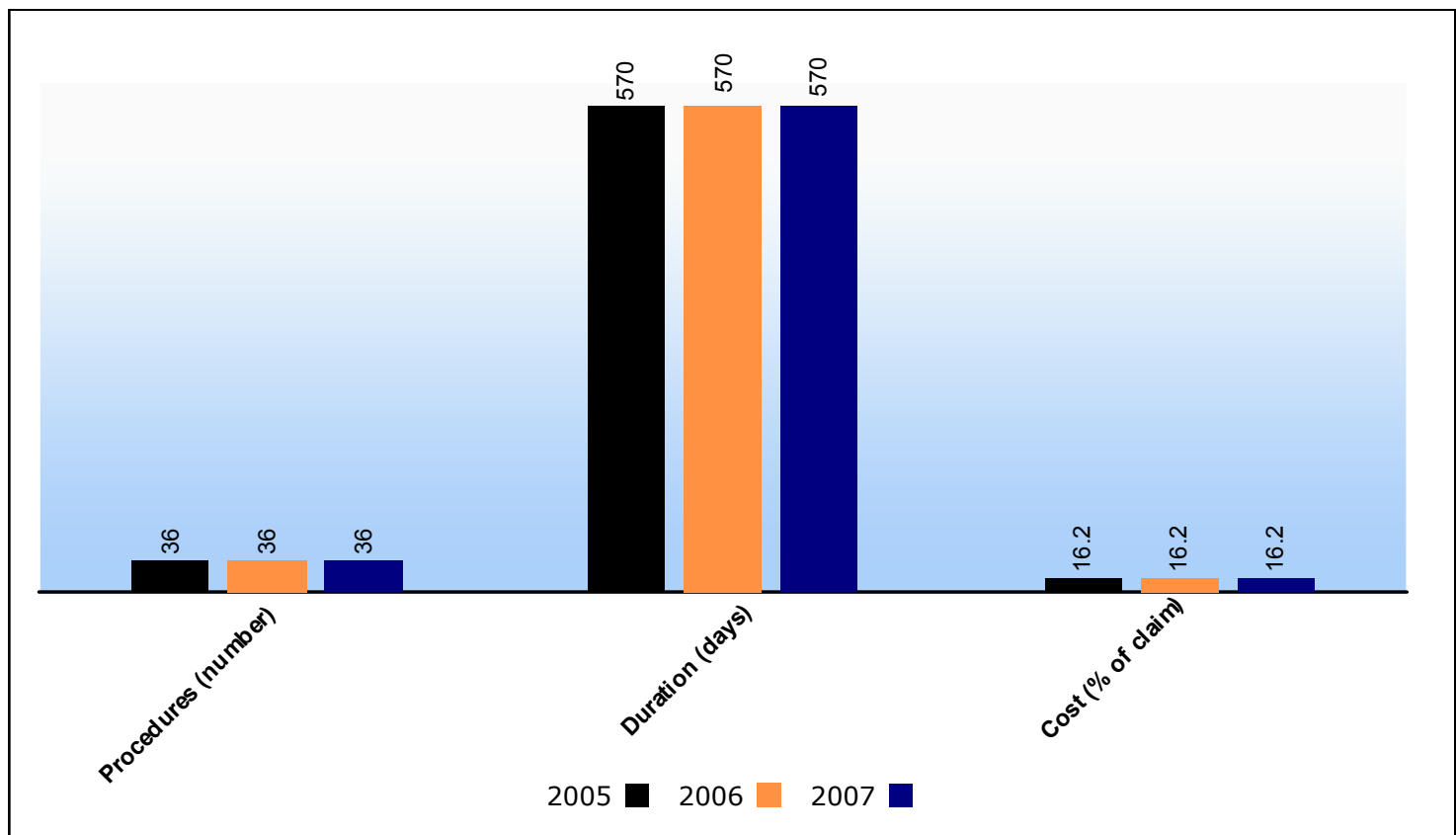
Businesses that have little or no access to efficient courts must rely on other mechanisms, both formal and informal—such as trade associations, social networks, credit bureaus or private information channels—to decide whom to do business with and under what conditions. Or they might adopt a conservative approach to business, dealing only with a small group of people linked through kinship, ethnic origin or previous dealings and structuring transactions to forestall disputes. In either case economic and social value may be lost.

The main reason to regulate procedures in commercial dispute resolution is that informal justice is vulnerable to subversion by the rich and powerful. But heavy regulation of dispute resolution backfires. Across countries, the more procedures it takes to enforce a contract, the longer the delays and the higher the cost. The result: less wealth is created.

1. Historical data: Enforcing Contracts in Canada

Enforcing Contracts data	Doing Business 2006	Doing Business 2007	Doing Business 2008
Rank		43	43
Procedures (number)	36	36	36
Duration (days)	570	570	570
Cost (% of claim)	16.2	16.2	16.2

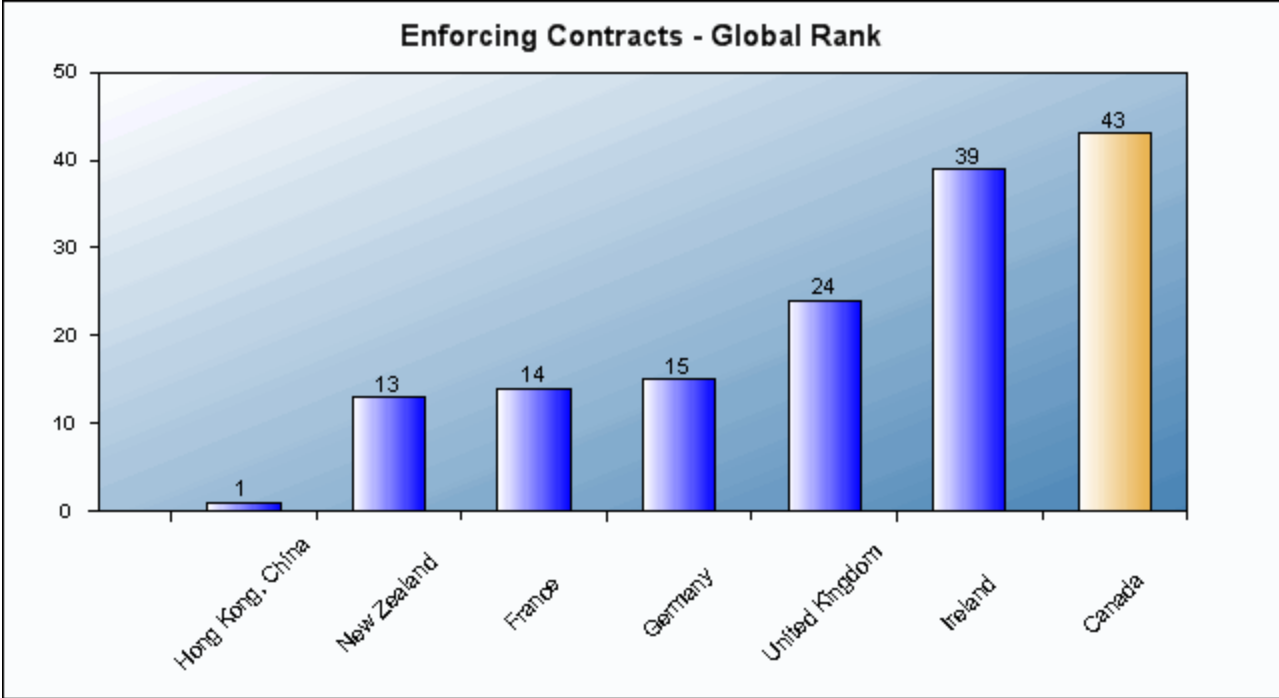
2. The following graph illustrates the Enforcing Contracts indicators in Canada over the past 3 years:



3. Benchmarking Enforcing Contracts Regulations:

Canada is ranked 43 overall for Enforcing Contracts. Hong Kong, China is the top ranked economy followed by Luxembourg, Latvia and Singapore.

Ranking of Canada in Enforcing Contracts - Compared to best practice and selected economies:



The following table shows Enforcing Contracts data for Canada compared to best practice and comparator economies:

Best Practice Economies	Procedures (number)	Duration (days)	Cost (% of claim)
Bhutan			0.1
Ireland	20		
Singapore		120	

Selected Economy			
Canada	36	570	16.2

Comparator Economies			
France	30	331	17.4
Germany	33	394	11.8
Ireland	20	515	26.9
New Zealand	30	216	22.0
United Kingdom	30	404	23.4

Closing Business in Canada: Bankruptcy

The economic crises of the 1990s in emerging markets—from East Asia to Latin America, from Russia to Mexico—raised concerns about the design of bankruptcy systems and the ability of such systems to help reorganize viable companies and close down unviable ones. In countries where bankruptcy is inefficient, unviable businesses linger for years, keeping assets and human capital from being reallocated to more productive uses.

The Doing Business indicators identify weaknesses in the bankruptcy law as well as the main procedural and administrative bottlenecks in the bankruptcy process. In many developing countries bankruptcy is so inefficient that creditors hardly ever use it. In countries such as these, reform would best focus on improving contract enforcement outside bankruptcy.

The data on closing a business are developed using a standard set of case assumptions to track a company going through the step-by-step procedures of the bankruptcy process. It is assumed that the company is a domestically owned, limited liability corporation operating a hotel in the country's most populous city. The company has 201 employees, 1 main secured creditor and 50 unsecured creditors. Assumptions are also made about the debt structure and future cash flows. The case is designed so that the company has a higher value as a going concern—that is, the efficient outcome is either reorganization or sale as a going concern, not piecemeal liquidation. The data are derived from questionnaires answered by attorneys at private law firms.

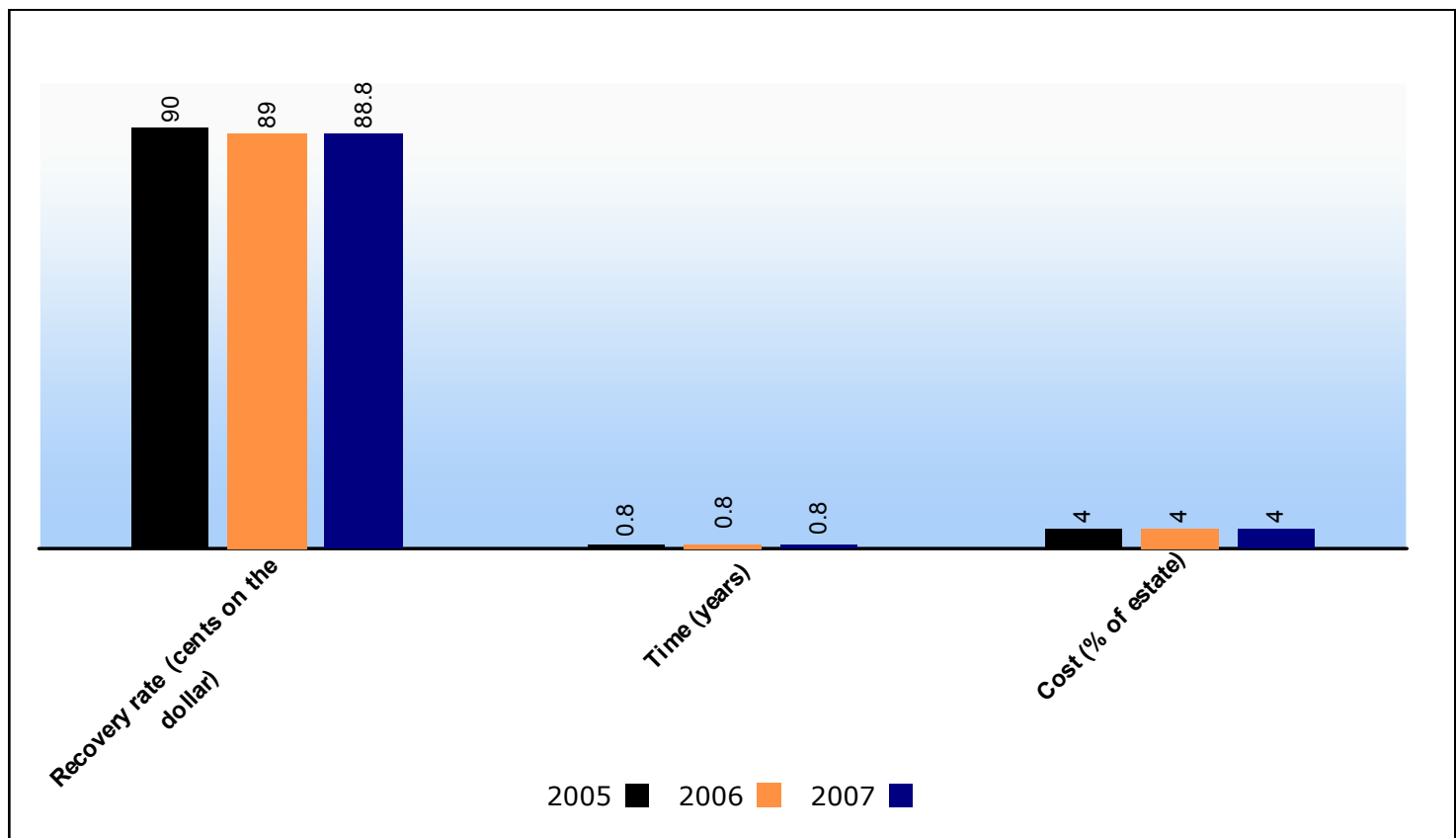
Three measures are constructed from the survey responses: the time to go through the insolvency process, the cost to go through the process and the recovery rate—how much of the insolvency estate is recovered by stakeholders, taking into account the time, cost, depreciation of assets and the outcome of the insolvency proceeding.

Bottlenecks in bankruptcy cut into the amount claimants can recover. In countries where bankruptcy is used, this is a strong deterrent to investment. Access to credit shrinks, and nonperforming loans and financial risk grow because creditors cannot recover overdue loans. Conversely, efficient bankruptcy laws can encourage entrepreneurs. The freedom to fail, and to do so through an efficient process, puts people and capital to their most effective use. The result is more productive businesses and more jobs.

1. Historical data: Closing Business in Canada

Closing a Business data	Doing Business 2006	Doing Business 2007	Doing Business 2008
Rank		4	4
Time (years)	0.8	0.8	0.8
Cost (% of estate)	4	4	4
Recovery rate (cents on the dollar)	90	89	88.8

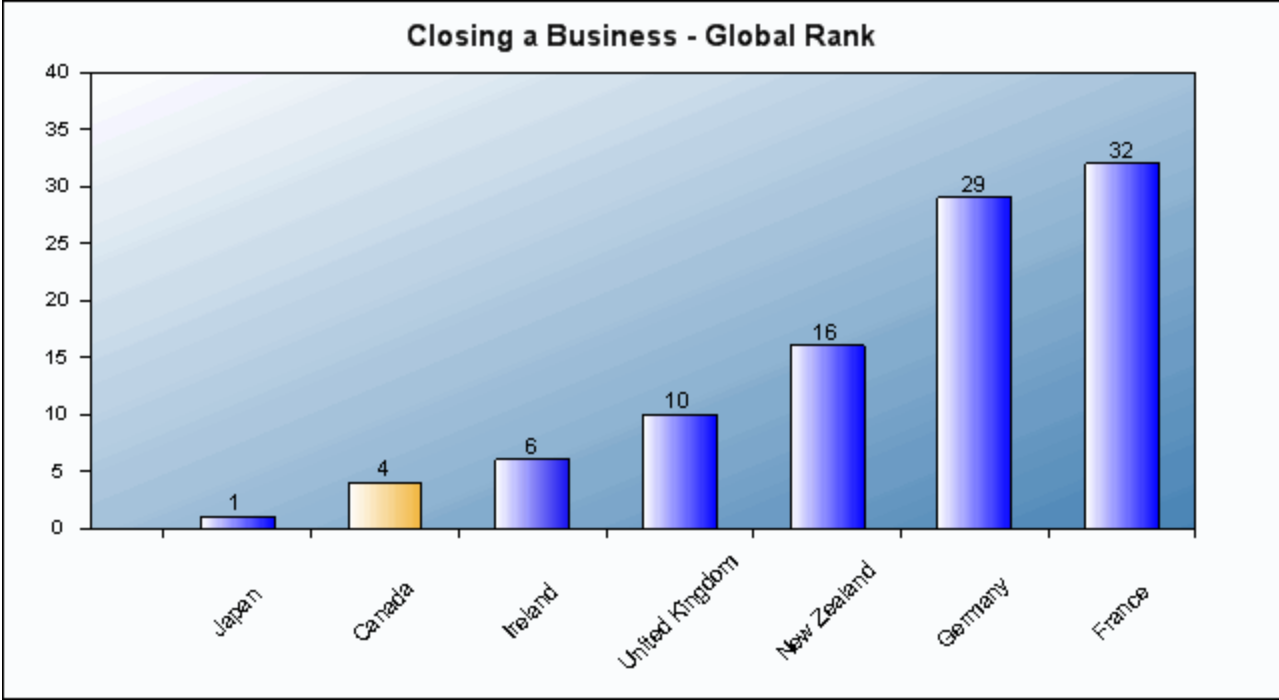
2. The following graph illustrates the Closing Business indicators in Canada over the past 3 years:



3. Benchmarking Closing Business Regulations:

Canada is ranked 4 overall for Closing a Business. Japan is the top ranked economy followed by Singapore, Norway and Canada.

Ranking of Canada in Closing Business - Compared to best practice and selected economies:



The following table shows Closing Business data for Canada compared to best practice and comparator economies:

Best Practice Economies	Recovery rate (cents on the	Time (years)	Cost (% of estate)
Colombia			1
Ireland		0.4	
Japan	92.6		

Selected Economy			
Canada	88.8	0.8	4

Comparator Economies			
France	47.4	1.9	9
Germany	53.4	1.2	8
Ireland	87.1	0.4	9
New Zealand	77.1	1.3	4
United Kingdom	84.6	1.0	6

Starting a Business in Canada

This table summarizes the procedures and costs associated with setting up a business in Canada.

STANDARDIZED COMPANY

Legal Form: Private Corporation

Minimum Capital Requirement: None

City: Toronto

Registration Requirements:

No:	Procedure	Time to complete	Cost to complete
1	File for federal incorporation and provincial incorporation via Corporations Canada's online Electronic Filing Center	1 day	CAD 360
2	Register with the Canada Revenue Authority (CRA) to obtain a business number for tax purposes	2 days	no charge

Procedure 1 File for federal incorporation and provincial incorporation via Corporations Canada's online Electronic Filing Center

Time to complete: 1 day

Cost to complete: CAD 360

Comment: The following documents are required to file for federal incorporation and provincial incorporation:

- Form 1, Articles of incorporation.
- Form 2, Extraprovincial corporations.

In June 2002, the governments of Canada, Ontario, Nova Scotia, and Newfoundland and Labrador launched a pilot joint registration project to offer a single point of access via the Internet for business owners to file for federal incorporation and extraprovincial registration. An Ontario-based entrepreneur who incorporates federally is simultaneously given the option of applying for extraprovincial registration with the Companies and Personal Property Security Branch in Ontario, accomplished by completing a few additional online questions at no additional charge.

If the company is incorporating under a name instead of a number, a name search report must be obtained at a cost of CAD 50. The search report and articles must be filed within 90 days of the production of the name search report.

Procedure 2 Register with the Canada Revenue Authority (CRA) to obtain a business number for tax purposes

Time to complete: 2 days

Cost to complete: no charge

Comment: The Business Registration Online (BRO) service is provided by the Canada Revenue Agency (CRA) and its provincial partners in New Brunswick, Nova Scotia, and Ontario.

After receiving the confirmation of their business number (BN), clients with federally incorporated businesses can apply through the Canada Revenue Authority (CRA) for other accounts they require, such as goods and services tax/harmonized sales tax (GST/HST), import/export, and payroll deductions. Companies that have worldwide taxable sales of more than CAD 30,000 in any previous four consecutive calendar quarters or in any one calendar quarter must register for and collect GST/HST. All taxi operators must register for GST/HST, regardless of their revenues.

The time to obtain the BN depends on the form of application. Ontario corporations can register online or by mail or telephone. A BN number is required to establish GST/HST, payroll, corporate income tax, and import/export accounts. Businesses that incorporate either federally with Industry Canada or provincially with the provinces of Nova Scotia, New Brunswick, Manitoba, or British Columbia will get a BN when their articles of incorporation are processed (they are usually mailed within 5 days of incorporation).

Dealing with Licenses in Canada

The table below summarizes the procedures, time, and costs to build a warehouse in Canada.

BUILDING A WAREHOUSE

Date as of: January 2, 007

Estimated Warehouse Value:

City: Toronto

Registration Requirements:

No:	Procedure	Time to complete	Cost to complete
1	Obtain site plan approval from the municipal authority	30 days	CAD 12,000
2	Obtain building permit	20 days	CAD 11,796
3 *	Obtain road cut permit	5 days	CAD 50
4	Request and receive frame inspection	1 day	no charge
5	Request and receive drainage inspection	1 day	no charge
6	Request and receive electricity inspection	1 day	no charge
7	Request and receive sanitary inspection	1 day	no charge
8	Request and receive plumbing inspection	1 day	no charge
9 *	Obtain electric power connection	14 days	CAD 20,000
10 *	Obtain water and sewer service connections	14 days	CAD 7,500
11 *	Obtain phone connection	1 day	CAD 100
12	Request and receive fire department inspection	3 days	no charge
13	Receive final inspection and occupancy permit	1 day	no charge
14	Receive foundation work inspection	1 day	no charge

* Takes place simultaneously with another procedure.

Procedure 1 Obtain site plan approval from the municipal authority

Time to complete: 30 days

Cost to complete: CAD 12,000

Comment: Several documents must be presented with this application, including site plans. The municipality forwards the site plan to the fire department for approval. The municipality reviews the plan and checks if it complies with the city bylaws. This review costs about CAD 2,000. The balance of the cost involved in this procedure refers to development fees that can vary considerably across municipalities. It is not necessary to confirm the zoning of the land plot because that information is publicly displayed.

Procedure 2 Obtain building permit

Time to complete: 20 days

Cost to complete: CAD 11,796

Comment: The building permit is issued by the municipal authority. BuildCo must post the building permit on the construction site. In certain cases, the process of reviewing the building permit application can be started by the municipality before the site plan is approved. However, the building permit will not be issued before the site approval is granted. The building permit and the site plan approval are done by different municipal departments. The site plan approval entails mainly verifying plan compliance with the city bylaws (for instance, if enough parking spaces are included in the plans). In contrast, the building permit application review analyzes the technical issues, such as checking if the building structure is well designed. For simple cases, obtaining the site plan approval and the building permit takes 1 to 3 months.

The Ontario Provincial Building Code was revised in July 2005. The new building code prescribes the timeframe for the authority's building permit review. Permits must be issued within 20 days for large buildings and 30 days for complex buildings (previously, this could take 6–12 months). Standard forms must be used for all authorities.

Procedure 3 Obtain road cut permit

Time to complete: 5 days

Cost to complete: CAD 50

Comment: The road cut permit can be requested before the building permit is obtained. The only prerequisite is the site plan approval.

Procedure 4 Request and receive frame inspection

Time to complete: 1 day

Cost to complete: no charge

Comment: To conduct a frame inspection, building inspectors review projects during key stages of construction. This is required to ensure that the work complies with the building code and approved plans. Inspectors may visit several times, depending on the project; they must be able to see the part of the work under inspection. Inspectors require a minimum of 48 hours notice to book an inspection.

Procedure 5 Request and receive drainage inspection

Time to complete: 1 day

Cost to complete: no charge

Comment: Building inspectors review projects during key stages of construction. This is required to ensure that work complies with the building code and approved plans. Inspectors may visit several times, depending on the project; they must be able to see the part of the work under inspection. Inspectors require a minimum of 48 hours notice to book an inspection.

Procedure 6 Request and receive electricity inspection

Time to complete: 1 day

Cost to complete: no charge

Comment: Building inspectors review projects during key stages of construction. This is required to ensure that work complies with the building code and approved plans. Inspectors may visit several times. Depending on the project; they must be able to see the part of the work under inspection. Inspectors require a minimum of 48 hours notice to book an inspection.

Procedure 7 Request and receive sanitary inspection

Time to complete: 1 day

Cost to complete: no charge

Comment: Building inspectors review projects during key stages of construction. This is required to ensure that work complies with the building code and approved plans. Inspectors may visit several times. Depending on the project; they must be able to see the part of the work under inspection. Inspectors require a minimum of 48 hours notice to book an inspection.

Procedure 8 Request and receive plumbing inspection

Time to complete: 1 day

Cost to complete: no charge

Comment: Building inspectors review projects during key stages of construction. This is required to ensure that work complies with the building code and approved plans. Inspectors may visit several times. Depending on the project; they must be able to see the part of the work under inspection. Inspectors require a minimum of 48 hours notice to book an inspection.

Procedure 9 Obtain electric power connection

Time to complete: 14 days

Cost to complete: CAD 20,000

Comment: This procedure will not delay construction because it can be started before obtaining the occupancy permit.

Procedure 10 Obtain water and sewer service connections

Time to complete: 14 days

Cost to complete: CAD 7,500

Comment: This procedure will not delay construction because it can be started before obtaining the occupancy permit.

Procedure 11 Obtain phone connection

Time to complete: 1 day

Cost to complete: CAD 100

Comment: This procedure will not delay construction because it can be started before obtaining the occupancy permit.

Procedure 12 Request and receive fire department inspection

Time to complete: 3 days

Cost to complete: no charge

Comment: The fire department inspector conducts this inspection.

Procedure 13 Receive final inspection and occupancy permit

Time to complete: 1 day

Cost to complete: no charge

Comment: The building inspector conducts the final inspection.

Procedure 14 Receive foundation work inspection

Time to complete: 1 day

Cost to complete: no charge

Comment: Building inspectors review projects during key stages of construction to ensure that work complies with the building code and approved plans. Inspectors may visit several times, depending on the project; they must be able to see the part of the work under inspection. Inspectors require a minimum of 48 hours notice to book an inspection.

Employing Workers in Canada

Employing workers indices are based on responses to survey questions. The table below shows these responses in Canada.

Employing Workers Indicators (2007)	Answer	Score
Rigidity of Employment Index		3.7
Difficulty of Hiring Index		11.1
Are fixed-term contracts prohibited for permanent tasks?	No	0
What is the maximum duration of fixed-term contracts (including renewals)? (in months)	No limit	0.0
What is the ratio of mandated minimum wage to the average value added per worker?	0.31	0.33
Rigidity of Hours Index		0.0
Can the workweek extend to 50 hours (including overtime) for 2 months per year to respond to a seasonal increase in production?	Yes	0
What is the maximum number of working days per week?	6	0
Are there restrictions on night work?	No	0
Are there restrictions on "weekly holiday" work?	No	0
What is the paid annual vacation (in working days) for an employee with 20 years of service?	10	0
Difficulty of Firing Index		0.0
Is the termination of workers due to redundancy legally authorized?	Yes	0
Must the employer notify a third party before terminating one redundant worker?	No	0
Does the employer need the approval of a third party to terminate one redundant worker?	No	0
Must the employer notify a third party before terminating a group of 25 redundant workers?	No	0
Does the employer need the approval of a third party to terminate a group of 25 redundant workers?	No	0
Can an employer make redundant a worker only if the worker could not have been reassigned or retrained?	No	0
Are there priority rules applying to redundancies?	No	0
Are there priority rules applying to re-employment?	No	0
Firing costs (weeks of wages)		28.0
What is the notice period for redundancy dismissal after 20 years of continuous employment? (weeks of salary)		8.0

What is the severance pay for redundancy dismissal after 20 years of employment? (weeks of salary)	20.0
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What is the legally mandated penalty for redundancy dismissal? (weeks of salary)	0.0
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Nonwage labor cost (% of salary)	13.4
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Note: The first three indices measure how difficult it is to hire a new worker, how rigid the regulations are on working hours, and how difficult it is to dismiss a redundant worker. Each index assigns values between 0 and 100, with higher values representing more rigid regulations. The overall Rigidity of Employment Index is an average of the three indices.

Registering Property in Canada

This topic examines the steps, time, and cost involved in registering property in Canada.

STANDARDIZED PROPERTY

Property Value: 1,808,500.00

City: Toronto

Registration Requirements:

No:	Procedure	Time to complete	Cost to complete
1 *	The purchaser should obtain the opinion of a qualified appraiser to estimate the value of the property	14-21 days (simultaneous with procedures 2, 3, 4, and 5)	CAD 5500
2 *	Obtain tax clearance certificate from the Municipality	2 days (simultaneous with procedures 1, 3, 4, and 5)	CAD 50
3 *	Obtain a copy of Title Register and relevant registered documents and a Certificate regarding Writs of Execution (On-line)	1 day (simultaneous with procedures 1, 2, 4, and 5)	CAD 50 (Title Register) + CAD 22 (Writs of Execution)
4 *	Obtain Status Certificate with respect to selling corporation	1 day (simultaneous with procedures 1, 2, 3, and 5)	CAD 32
5 *	Conduct title search (in the absence of title insurance)	5-7 days (simultaneous with procedures 1, 2, 3, and 4)	CAD 2,000
6	Registration of the transfer of title	1 day	CAD 70.70 (electronic registration) + Land transfer tax according to the following cumulative schedule: in CAD) Land Transfer Tax 0.5% + ,000 1.0% + 1.5%

* Takes place simultaneously with another procedure.

Procedure 1 The purchaser should obtain the opinion of a qualified appraiser to estimate the value of the property

Time to complete: 14-21 days (simultaneous with procedures 2, 3, 4, and 5)

Cost to complete: CAD 5500

Comment:

Procedure 2 Obtain tax clearance certificate from the Municipality

Time to complete: 2 days (simultaneous with procedures 1, 3, 4, and 5)

Cost to complete: CAD 50

Comment: The parties have to show reasonable evidence to the title insurance company that the property is clear of tax obligations. A written tax clearance certificate should be obtained from the Municipality in 1 day for CAD 50. This will need to show the latest tax receipts including the amount of current year taxes and whether all taxes are paid to date.

Procedure 3 Obtain a copy of Title Register and relevant registered documents and a Certificate regarding Writs of Execution (On-line)

Time to complete: 1 day (simultaneous with procedures 1, 2, 4, and 5)

Cost to complete: CAD 50 (Title Register) + CAD 22 (Writs of Execution)

Comment: A copy of Title Register and relevant registered documents are obtained on-line, as are the Certificate regarding Writs of Execution filed against the vendor.

Procedure 4 Obtain Status Certificate with respect to selling corporation

Time to complete: 1 day (simultaneous with procedures 1, 2, 3, and 5)

Cost to complete: CAD 32

Comment: Seller obtains a Status Certificate from the government of province (or the federal government, if applicable).

Procedure 5 Conduct title search (in the absence of title insurance)

Time to complete: 5-7 days (simultaneous with procedures 1, 2, 3, and 4)

Cost to complete: CAD 2,000

Comment: Depending on whether the property is located in a jurisdiction governed by the Land Titles Act or the Registry Act or by electronic registration, in the absence of title insurance an average title search would cost CAD 2,000 (plus disbursements of CAD 150-200) and would take approximately 5 - 7 days to complete. The buyer may want to undertake some additional investigations, such as an environmental report (about 14-20 days and CAD 1,000-1,500), a building inspection (1-2 days, CAD 1,000-1,500), and a zoning review prepared by a planning consultant (1 day, CAD 1,000). Title insurance premiums for a property valued between CAD 1 million and CAD 3 millions will be CAD 1,325 + 0.095% of the excess over CAD 1 million (plus an 8% the premium as the Retail Sales Tax in Ontario). (Information provided by First Canadian Title.)

Procedure 6 Registration of the transfer of title

Time to complete: 1 day

Cost to complete: CAD 70.70 (electronic registration) + Land transfer tax according to the following cumulative schedule:

Property value (in CAD)	Land Transfer Tax
Under 55,000	0.5% +
From 55,001 to 250,000	1.0% +
Over 250,000	1.5%

Comment: After the agreement has been prepared and the transaction closed, the parties' solicitors will complete the registration for transfer of title.

There are two systems of registration, depending on location of property. In the electronic registration regime, the transfer is registered electronically by an authorized licensee at the offices of the purchaser's solicitor. The registration takes approximately 30 minutes and the cost of electronic registration is CAD 70.70, for each document, including tax and service fees. Only authorized licensees have access to the electronic registration system for security reasons. Where electronic registration is not available, representatives of the vendor's and purchaser's solicitors meet at the local land registry office to exchange documentation. The purchaser's solicitor will register the transfer document manually. This process may take several hours. The cost of paper or manual registration is CAD 60 for each document. Regardless of the system of registration, the purchaser is responsible for the cost of registering the transfer. The payment of registration fee and the Land Transfer Tax is done electronically too if it is in the electronic regime.

Solicitor's fees for their intervention in the whole process are estimated in about CAD 6,000 (CAD 3,500 for the buyer's solicitor and CAD 2,500 for the seller's solicitor).

Notification of change of ownership to assessment department and utility companies can be done the same day immediately after closing, in about 30 minutes.

Getting Credit in Canada

The following table summarize legal rights of borrowers and lenders, and the availability and legal framework of credit registries in Canada.

Getting Credit Indicators (2007)			Indicator
Private bureau coverage (% adults)	Private credit bureau	Public credit registry	6
Are data on both firms and individuals distributed?	Yes	No	1
Are both positive and negative data distributed?	Yes	No	1
Does the registry distribute credit information from retailers, trade creditors or utility companies as well as financial institutions?	Yes	No	1
Are more than 2 years of historical credit information distributed?	Yes	No	1
Is data on all loans below 1% of income per capita distributed?	Yes	No	1
Is it guaranteed by law that borrowers can inspect their data in the largest credit registry?	Yes	No	1
Coverage	100.0	0.0	
Number of individuals	35,000,000	0	
Number of firms	..	0	
Legal Rights Index			7
Does the law allow all natural and legal persons to be party to collateral agreements?			Yes
Does the law allow for general descriptions of assets, so that all types of assets can be used as collateral?			Yes
Does the law allow for general descriptions of debt, so that all types of obligations can be secured?			Yes
Does a unified registry exist for all security rights in movable property?			Yes
Do secured creditors have absolute priority to their collateral outside bankruptcy procedures?			No
Do secured creditors have absolute priority to their collateral in bankruptcy procedures?			No
During reorganization, are secured creditors' claims exempt from an automatic stay on enforcement?			No
During reorganization, is management's control of the company's assets suspended?			Yes
Does the law authorize parties to agree on out of court enforcement?			Yes
May parties have recourse to out of court enforcement without restrictions?			Yes

Protecting Investors in Canada

The table below provides a full breakdown of how the disclosure, director liability, and shareholder suits indexes are calculated in Canada.

Protecting Investors Data (2007)	Indicator
Disclosure Index	8
What corporate body provides legally sufficient approval for the transaction? (0-3; see notes)	2
Immediate disclosure to the public and/or shareholders (0-2; see notes)	2
Disclosures in published periodic filings (0-2; see notes)	2
Disclosures by Mr. James to board of directors (0-2; see notes)	2
Requirement that an external body review the transaction before it takes place (0=no, 1=yes)	0
Director Liability Index	9
Shareholder plaintiff's ability to hold Mr. James liable for damage the Buyer-Seller transaction causes to the company. (0-2; see notes)	1
Shareholder plaintiff's ability to hold the approving body (the CEO or board of directors) liable for for damage to the company. (0-2; see notes)	2
Whether a court can void the transaction upon a successful claim by a shareholder plaintiff (0-2; see notes)	2
Whether Mr. James pays damages for the harm caused to the company upon a successful claim by the shareholder plaintiff (0=no, 1=yes)	1
Whether Mr. James repays profits made from the transaction upon a successful claim by the shareholder plaintiff (0=no, 1=yes)	1
Whether fines and imprisonment can be applied against Mr. James (0=no, 1=yes)	1
Shareholder plaintiff's ability to sue directly or derivatively for damage the transaction causes to the company (0-1; see notes)	1
Shareholder Suits Index	8
Documents available to the plaintiff from the defendant and witnesses during trial (0-4; see notes)	4
Ability of plaintiffs to directly question the defendant and witnesses during trial (0-2; see notes)	2
Plaintiff can request categories of documents from the defendant without identifying specific ones (0=no, 1=yes)	1
Shareholders owning 10% or less of Buyer's shares can request an inspector investigate the transaction (0=no, 1=yes)	0
Level of proof required for civil suits is lower than that for criminal cases (0=no, 1=yes)	1
Shareholders owning 10% or less of Buyer's shares can inspect transaction documents before filing suit (0=no, 1=yes)	0

Notes:**Extent of Disclosure Index**

What corporate body provides legally sufficient approval for the transaction?

0=CEO or managing director alone; 1=shareholders or board of directors vote and Mr. James can vote; 2=board of directors votes and Mr. James cannot vote; 3 = shareholders vote and Mr. James cannot vote

Immediate disclosure to the public and/or shareholders

0=none; 1=disclosure on the transaction only; 2=disclosure on the transaction and Mr. James' conflict of interest

Disclosures in published periodic filings

0=none; 1=disclosure on the transaction only; 2=disclosure on the transaction and Mr. James' conflict of interest

Disclosures by Mr. James to board of directors

0=none; 1=existence of a conflict without any specifics; 2= full disclosure of all material facts

Director Liability Index

Shareholder plaintiff's ability to hold Mr. James liable for damage the Buyer-Seller transaction causes to the company

0= Mr. James is not liable or liable only if he acted fraudulently or in bad faith; 1= Mr. James is liable if he influenced the approval or was negligent; 2= Mr. James is liable if the transaction was unfair, oppressive or prejudicial to minority shareholders

Shareholder plaintiff's ability to hold the approving body (the CEO or board of directors) liable for damage to the company

0=members of the approving body are either not liable or liable only if they acted fraudulently or in bad faith; 1=liable for negligence in the approval of the transaction; 2=liable if the transaction is unfair, oppressive, or prejudicial to minority shareholders

Whether a court can void the transaction upon a successful claim by a shareholder plaintiff

0=rescission is unavailable or available only in case of Seller's fraud or bad faith; 1=available when the transaction is oppressive or prejudicial to minority shareholders; 2=available when the transaction is unfair or entails a conflict of interest

Shareholder plaintiffs' ability to sue directly or derivatively for damage the transaction causes to the company

0=not available; 1=direct or derivative suit available for shareholders holding 10% of share capital or less

Shareholder Suits Index

Documents available to the plaintiff from the defendant and witnesses during trial

Score 1 each for (1) information that the defendant has indicated he intends to rely on for his defense; (2) information that directly proves specific facts in the plaintiff's claim; (3) any information that is relevant to the subject matter of the claim; and (4) any information that may lead to the discovery of relevant information.

Ability of plaintiffs to directly question the defendant and witnesses during trial

0=no; 1=yes, with prior approval by the court of the questions posed; 2=yes, without prior approval

Paying Taxes in Canada

The table below addresses the taxes and mandatory contributions that a medium-size company must pay or withhold in a given year in Canada, as well as measures of administrative burden in paying taxes.

Tax or mandatory contribution	Payments (number)	Notes on Payments	Time (hours)	Statutory tax rate	Tax base	Total tax rate (% profit)	Notes on TTR
Value added tax (GST)	1	online filing	36	6% and 7%	value added and land sale		not included
Local tax	0	paid jointly		0.3%	taxable capital in excess of \$10 million	0.00	
Provincial sales tax	1	online filing		8.0%	insurance premium and leasing expenses	0.15	
Fuel tax	1				value of fuel consumption	0.94	
Health Insurance	1	online filing		2.0%	gross salaries	1.88	
Employment insurance	0	paid jointly		2.6%	gross salaries	2.62	
Workplace safety & insurance contributions	1	online filing		3.9%	gross salaries	3.17	
Pension contribution	1	online filing	36	5.0%	gross salaries	4.60	
Property tax	1	online filing		4.4%	assessed property value	6.49	
Provincial income tax	1	online filing		12.0%	taxable profits	13.01	
Federal income tax	1	online filing	47	13.12% on 1st \$300k, 22.12% on remaining income	taxable profits	13.01	
Totals	9		119			45.9	

Notes:

- a) data not collected
- b) VAT is not included in the total tax rate because it is a tax levied on consumers
- c) very small amount
- d) included in other taxes
- e) Withheld tax
- f) electronic filing available
- g) paid jointly with another tax

Name of taxes have been standardized. For instance income tax, profit tax, tax on company's income are all named corporate income tax in this table.

When there is more than one statutory tax rate, the one applicable to TaxpayerCo is reported.

The hours for VAT include all the VAT and sales taxes applicable.

The hours for Social Security include all the hours for labor taxes and mandatory contributions in general.

Trading Across Borders in Canada

These tables list the procedures necessary to import and exports a standardized cargo of goods in Canada. The documents required to export and import the goods are also shown.

Nature of Export Procedures (2007)	Duration (days)	US\$ Cost
Documents preparation	3	100
Customs clearance and technical control	1	35
Ports and terminal handling	1	500
Inland transportation and handling	2	750
Totals	7	1385

Nature of Import Procedures (2007)	Duration (days)	US\$ Cost
Documents preparation	4	100
Customs clearance and technical control	1	75
Ports and terminal handling	2	500
Inland transportation and handling	4	750
Totals	11	1425

Export

Bill of lading

Commercial invoice

Customs export declaration

Import

Bill of lading

Certificate of origin

Commercial invoice

Customs import declaration

Enforcing Contracts in Canada

This topic looks at the efficiency of contract enforcement in Canada.

Nature of Procedure (2007)	Indicator
Procedures (number)	36.00
Duration (days)	570.00
Filing and service	30.0
Trial and judgment	390.0
Enforcement of judgment	150.0
Cost (% of claim)*	16.20
Attorney cost (% of claim)	15.0
Court cost (% of claim)	0.6
Enforcement Cost (% of claim)	0.6

Court information: Ontario Superior Court of

Justice
www.ontariocourts.on.ca/scj.htm

* Claim assumed to be equivalent to 200% of income per capita.