

# PASSPORT CANADA

Annual Report 2008–2009

PREPARING FOR **CHANGE**



Passport Canada  
An agency of  
Foreign Affairs and  
International Trade Canada

Passeport Canada  
Un organisme d'Affaires  
étrangères et Commerce  
international Canada

Canada

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## MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



As we look back over the past year, our many accomplishments fill us with a sense of pride. Much of the year was spent preparing for phase 2 of the Western Hemisphere Travel Initiative, which is to be implemented on June 1. In response to this challenge, we prepared extensive contingency plans and put robust measures into place to address sudden changes in demand.

Our progress in this area has earned us much praise. The Auditor General of Canada recognized these improvements in her 2009 Status Report. The Clerk of the Privy Council also mentioned Passport Canada's service excellence in his latest report to the Prime Minister. And, perhaps even more importantly, our efforts have been recognized by Canadians.

Indeed, even as we turned our attention to contingency planning, even in a time of change, we were able to make notable advances in the area of client service. According to our latest client satisfaction survey, 96 percent of respondents were satisfied with their overall service experience, an increase of seven percent from 2007.

Looking forward, our next key challenge will be the implementation of the 10-year ePassport. The rollout of this improved travel document for Canadians is scheduled for 2011. As a self-funding agency, this endeavour will get us to explore every possibility for maximizing efficiency as we upgrade our technology and processes while maintaining excellent client service and the integrity of the Canadian passport. Everyone in the agency will focus on this goal in the coming months.

Canadians will also have an important role to play in this transformation, as we look to them for input through various means in the coming months. This input will be invaluable as we implement state-of-the-art technologies that will bring us in line with international standards.

At the international level, Passport Canada will continue to work closely with other agencies around the world in order to share best practices and learn from others. Most importantly, Passport Canada will continue to provide input on issues pertaining to travel documents under the auspices of the International Civil Aviation Organization.

The pride we feel as we contemplate the accomplishments of the past year must serve to fuel our upcoming efforts, as we strive to overcome the challenges presented by the 10-year ePassport, public consultations and the integration of new technologies into our work processes. Since joining the Agency, I have seen, time and time again, that we are up to the challenge.

Christine Desloges

April 1, 2009





## ABOUT PASSPORT CANADA

### Our Mission

- To issue secure Canadian travel documents through authentication of identity and entitlement, facilitating travel and contributing to international and domestic security.

### Our Vision

- To achieve global service, global security and global standards in providing state-of-the-art identity authentication and travel documents for the benefit of Canadians.

### Our Values

- To meet three essential standards: excellence, respect and integrity.

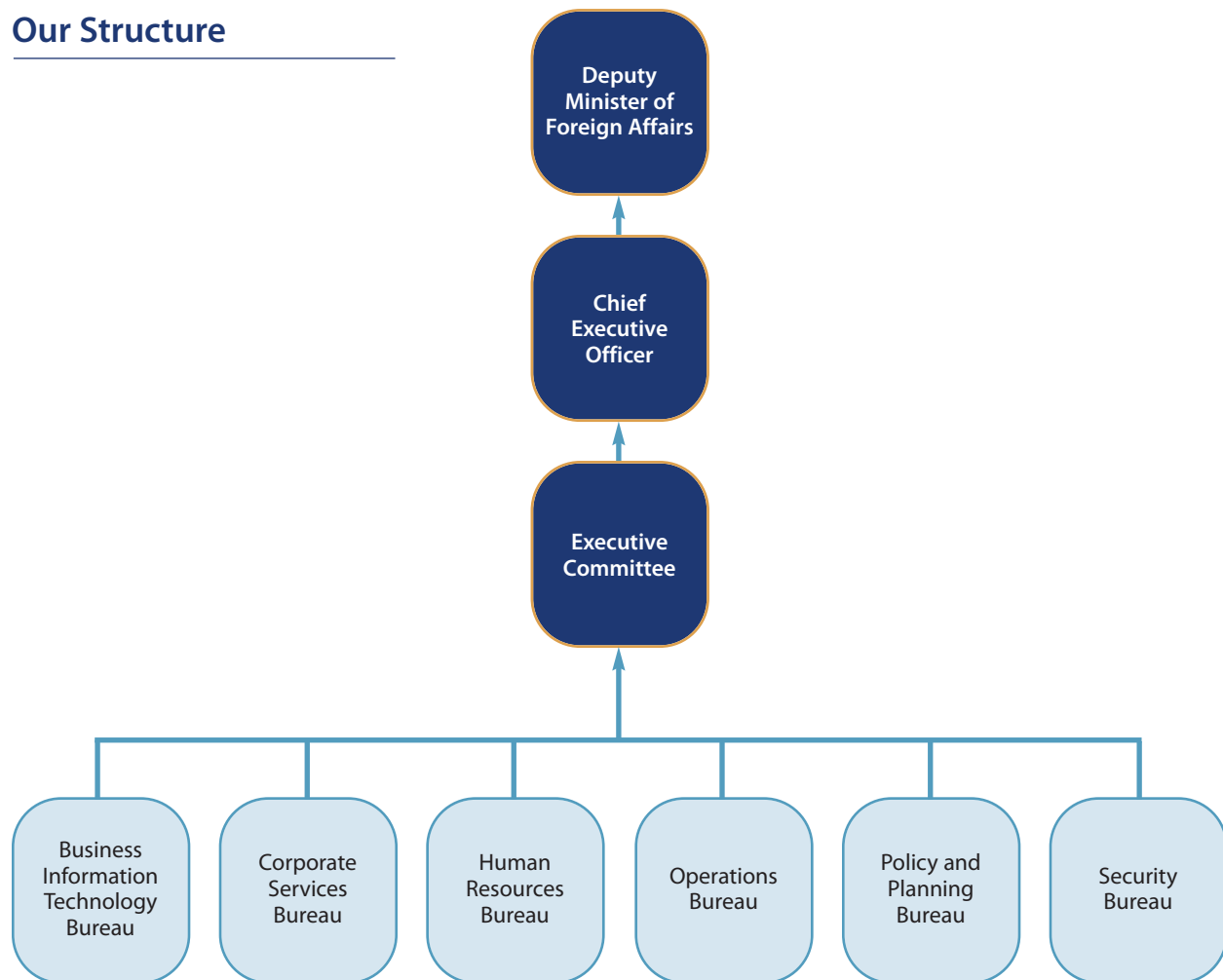
### Our Structure

Passport Canada is a Special Operating Agency established by the federal government. Some agencies function on a self-funding basis. At Passport Canada, operations are supported by client user fees. The federal government may, on occasion, provide financial support for special projects designed to improve service or enhance the security of Canadian travel documents.

Our Agency is managed by a Chief Executive Officer (CEO) who reports to the Deputy Minister of Foreign Affairs. The CEO is supported by an executive committee that sets the overall strategic direction for the Agency and oversees its policies, primary activities and major projects. Six bureaus and four regional offices round out our administrative structure.

## Our Structure

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### *Business Information Technology Bureau*

This Bureau delivers Enterprise Architecture and IT security programs, provides efficient and client-focused software engineering services and manages the IT infrastructure to ensure high availability and system effectiveness in support of the Agency's strategic and operational goals.

### *Corporate Services Bureau*

This Bureau provides a network of corporate and support services for the Canadian passport program. It oversees compliance with legislative and central agency requirements pertaining to finance and administration, supports the Agency's business planning process and information management and ensures the security of assets and people. The Bureau also manages a network of facilities across the country, including 33 regional offices, two production centres and headquarters.



### *Human Resources Bureau*

This Bureau provides expert advice on, and ensures compliance with, human resource legislation and central agency policies and directives. Responsibilities include staffing and classification activities, compensation and benefits administration, operational training design and delivery, learning and development services, labour relations, human resource policy and planning, official languages and employment equity, health and safety, employee assistance, awards and recognition, and values and ethics.

### *Operations Bureau*

This Bureau, with staff in 33 regional offices and two print centres, is responsible for the passport issuance process including application acceptance, entitlement, quality control, printing, and passport delivery. Passport Canada print centres also print and deliver personalized passports to Canadian citizens worldwide through 146 Foreign Affairs and International Trade Canada points of service. In addition to regular passports, the Bureau processes official travel passports as well as certificates of identity and refugee travel documents.

### *Policy and Planning Bureau*

The central role of this Bureau is strategic policy development and integrated planning including strategic and business planning. It undertakes policy research and benchmarking studies to identify and import best practices that can be adapted to the Agency's needs. The Bureau is also responsible for the development of the volume forecasting model and the preparation, review and update of the Agency's forecasts. Other areas of activity include integrated risk management, performance measurement and reporting, corporate communications, ministerial and corporate correspondence and liaising with Canadian and international counterparts or stakeholders.

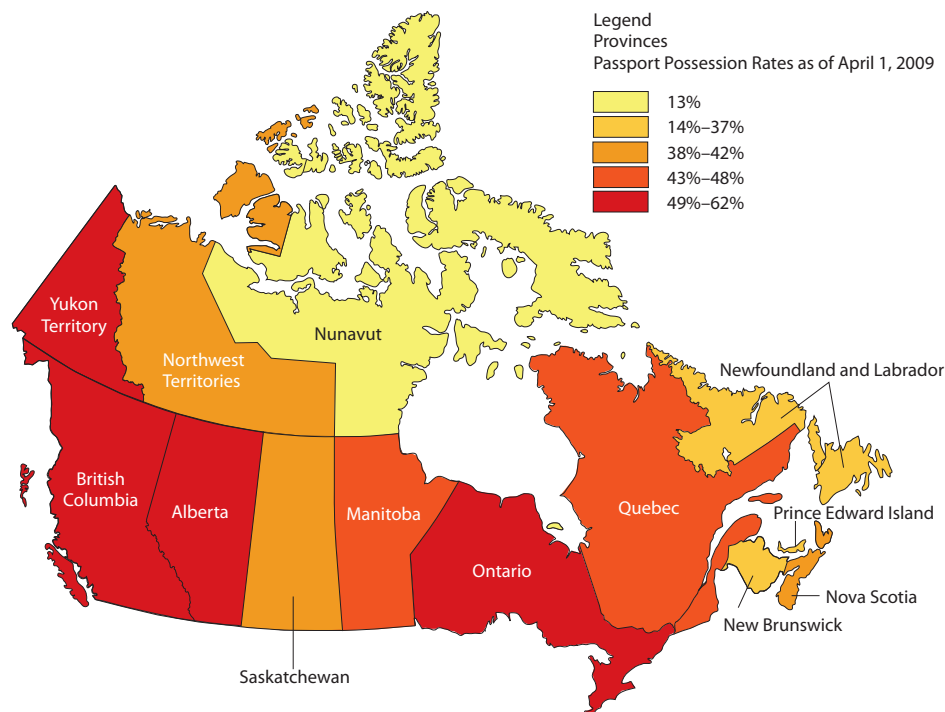
### *Security Bureau*

This Bureau ensures the integrity of Canadian travel documents and the associated entitlement and issuance processes. This is achieved through strategic guidance on entitlement and issuance policies, expert advice on complex entitlement decisions, the conduct of investigations on suspected fraudulent activity, the collection and sharing of information on lost or stolen passports and the development of domestic and international intelligence networks.

## Our Clients

Passport possession varies across the country with Canadians in the Western provinces being the most likely to have passports. Residents in the Atlantic provinces tend to have fewer passports per capita. In 2008–2009, 53 percent of Canadians held passports. Possession rates vary from a high of 62 percent in British Columbia to 12 percent in Nunavut. In general, residents of major cities were more inclined to acquire passports than those in rural areas.

### PASSPORT POSSESSION RATE AS OF APRIL 1, 2009



## Our Products

Passport Canada produces eight types of travel document:

- A *24-page passport*—the main document we issue.
- A *48-page passport*—issued to business people or others who travel more frequently.
- A *diplomatic passport*—issued to Canadian diplomats, senior government officials, diplomatic couriers or citizens who are official delegates to international diplomatic conferences.
- A *special passport*—issued to persons representing the Government, such as Members of Parliament and provincial ministers when on other types of official business.

- *An emergency travel document*—issued at embassies worldwide to Canadians stranded abroad. The security-enhanced, one-page document provides single-journey direct return to Canada or to the nearest mission where more comprehensive passport services can be obtained.
- *A refugee travel document*—issued to people whom Citizenship and Immigration Canada considers refugees under the 1951 United Nations Convention Relating to the Status of Refugees or those who fall under the terms of the *Immigration and Refugee Protection Act*. These may be used for travel everywhere except in the individual's country of origin. They are valid for two years and may be extended.
- *A certificate of identity*—issued to permanent residents of Canada who are without nationality or who are unable to obtain travel documentation from their country of origin. The document is individually endorsed for travel to specific countries. It is valid for two years and is extendable.
- *A temporary passport*—available to Canadians with urgent travel needs who apply from abroad. It is valid for up to one year, depending on the applicant's travel plans, and must be exchanged for a regular passport within that time.

## Our Partners

By working with partners inside and outside government in many facets of its operations, Passport Canada can both enhance the security of its processes and products and increase service access. Those partners include:

- provincial and territorial governments, particularly registrars of vital statistics;
- law enforcement and security agencies as well as other entities within Canada and abroad who have an interest in secure identity documents;
- Canada Post and Service Canada;
- the International Civil Aviation Organization (ICAO);
- other federal departments and agencies;
- other passport-issuing authorities—in particular those of Australia, New Zealand, the United Kingdom and the United States; and
- Foreign Affairs and International Trade Canada.

## Our Service Channels

Canadians can access passport services through a variety of service channels. Application forms may be mailed to our headquarters, dropped off at any of our 33 regional offices or 197 receiving agent locations, completed via the Internet and submitted either in person or by mail or, in some cases, sent via the applicant's Member of Parliament.

The receiving agent network, established in partnership with Service Canada and Canada Post, is intended to facilitate access to passport services right across the country, particularly in rural, remote and northern locations.

The Mobile Passport Unit holds clinics across Canada. The public is notified of upcoming Mobile Passport Unit visits through media advisories and news releases, as well as through public notices in local newspapers.

Canadians living or travelling abroad can access timely and secure passport services through Foreign Affairs and International Trade Canada (DFAIT) consular offices. Also, temporary passports and emergency travel documents can be issued within very short turnaround times if required.

Phone enquiries may be made at 1-800-567-6868 in both official languages and TTY service is available at 1-866-255-7655. Internet service is provided through [www.passportcanada.gc.ca](http://www.passportcanada.gc.ca). Large-print and Braille application forms are also available for use by the visually impaired.



## PERFORMANCE SUMMARY

### Service Quality

In his latest annual report, the *Sixteenth Annual Report to the Prime Minister on the Public Service of Canada*, Kevin G. Lynch, Clerk of the Privy Council and Secretary to the Cabinet, made the following observation:

“... our goal is not to make the public service more like the private sector. Government has a different purpose, different values and different measures of success. The bottom line for public servants is not profit, but service—making a difference to Canadians. Think, for example, about the concept of “service excellence” for the people in the Passport Office. For them, good service means not only providing a timely, affordable product to the person at the counter, but also providing a document that benefits all Canadians by protecting the security of Canada.”

Due to the improvements recently made in technology, workflow management and facilities, we were, in 2008–2009, able to restore the level of service quality traditionally offered to our clients and even improve it in some areas. We are prepared to meet the demand flowing from the US implementation of passport requirements for land and water entry beginning June 1, 2009, and we have contingency plans in place to handle any unexpected surge in volume.

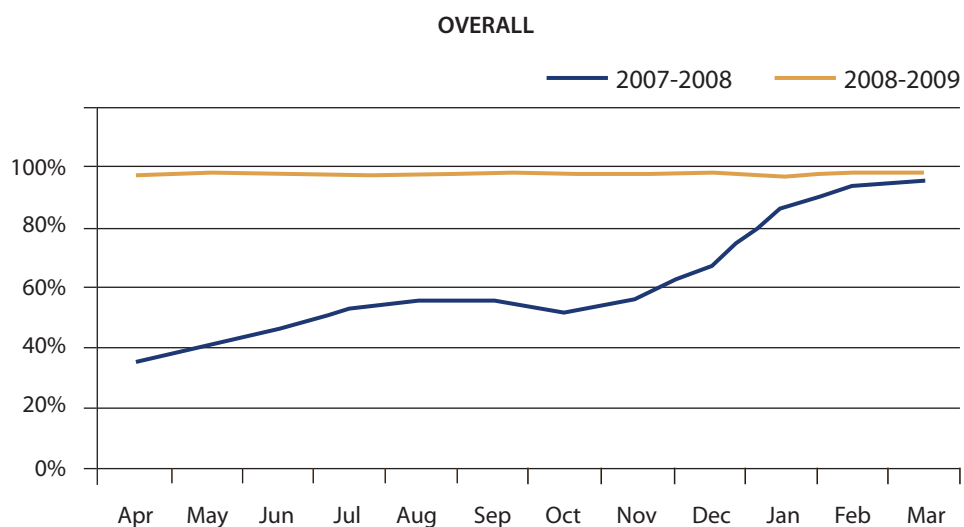
In recent years, we have been offering passport clinics around the country to answer questions about application requirements and to review and accept applications for processing. When the popularity of the clinics became evident, the Mobile Passport Unit, staffed by officers from across the country, was established. In 2008–2009, the Unit held 59 clinics in every part of Canada and accepted 14,574 applications. Mobile Passport Unit clinics increase accessibility to passport services, help minimize delays due to incomplete applications, and accelerate the passport application process.

Passport Canada issued more than 4.38 million passports in 2008–2009 meeting its service standards throughout the year in all areas of operations. This includes office wait times, call centre answering times, and mail-in or drop-off application processing deadlines. The following charts provide a closer look at the details of this achievement.

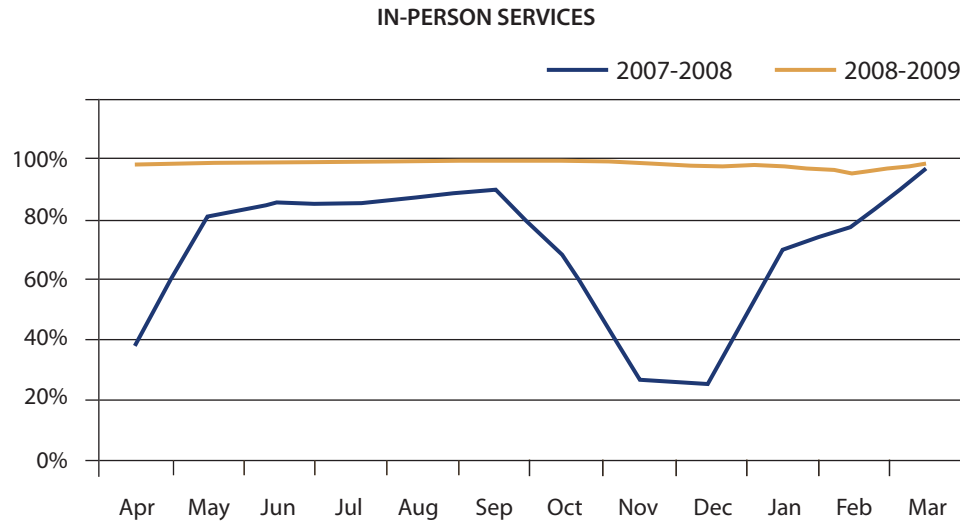
	Applications Received		Travel Documents Issued	
	Number	Change from Previous Year	Number	Change from Previous Year
2006–2007	3,926,282	n/a	3,688,186	n/a
2007–2008	4,667,705	+18.88%	4,836,784	+31.14%
2008–2009	4,404,007	-5.65%	4,375,278	-9.54%

## Turnaround Times

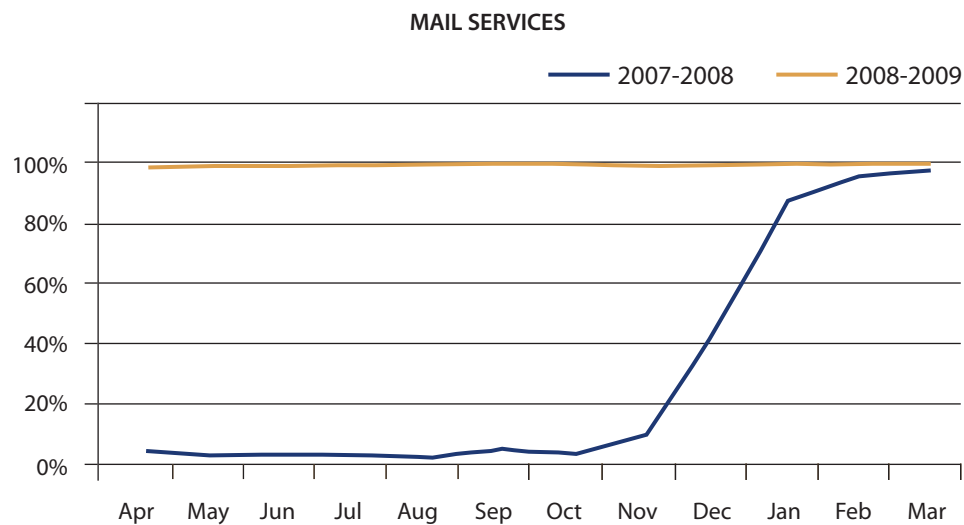
To avoid the problems that arose with the implementation of the Western Hemisphere Travel Initiative (WHTI), phase 1, Passport Canada ensured that sufficient resources were available to address a potential spike in volume during phase 2 to prevent the problems Canadians faced the year before. The result was a sharp improvement over last year's performance in service standards. There were fewer lineups and 98.7 percent of our clients received their passport on time.



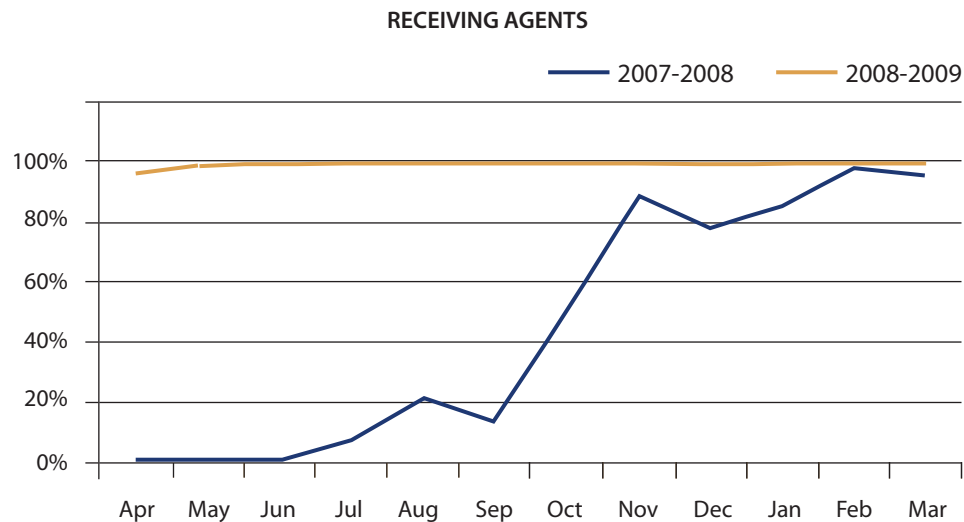
## Percentage of In-Person Applications Serviced Within 10 Days



## Percentage of Mail Applications Serviced Within 20 Days

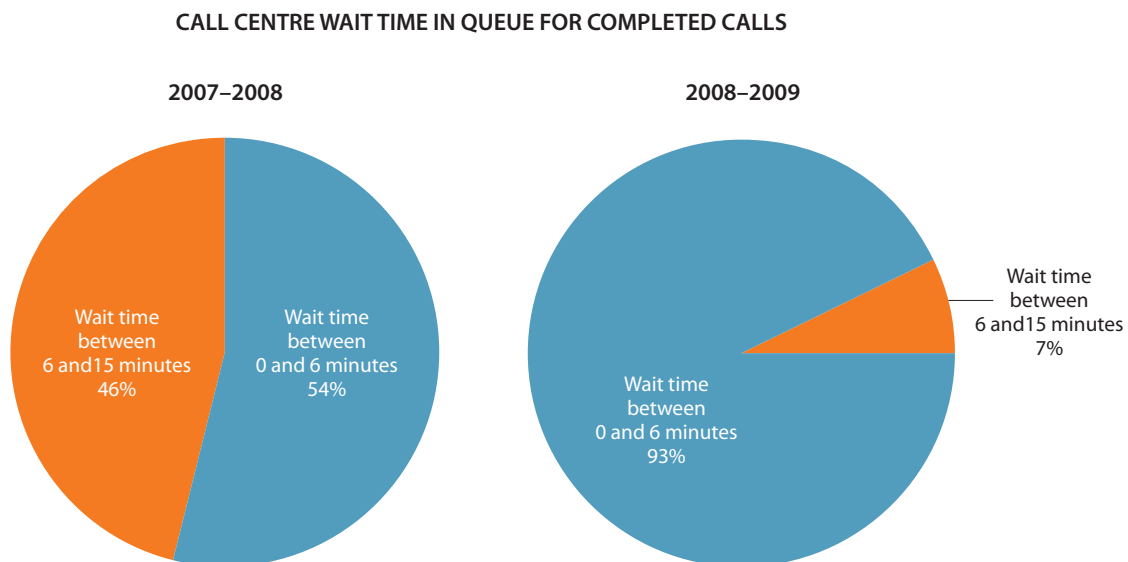


## Processing Time for Applications Submitted Through Receiving Agents



## Percentage of Calls Answered Within Six Minutes

In 2008–2009, 93 percent of our clients waited six minutes or less in the telephone queue compared to 54 percent in 2007–2008. This represents a significant increase in client service especially considering that we answered more calls than the previous year. Agents answered 1,017,912 calls in 2007–2008 compared to 1,027,526 calls in 2008–2009.





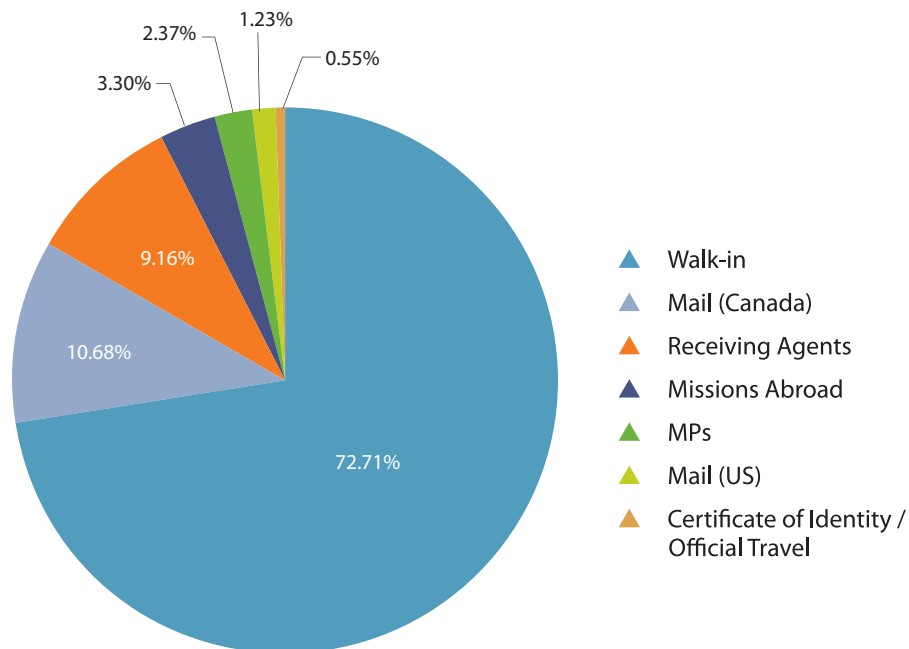
## Percentage of Applications by Business Channel

Over the last three years, the service channel share of total volume has shifted by six percent from walk-in to mail-in mostly benefiting receiving agents and mail-in operations.

	Walk-in	Mail-in*
2006–2007	79%	17%
2007–2008	79%	17%
2008–2009	73%	23%

\*This includes applications sent through mail (Canada), mail (US), receiving agents and Members of Parliament (MPs).

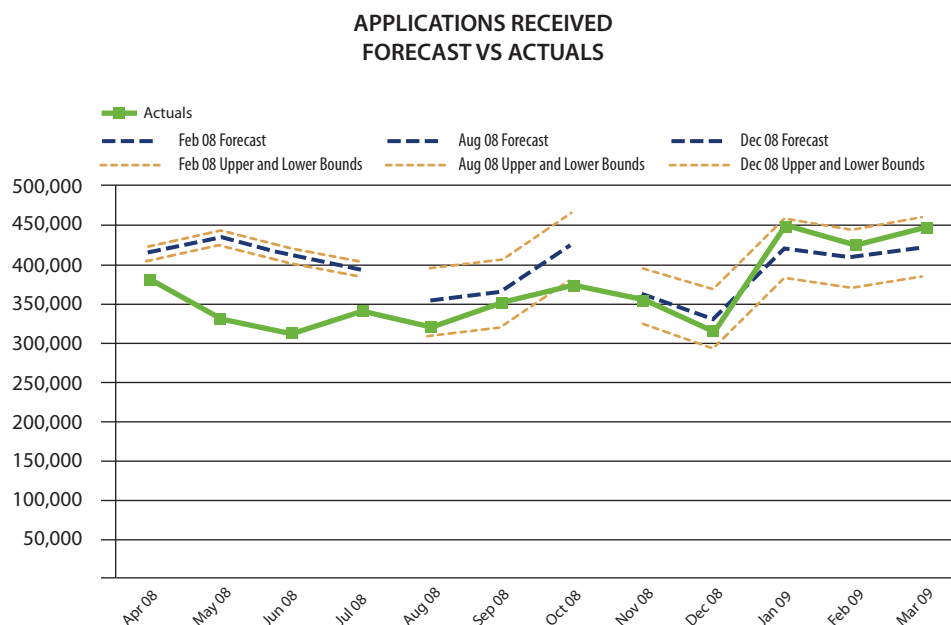
PERCENTAGE OF APPLICATIONS RECEIVED BY BUSINESS CHANNEL



## The Forecast

Passport Canada plans resources based on a forecast of passport demand. Over the past year, forecasting has been a challenge due to the volume of applications seen in 2007–2008 resulting from WHTI phase 1 and the delay in the implementation of phase 2. Initial forecasts were based on the potential volume for WHTI phase 2 and were revised throughout the year when changes in the operating environment showed that demand was not as strong as expected. The slowdown in application volume occurred following the highest peaks in volume for WHTI phase 1 and during the economic downturn. As the chart below illustrates, actual demand was below the February forecast, including the confidence bounds, leading to a revised forecast in August. In December 2008 Passport Canada refined and strengthened its forecasting model. The model applies time series analysis which, through the analysis of past volume and significant historical events impacting demand, has greatly improved forecasting accuracy. The Agency now forecasts at the global, divisional and office level.

Subsequent to our December 2008 forecast, we had five months of satisfactory results. Passport demand volumes for the months of November, December, January, February and March fell within the acceptable limits of our monthly forecast. At fiscal year end, there was only a 1.35 percent difference between applications received and the December forecast.



## Client Satisfaction

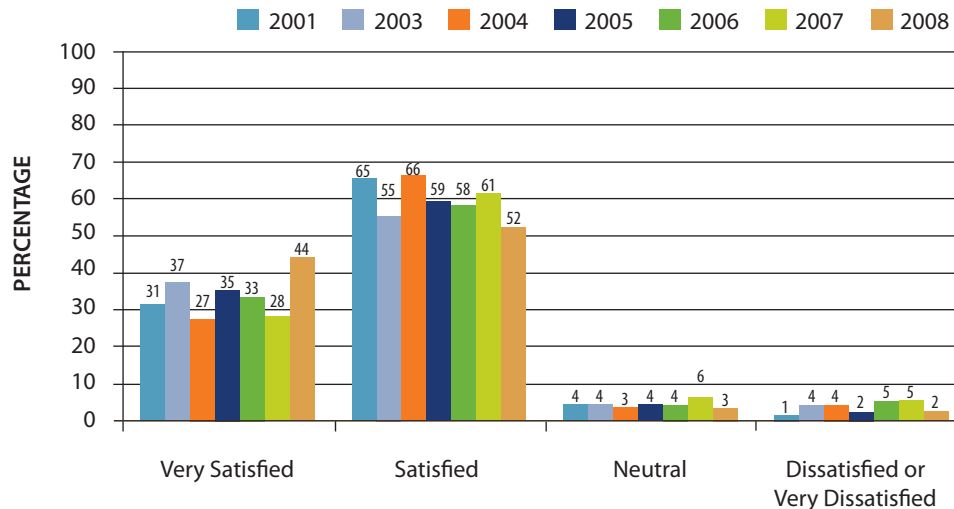
Quality of service has always been a paramount goal and motivator at Passport Canada. Each year we conduct a National Client Satisfaction Survey to gauge our level of success in maintaining the desired exemplary level of client service. The survey is designed to provide accurate results within  $\pm 2.4$  percent, 19 times out of 20.

The 2008 survey results were based on telephone interviews with a representative sample of 1,513 Canadians, 18 years and older, who received a new passport between September 2008 and December 2008. The interviews were conducted by Environics Research from January 22 to February 8, 2009.

The main findings from the survey are as follows:

- Ninety-six percent of clients, an increase of seven percentage points over 2007, said they were satisfied to some extent with the overall Passport Canada service experience. Forty-four percent said they were very satisfied, an all-time high.
- There was a major gain in those reporting high satisfaction across the country, most notably in the Prairie provinces where 36 percent said they were very satisfied—double the 18 percent rate in 2007. In British Columbia, 44 percent were very satisfied up 29 percentage points. Overall satisfaction was comparable in all regions.
- A higher proportion of clients reported being very happy with the availability, the simplicity and the clarity of the application form. Those who used the renewal form were particularly satisfied with its simplicity and the reduction in time to complete it. The vast majority of those using the renewal process found it easier than their last application.
- When asked about their service priorities, 83 percent said that the design of the passport to avoid forgery is very important, and 77 percent said the clarity of instructions is very important. Sixty-five percent think that ease of access to in-person service is very important and 59 percent value understanding of their needs while 55 percent give priority to turnaround time. Fifty-two percent said wait times is a priority, ease of access to telephone services was favoured by 40 percent and the cost of a passport was a priority for 36 percent.

### OVERALL SATISFACTION WITH PASSPORT CANADA SERVICES



Our success in reinstating client satisfaction earned Passport Canada the Public Service Award of Excellence for Exemplary Contribution under Extraordinary Circumstances for 2008–2009. Former CEO Gérald Cossette accepted the award on behalf of the Agency at a ceremony on June 16, 2008 where the organization was praised for its devotion to tackling the issues surrounding WHTI.

## Passport Security and Fraud Detection

The security and integrity of the Canadian passport and its issuing system are subject to intense and ongoing scrutiny. The *Canadian Passport Order* obligates Passport Canada to investigate and take action when attempts are made to fraudulently obtain or use a passport. In 2007–2008, the Federal Court of Canada declared the *Canadian Passport Order* to be in conflict with the *Charter of Rights and Freedoms*. In January 2009, the Federal Court of Appeal overturned this decision, thereby upholding the *Canadian Passport Order*.

In 2008–2009, 240 individuals were subject to action under sections 9 and 10 of the *Canadian Passport Order*, which give the Minister of Foreign Affairs the right to refuse or revoke a passport. The results were as follows:

A total of 187 cases were subject to direct revocation or refusal of a passport with no period of withheld service:

- 106 cases resulted in revocation
- 81 cases resulted in refusal

An additional 54 of a further 271 cases referred for investigation for other reasons were forwarded to adjudication for recommendation of revocation and/or refusal and a period of withheld service. Of these:

- 42 cases resulted in revocation
- 11 cases resulted in refusal
- 1 case is awaiting decision

The average period of withheld service was 50.5 months.

An information exchange system has been established between Correctional Services Canada (CSC) and Passport Canada that enables us to identify situations where passports should be denied to persons who are prohibited from leaving Canada under the conditions of the *Corrections and Conditional Release Act*. As a result of this system, applications for passport services were denied in 64 cases and 78 passports were revoked.

Another partnership arrangement with Citizenship and Immigration Canada (CIC) ensures that we are promptly informed when individuals lose or renounce their Canadian citizenship. This fiscal year, 96 passports were either revoked by the Agency or returned voluntarily following renunciation of citizenship.

Passports that are lost, stolen or otherwise inaccessible are also monitored for security reasons. In 2008–2009, 53,515 passports out of a total of 4,375,278 passports issued were reported lost or stolen and the details were provided to the Royal Canadian Mounted Police (RCMP) and Interpol for inclusion in their respective databases. This represents 1.22 percent of all the passports issued during this period.

A pilot project was initiated in January 2008 whereby all cases of a passport application being submitted to replace a lost or stolen Canadian travel document are verified by the Canadian Police Information Centre (CPIC). The pilot was converted into a program in April 2008. An average of 3,641 CPIC query results are reviewed each month, resulting in the monthly referral of about 27 cases to analysts and investigators for passport refusal and/or revocation. The program is part of an effective risk management approach to administering section 9 of the *Canadian Passport Order*.

## Finance

Passport Canada is funded through the passport fee charged to clients. Other than a two-dollar increase to the fee to account for changes to postal rates in 2005, there has been no adjustment to this fee since 2001. Passport Canada invested significant resources to ensure sufficient capacity for meeting potential demand stemming from WHTI phase 2, in a timelier manner than in the previous year. The anticipated surge in volume did not materialize. Actual demand was 5.65 percent lower than last year. Investment in capacity combined with lower volumes resulted in lower revenues translating to a net loss of \$40.5 million in 2008–2009 compared to a profit of \$4.8 million in 2007–2008. Other elements that drove up costs were operations of the new mail-in and printing facilities located in Gatineau, Quebec, and operations in Service Canada receiving agent points of service.

Passport Canada is now using Activity Based Management (ABM) to accurately establish its unit cost. For instance, efficiency gains achieved through initiatives such as the Simplified Renewal Application Process allowed for a \$29 million reinvestment in internal capacity to improve service delivery. Another example of the use of ABM was the assessment of true cost to issue special and diplomatic passports. This assessment led to a change in the fee for those documents. This also helped to reduce cross-subsidization among our different products.

With the full utilization of this financial tool, potential savings opportunities are identified and analysed to be reinvested in the organization. This is part of an overall strategy of reinvestment that will ensure increased efficiency in the Agency.

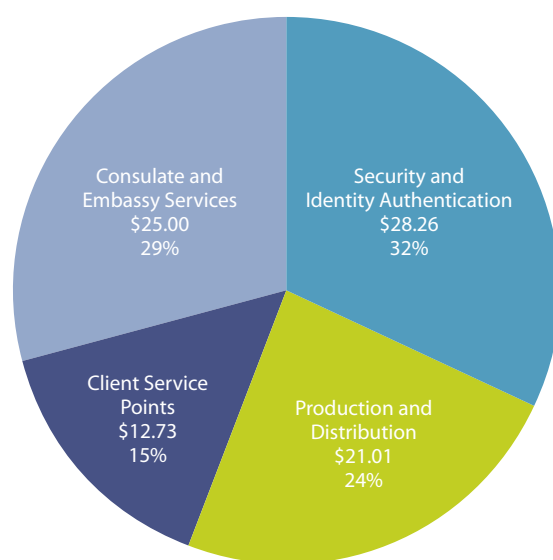
Unit cost information:

Average Unit Revenue	\$59.81
Average Unit Cost (including children's passports)	\$66.72
Unit Loss	(\$6.91)

*There are three causes for the loss per unit:*

- Passport Canada was asked to maintain its capacity to face a potential volume increase leading up to WHTI phase 2. The cost to the Agency to maintain the excess capacity was \$4.80 per passport, a 12 percent excess in capacity;
- Based on a 2.2 percent inflation rate in Canada last year, the cost to the Agency increased by \$1.49 a unit;
- The volume shift towards more expensive channels has increased the cost to the Agency by \$0.61 a unit.

ADULT PASSPORT FEE (\$87) BREAKDOWN 2008–2009





## THE YEAR IN REVIEW

### Our Operating Environment

The relentless pressure on Passport Canada to maintain service quality and meet ever more rigorous standards of document security require that the Agency continue to adapt and enhance all aspects of its business. Near term, the central focus is on the implementation of the ePassport in 2011. The challenge is made more complex by the requirement that the document be valid for 10 years.

Preparing to issue a 10-year ePassport entails the examination of many issues surrounding the change in technology and validity period and their impact on maintaining the efficiency of our operations. The 10-year renewal cycle will affect demand flows and revenue streams. Implementation plans must take this into consideration.

Current global economic uncertainty, currency fluctuations and US border-entry rules have affected our operating environment as well. While demand for passports is strengthened by rigorous US entry requirements, travel plans, on the other hand, are compromised by tightened budgets—both business and personal.

The twin challenges of security and service will be met with new technology and ongoing change management. Passport Canada is upgrading its forecasting capacity, for example, to provide closer guidance on client needs and business volumes. Key to the success of those efforts, however, will be to resolve how to go about assembling the needed resources. Recent investments in upgrading IT capacity, business processes and facilities have proven their worth. Our goal is to continue to move forward at the same pace, and meet our commitment to deliver the 10-year ePassport.

### Western Hemisphere Travel Initiative

The Western Hemisphere Travel Initiative (WHTI) continued to influence our planning and operational priorities in 2008–2009. Business volumes fluctuated when the deadline for implementation of WHTI phase 2 was revised although regional offices coped well with the situation. The US announcement that passports would be required for all land and water entry into the country as of June 1, 2009, confirmed the timeline for an expansion in business. Preparations for volume increases were in place, and contingency plans were ready in case of exceptional surges in demand. We continued to monitor WHTI progress and issues related to the development of the US passport card and Canada and US enhanced driver's licences.

In concert with other agencies, we ran an informational campaign throughout the year, advising Canadians of the upcoming requirement and encouraging them to apply early for their travel document. The campaign proved quite successful—volumes were high but steady through the later months of 2008–2009.

## International Partnerships

Throughout the year, Passport Canada promoted its vision and interests and worked with its foreign partners towards increased security and global interoperability of international travel documents. We also monitored international issues and trends related to travel documents, identity authentication, international travel, and international and domestic security to enlighten domestic policy, our own operations and broader government security and service communities.

During 2008–2009 Passport Canada participated in a number of international forums including:

- The Implementation and Capacity Building Working Group of the International Civil Aviation Organization (ICAO). The Agency assisted the Group in developing its business plan by preparing an international environmental scan. We also presented the Guide for Assessing Security Standards for Handling and Issuance of Travel Documents. The Guide, designed to help member States improve the security of their passport issuance process, is to be included in the international standard on travel documents. The Guide will be tested in Haiti as a joint ICAO-International Organization on Migration initiative in August 2009.
- The ICAO New Technology Working Group. The Agency worked to ensure that Canada's interests are reflected in the development of travel document standards as well as in discussions on border control and management. The Group continues to work on the development of standards for international travel documents such as emergency passports, breeder documents and eVisa specifications.
- The ICAO Public Key Directory (PKD) Board, which supports the implementation of a global system for ePassport validation. As a member of the PKD Board, Passport Canada plays a leadership role and provides constructive feedback to ensure the success of this international security initiative. The agency participated, for example, in securing a contract for the ongoing technology infrastructure of the project.
- The ICAO Council. The Agency supports Canada's permanent representative to the Council. The Council liaises with Foreign Affairs and International Trade Canada (DFAIT) authorities to ensure that its decisions are in line with Canada's philosophy on travel documents.
- The Five Nations. The Agency attended the annual Five Nations passport conference in London and Weston Park, Shropshire, which was hosted by the UK Identity and Passport Service in May 2008. The Five Nations group brings together senior officials from the passport-issuing authorities of Australia, New Zealand, the United Kingdom, the United States and Canada. The conference facilitates discussion and information-sharing across a broad spectrum of issues associated with travel documents, identity and technology.



- The Action Against Terrorism Unit of the Organization for Security and Co-operation in Europe. Passport Canada was a guest speaker at a seminar organized to support Bosnia and Herzegovina develop and roll out its ePassport and identity card issuance system. We presented information on vulnerabilities and threats to passport-issuing operations as well as the implementation of security best practices to mitigate these risks.

Passport Canada also continues to play an active role in a G8 working group, the Roma-Lyon Counter Terrorism Anti-Fraud, Migration Experts Sub-Group, and leads the Use of ePassports in Border Processing project.

## Office of the Auditor General Audit Update

Canada's Auditor General, Sheila Fraser, first audited Passport Canada in 2005 and conducted a follow-up study in 2007 where she found that the majority of recommendations had been addressed satisfactorily (the highest possible rating in the context of the Auditor General's assessments). The Passport Canada Action Plan in Appendix A updates the Agency's work to respond to the recommendations. As most of the work is well advanced, this is the last update scheduled to appear in the Annual Report.

In Ms. Fraser's March 2009 Status Report, Passport Canada was audited to determine whether the Agency had made satisfactory progress in implementing actions and contingency plans to prepare for a possible increase in volume as a result of the June 2009 deadline for WHTI phase 2. She lauded the Agency for its preparedness through the implementation of improvements in planning, forecasting, communications and operational activities. The Report stated, "We found that Passport Canada has developed an extensive response to increase its level of preparedness, mainly by opening a new processing and printing centre for mail-in applications in Gatineau, Quebec, and by launching a major communications campaign that encourages Canadians to apply for passports well before the Western Hemisphere Travel Initiative, phase 2 deadline. Passport Canada has also streamlined its processes to improve workflow and improved its internal reporting, which should allow for better distribution of workload among local offices."

## Communicating with Our Clients

In anticipation of WHTI phase 2, Passport Canada initiated a multifaceted, multi-phased communications campaign to inform Canadians of the new US border entry requirements and to encourage travellers to prepare in advance. In addition to a major national radio and print campaign, notices were mailed out to Canadians living within 50 kilometres of the border as well as Canadians residing in the US. Posters and pamphlets were distributed to provincial tourist information centres, rest stops, border stations, airports, US missions, Passport Canada offices and Service Canada centres. In 2009, all Mobile Passport Unit public notices flagged the June 1 deadline.

Information was distributed over the Internet as well. Announcements were posted or sent out via such widely used sites as Expedia Canada, MétéoMédia, Sympatico/MSN Canada, la Toile du Québec, Travelocity Canada, the Weather Network and Yahoo! Canada.

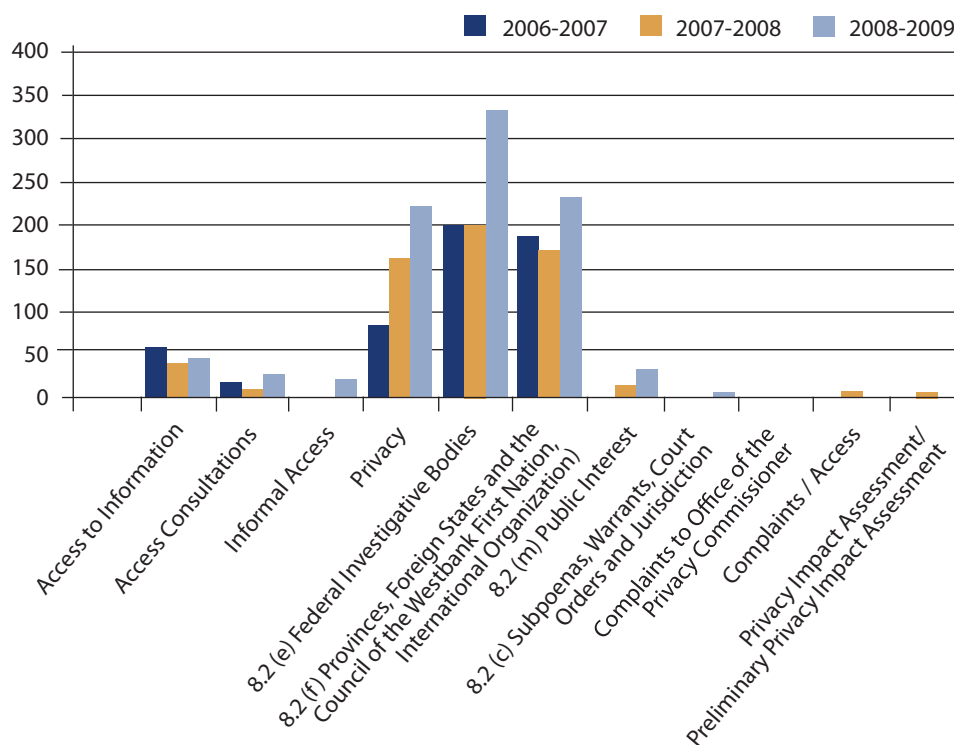
Another communications effort this year was on making the Passport Canada website more user-friendly and improving online forms. Clients can now type directly into data fields then print the form. An online account is not required. A new Web page for special and diplomatic passports including all the information needed to prepare for official travel was posted. Here too, an online account is not required. The website, used by a growing number of applicants, logged 9,619,551 visits over the past year.

The website **Contact Us** section allows users to share their concerns, provide us with feedback, request the status of their passport application or ask questions related to the Canadian passport. Clients receive comprehensive, accurate answers to their queries, and in return, have provided feedback that has been quite positive. In 2008–2009, we received 56,008 requests for the status of passport applications and 48,219 queries. We also responded to 844 letters addressed either to the Minister of Foreign Affairs or the CEO of Passport Canada.

Significant improvements or changes made to many aspects of our program delivery processes—which used to generate numerous complaints—such as service standards, the guarantor policy, simplified passport renewal and a pending ePassport with a 10-year passport validity period, to be implemented in 2011, translated to a reduction in the volume of correspondence this year.

### Access to information

Enquiries under both the *Access to Information Act* and the *Privacy Act* rose this year over 2007–2008. Most enquiries came from other federal investigative bodies (334) or provincial/international entities (233).





## PROGRESS ON PRIORITIES

Our strategic priorities for 2008–2009 reflect the Agency's focus on both its traditional values and the challenges of today. The first priority, *Excellence in Global Service Delivery*, encompasses our desire to make client service innovative, reliable, consistent and fully-accessible. The second, *Strengthening Security*, flows from the need to ensure we can incorporate rigorous, comprehensive security measures into all our products. The third, *Organizational Readiness*, summarizes the recognition that we must constantly progress and adapt to the economic, technological and social evolution in our business environment.

### Excellence in Global Service Delivery

Service, always a key focus of our efforts, was an area of considerable success over the past year. The enhancements made to our technology, facilities and workflow in 2007–2008 have demonstrated their value in 2008–2009 and were fine-tuned, over the course of the year, for even greater benefits.

#### *Simplified Renewal Application Process*

The simplified process is widely appreciated by applicants who are applying to renew a regular passport. About 40 percent of all renewals were done using this process in 2008–2009, up from 30 percent the year before. While not initially available to Canadians outside of Canada, in December 2008 the process was extended to Canadians applying by mail from the US.

#### *Canadian missions abroad*

Several initiatives were undertaken to assist Foreign Affairs and International Trade Canada (DFAIT) consular offices enhance passport services to clients. Passport Canada offered consular staff training in passport matters, promptly and extensively shared Agency information, monitored mission adherence to service standards and collaborated on efforts to improve pre-screening of applications at missions.

In 2008–2009, Passport Canada issued 144,014 passports abroad, which represents 3.3 percent of the total number of passports issued.

## Receiving agents

Through a partnership arrangement with Service Canada and Canada Post, passport service is now offered at numerous outlets in remote areas of Canada. The volume of applicants appearing at receiving agents has grown steadily since 2004 and is now 9.16 percent of all applications—a growth of over 6.5 percent in the last five years. In 2008–2009, 40 new receiving agent outlets opened bringing the grand total to 197—141 in Service Canada locations and 56 in Canada Post outlets.

As a pilot initiative, being conducted in seven Service Canada locations, the citizenship document is now validated and immediately returned to the applicant. This provides better client service, reduced processing times and elimination of the need to return original documents by mail.

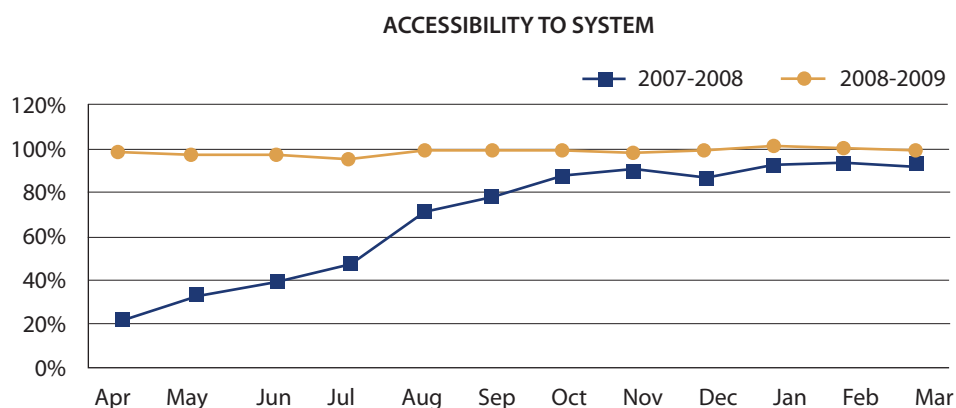
## Operations

The print centres processed more than 4.38 million passports over the past year, with 98.6 percent meeting our service standards. Between January and March 2009, monthly volumes topped 436,000. This was possible due to increased printing capacity, better training of employees and close monitoring of work flow. For example, the efficiency of the Gatineau centre increased significantly when new printers were installed. We now have a monthly printing capacity of 242,000 in Gatineau and 260,000 in Mississauga.

Passport Canada offices were able to meet demand without compromising service standards. Evening shifts were added as required and offices continued to use drop boxes for after-hours submissions and, to reduce wait times, applications were pre-screened for clients already in line.

Service improved in Montréal after the office, along with the training centre, the directorate and the call centre were relocated and modernized. In the Greater Toronto Area, two offices are now open on Saturday mornings which has proven to be a great success: many appreciative clients take advantage of this option. The Victoria office was moved to a larger, more accessible location—it has double the service counters and triple the production capacity. And, clients can run errands while they wait.

The Gatineau and Montréal call centres answered a record 1,027,526 calls in 2008–2009. Staff responded to 93 percent of the calls within six minutes. By fine-tuning call centre technology, accessibility rose from 90 percent in January 2007 to 99 percent in January 2008, ensuring that almost all callers reached an operator.



Selected Agency staff participate in temporary duty assignments as officers in Canadian missions abroad. Posted officers provide passport expertise and assistance and other duties as required. They help improve data quality assurance; guide local staff in the interpretation of policies and related legislation; and suggest enhancements to the delivery of passport services at missions.

The assignment program affords Passport Canada employees the opportunity to view and participate in passport operations overseas giving them a perspective that increases their understanding of the delivery of consular and passport services abroad.

### *Technology*

A new mail-tracking system was developed to track the location of the thousands of mailed-in applications at any moment. This enables call centre staff to respond promptly to client enquiries about the status of an application. This improvement to phone service allows staff to respond to more enquiries.

Applications prepared online can now be processed more efficiently thanks to a two-dimensional barcode—now used throughout Passport Canada—that is automatically generated as the form is filled out. When the form is submitted, the attending passport officer simply scans the data.

## **Strengthening Security**

In an era of increasing global uncertainty, Passport Canada is striving to strengthen security while maintaining the integrity of the passport and its issuing system. To that end, security-focussed initiatives ranging from technology to training are underway.

### *Improving document security*

In May 2003, the International Civil Aviation Organization (ICAO) adopted new international passport specifications calling for the inclusion of electronic storage technology, using an integrated circuit chip that stores the passport holder's biographical data and photo in a document known as an ePassport. The new specifications are being adopted around the world, and at Passport Canada, the ePassport, with a 10-year validity period, will be implemented in 2011.

In 2008–2009, we launched an ePassport pilot project, issuing the first such document in January 2009. Our product was tested and approved by both Canadian and US border agencies as meeting ICAO standards. By the end of March, we had produced over 4,000 diplomatic and special passports in electronic format.

At the end of the fiscal year, the emergency travel document (ETD) was launched. The ETD is yet another example of technological improvement. It is a security-enhanced, one-page travel document that meets the same issuance requirements and objectives of the emergency passport it replaces (single-journey direct return to Canada or to the nearest full-service mission). When possible, the ETD is issued through the electronic system used by missions abroad to digitize the bearer's photo and signature. Electronic issuance increases the chance of acceptance at border crossings and enhances the ability to detect fraud.

Passport Canada also introduced new policies to conform to international standards on the extension of passports. Limited Validity Passports (LVP) and name changes resulting from a change in marital status, for example, will now require that the passport be replaced. Extensions or changes using an observation label are no longer possible.

Facial recognition technology represents a significant component of our security strategy. The objective is to detect identity fraud at passport issuance. An applicant's photograph is compared with a database of previously issued passports to confirm whether a document has already been issued to the applicant under another name. The integration of facial recognition into our program continued in 2008–2009. Photographs of potentially ineligible applicants supplied by other organizations such as Citizenship and Immigration Canada (CIC), Canadian Security Intelligence Service (CSIS) and the Royal Canadian Mounted Police (RCMP) will be added to the database to form a facial recognition alert gallery. The facial recognition system will be fully operational by the end of 2009.

The Security and Intelligence Case Management System (SICMS) project is also underway. SICMS will create a new work flow with automated security queries and alerts and improved management of security cases. This is a significant step forward in security and intelligence for the Agency and will eventually lead to a comprehensive strategic vision for the security function. A contract to develop the system was awarded in January 2008 with full implementation scheduled for the end of 2009–2010.

### *Document security abroad*

An online course to provide passport security training for consular employees was completed in 2008–2009. Passport Canada provided coaching and evaluation services. All DFAIT employees who participate in, or support, the delivery of passport services at missions must obtain training program certification. By the December 31 certification deadline, most mission staff had completed the training.

An inventory control module was added to the passport-issuing system abroad. This provided comprehensive control of passport materials from the vault to the mission. Mechanisms were implemented to ensure that missions strictly adhere to asset-control requirements. This enables better inventory record-keeping and enhanced communication between missions and Passport Canada.

### *Staff security*

Agency employees receive regular training in imposter detection, quality assurance, internal fraud, and access to information. Access to confidential information is carefully monitored, and appropriate security clearances are obtained for all staff that require access to confidential information.

## Organizational Readiness

### *Strengthening management practices*

The 2008–2009 Passport Canada forecast model made great strides in improvements in accuracy. The model now applies time-series analysis, enabling the Agency to forecast accurately at the global, divisional and office level. For example, we forecast that 4.35 million passports would be issued in 2008–2009, and the final number was 4.38 million. To ensure its accuracy, the forecast is reviewed on a monthly basis and can be revised if conditions have changed.

Another important initiative put into place was the integrated business planning process. The process coordinates business planning, human resources, financial, and information management and information technology into a coordinated organizational planning cycle. The improved planning process will reduce the overall planning and reporting burden. The first iteration resulted in a well-defined and speedier identification of business priorities.

In parallel, the Agency has adopted a new policy on integrated risk management and reviewed its current practices. The corporate risk profile was updated along with the integrated business planning cycle. Results of this review clearly demonstrate that the Agency has a sound foundation of managing risks.

In April 2008, Bill C-37, *An Act to Amend the Citizenship Act*, received Royal assent with implementation set for April 2009. Passport Canada has been liaising with CIC to ensure readiness for the new legislation with changes in entitlement policy, application forms and training and to negotiate the expansion of our partnership.

### *Operational enhancements*

Our contingency plans included having a pool of qualified candidates available to meet flexible staffing needs across the country. Our human resources and operations teams worked diligently to ensure that resources could quickly be put into place to build the capacity needed to process the volume of applications. Both print centres are fully staffed and ongoing training is being provided.

Our intranet system was migrated from DFAIT to a newly designed in-house site which permits more rapid transmission of information to all employees including those in Canadian missions abroad.

In the human resources area, the delegation instrument of human resources authorities was updated and internal monitoring frameworks were developed for staffing and classification. A strategy was prepared to address the occupational health and safety obligations in line with the *Canada Labour Code*, Part II. Access to Information and Privacy (ATIP) training to over 1,600 employees in 2008–2009 is ongoing.





## TOWARDS THE FUTURE

Working to balance security, service and costs will be pivotal for Passport Canada's success as we look ahead to 2009–2010. Over the coming year, our primary focus will be on preparing for the switch to the ePassport in 2011 without compromising security or service quality. The completion of the facial recognition technology and SICMS projects and a new central database will be among the first initiatives to be completed as these are ePassport prerequisites.

As we move to a 10-year ePassport, the reputation of the document will be preserved. Evolving transnational criminal activities pose an increasing threat to the integrity of the Canadian passport. We must remain vigilant and up-to-date with advancements in document security. Modernizing the passport itself is a constant work-in-progress as technical solutions are always evolving. Although the current business model will not change, this new state-of-the-art product with a longer validity period will only accentuate the pressure to balance security, service and cost.

We continue to enhance access to passport services especially in rural and remote areas of the country. We monitor business volumes using contingency plans, trigger points and an improved forecasting system to help us respond appropriately and, as required, we increase workflow capacity and/or offer extended office hours. At the same time, we will need to continue to examine cost efficiency measures, and in particular, adapt or change our current business model and propose new service strategies.

We will be challenged to work within cost constraints while at the same time improving our efficiency wherever possible. As a cost recovery organization, obtaining the significant resources needed for the capital investment required for implementation of the ePassport will be the key to our success. We are currently examining the many issues involved and are aware that they must be resolved in 2009–2010.

The Auditor General has expressed satisfaction with the progress of Passport Canada in response to the recommendations she made in the 2005 and 2007 audits of the Agency, and we will continue to improve. Both the efficiency and security of our operations are being steadily upgraded: the Strategic and Risk Management Frameworks, the workflow and project management enhancements all add to our progress. We are making meaningful gains every year and we will continue along the same path in the future.





## FINANCIAL STATEMENTS

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### AUDITORS' REPORT

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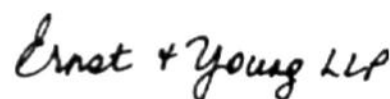
To the Assistant Deputy Minister  
Corporate Services  
Department of Foreign Affairs and International Trade  
Passport Canada Revolving Fund

We have audited the statement of financial position of Passport Canada Revolving Fund as at March 31, 2009 and the statements of operations, accumulated surplus and cash flows for the year then ended. These financial statements have been prepared to comply with section 4 of the Treasury Board of Canada's Policy on Special Revenue Spending Authorities and the reporting requirements for Revolving Funds as prescribed by the Receiver General for Canada. These financial statements are the responsibility of the management of the Passport Canada Revolving Fund. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Passport Canada Revolving Fund at March 31, 2009 and the results of its operations and its cash flows for the year then ended in accordance with the basis of accounting for revolving funds of the Government of Canada as described in note 2 to the financial statements.

These financial statements, which have not been and were not intended to be prepared in accordance with Canadian generally accepted accounting principles, are solely for the information and use of the management of the Revolving Fund and the Treasury Board. The financial statements are not intended to be and should not be used by anyone other than the specified users or for any other purpose.



Ottawa, Canada  
May 8, 2009

Chartered Accountants  
Licensed Public Accountants

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## PASSPORT CANADA REVOLVING FUND

### STATEMENT OF MANAGEMENT RESPONSIBILITY

We have prepared the accompanying financial statements of the Passport Canada Revolving Fund as required by and in accordance with the policy of the Treasury Board on revolving funds and the reporting requirements and standards of the Receiver General for Canada. These financial statements were prepared by the management of the Fund in accordance with the significant accounting policies set out in Note 2 of the statements on a basis consistent with that of the preceding year. Some previous year's figures have been reclassified to conform to the current year's presentation.

Responsibility for the integrity and objectivity of these financial statements rests with the management of the Fund. The information included in these financial statements is based on management's best estimates and judgement with due consideration given to materiality. To fulfil its accounting and reporting responsibilities, the Fund maintains a set of accounts which provides a centralized record of the Fund's financial transactions. Financial information submitted to the *Public Accounts of Canada* and included in the Department of Foreign Affairs and International Trade's Departmental Performance Report is consistent with these financial statements.

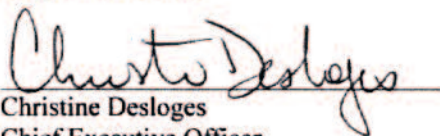
The Fund's directorate of financial services develops and disseminates financial management and accounting policies and issues specific directives which maintain standards of accounting and financial management. The Fund maintains systems of financial management and internal control which gives due consideration to costs, benefits and risks. The systems are designed to provide reasonable assurance that transactions are properly authorized by Parliament, are executed in accordance with prescribed regulations, and are properly recorded to maintain accountability of Government funds and safeguard the assets under the Fund's administration. The Fund also seeks to assure the objectivity and integrity of data in its financial statements by the careful selection, training and development of qualified staff, by organizational arrangements that provide appropriate divisions of responsibility, and by communication programs aimed at ensuring that its regulations, policies, standards and managerial authorities are understood throughout the organization.

Management has presented the financial statements to the external auditor, who audited them and has provided an independent opinion which has been appended to these financial statements.

Approved by:



Denis Fortier  
Director General  
Corporate Services



Christine Desloges  
Chief Executive Officer  
Passport Canada

June 1, 2009

## PASSPORT CANADA REVOLVING FUND

### STATEMENT OF FINANCIAL POSITION

As at March 31  
(in thousands of dollars)

	2009	2008
<b>ASSETS</b>		
<i>Current</i>		
Accounts receivable		
Government of Canada	4,994	15,807
Outside parties	931	116
Prepays	2,503	4,124
Inventories	12,298	7,613
	20,726	27,660
<i>Long-term</i>		
Capital assets <sup>(note 3)</sup>		
At cost	160,881	146,938
Less accumulated amortization	111,665	97,713
	49,216	49,225
	69,942	76,885
<b>LIABILITIES</b>		
<i>Current</i>		
Accounts payable and accrued liabilities		
Government of Canada	8,294	4,573
Outside parties		
Accounts payable	16,830	17,714
Vacation pay	3,861	3,926
Contractors' holdbacks	375	425
Deferred revenue	88	353
Current portion of the provision for employee termination benefits	512	511
	29,960	27,502
<i>Long-term</i>		
Provision for employee termination benefits	18,157	15,677
	48,117	43,179
<b>NET ASSETS</b> <sup>(note 4)</sup>	21,825	33,706
Commitments <sup>(note 5)</sup>	69,942	76,885

The accompanying notes are an integral part of the financial statements.

## PASSPORT CANADA REVOLVING FUND

### STATEMENT OF OPERATIONS AND CHANGE IN NET ASSETS

For the year ended March 31  
(in thousands of dollars)

	2009	2008
<b>REVENUES</b>		
Fees earned	262,898	286,360
Miscellaneous revenues	925	3,378
	<b>263,823</b>	<b>289,738</b>
<b>EXPENSES</b>		
Salaries and employee benefits	183,010	163,313
Freight, express and cartage	27,586	29,183
Passport materials	19,320	19,187
Professional and special services	15,650	13,041
Accommodation	14,709	12,266
Amortization	13,952	12,426
Telecommunications	5,249	8,628
Information	4,741	7,155
Passport operations at missions abroad <sup>(note 6)</sup>	4,447	4,447
Printing, stationery and supplies	4,063	3,725
Repair and maintenance	3,801	4,581
Travel and removal	3,230	3,223
Provision for employee termination benefits	3,144	2,440
Postal services and postage	784	658
Rentals	447	485
Miscellaneous	221	217
	<b>304,354</b>	<b>284,975</b>
<b>NET RESULTS</b>	<b>(40,531)</b>	<b>4,763</b>
Net assets, beginning of the year	33,706	8,093
Net financial resources used and change in the accumulated net charge against the Fund's authority during the year	5,938	(10,802)
Contributed capital	22,712	31,652
<b>NET ASSETS, END OF THE YEAR</b> <sup>(note 4)</sup>	<b>21,825</b>	<b>33,706</b>

The accompanying notes are an integral part of the financial statements.

## PASSPORT CANADA REVOLVING FUND

### STATEMENT OF CASH FLOW

For the year ended March 31  
(in thousands of dollars)

	2009	2008
<b>OPERATING ACTIVITIES</b>		
Net results	(40,531)	4,763
Add		
Provision for employee termination benefits	2,481	1,832
Amortization	13,952	12,426
	(24,098)	19,021
Changes in current assets and liabilities <sup>(note 7)</sup>	9,391	(10,906)
Net financial resources generated (used) by operating activities	(14,707)	8,115
Investing activities		
Capital assets acquired	(13,943)	(28,965)
Net financial resources used by investing activities	(13,943)	(28,965)
Financing activities		
Contributed capital <sup>(note 4)</sup>	22,712	31,652
Net financial resources generated by financing activities	22,712	31,652
Net financial resources generated (used) and change in the accumulated net charge against the Fund's authority during the year	(5,938)	10,802
Accumulated net charge against the Fund's authority, beginning of year	71,556	60,754
Accumulated net charge against the Fund's authority, end of year <sup>(note 4)</sup>	65,618	71,556

The accompanying notes are an integral part of the financial statements.



## PASSPORT CANADA REVOLVING FUND

### NOTES TO THE FINANCIAL STATEMENTS

March 31, 2009

#### 1. AUTHORITY AND PURPOSE

The Passport Canada Revolving Fund (the "Fund") was established in 1969 to provide for the issuance of appropriate travel documents to Canadian citizens and to certain permanent residents of Canada who are unable to obtain valid passports from their country of origin. The *Revolving Funds Act* authorized the operation of the Fund.

The Fund has a continuing non-lapsing authority from Parliament to make payments out of the Consolidated Revenue Fund for working capital, capital acquisitions and temporary financing of accumulated operating deficits, the total of which is not to exceed \$4,000,000 at any time. An amount of \$746,000 representing net assets assumed by the Fund and assets contributed to the Fund was charged to this authority when the Fund became budgetary in 1981.

#### 2. SIGNIFICANT ACCOUNTING POLICIES

##### (a) Basis of accounting

These financial statements have been prepared in accordance with the significant accounting policies set out below to comply with the requirements of section 4 of the Treasury Board of Canada *Policy on Special Revenue Spending Authorities* and the reporting requirements for revolving funds prescribed by the Receiver General for Canada. The basis of accounting used in these financial statements differs from Canadian generally accepted accounting principles because:

- employee's vacation pay and termination benefits liabilities are based on management's estimate of the liabilities rather than based on actuarial valuations;
- revenues from passport service request fees are recognized upon receipt of payment and verification of an application for completeness as stated in the Regulations prescribing fees for passport services; and
- funding for capital assets received from Treasury Board is recorded as contributed capital and not as a reduction of the cost of capital assets.

##### (b) Revenue recognition

Revenues from passport fees are recognized upon request for a passport service, which is upon receipt of payment and verification of the passport application for completeness.

Deferred revenue is recognized for those passport applications for which the passport service request fee has been collected and deposited, but the applications have not been verified for completeness, as at March 31.



## PASSPORT CANADA REVOLVING FUND

### NOTES TO THE FINANCIAL STATEMENTS

March 31, 2009

#### 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

##### (c) Inventories

The inventories of materials and supplies are carried at cost using the average cost method.

##### (d) Capital assets

Capital assets are recorded at cost and amortized on a straight-line basis over their estimated useful lives, as follows:

CATEGORY	ESTIMATED USEFUL LIFE
Capital Projects	Once in service, in accordance with asset category
Furniture	10 years
Vehicles	5 years
Electronic data processing (EDP) equipment	3–5 years
Other machines and equipment	5 years

Leasehold improvements are included in capital projects and are amortized on a straight-line basis on the lesser of the remaining term of the lease or estimated useful life of the improvement.

Expenditures associated with the Technology Enhancement Plan Project (TEP) are capitalized. The project costs have been separated in four categories, which are amortized on a straight-line basis over the estimated useful life of each category as follows:

CATEGORY	ESTIMATED USEFUL LIFE
Technology Enhancement Plan Project Machines and equipment	10 years
System	4 years
Furniture	10 years
EDP equipment	4 years



# PASSPORT CANADA REVOLVING FUND

## NOTES TO THE FINANCIAL STATEMENTS

March 31, 2009

### 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(e) Employee termination benefits

Employees of Passport Canada are entitled to specified termination benefits, calculated based on salary levels in effect at the time of termination as provided for under collective agreements and conditions of employment. The cost of these benefits is recorded in the accounts as the benefits accrue to the employees.

(f) Pension plan

Employees of the Fund are covered by the Public Service Retirement Pension Plan (the Plan) administered by the Government of Canada. Under present legislation, contributions made by the Fund to the Plan are limited to an amount equal to the employee's contributions on account of current service. These contributions represent the total pension obligations of the Fund and are charged to operations on a current basis. The Fund is not required under present legislation to make contributions with respect to actuarial deficiencies of the Public Service Superannuation Account and/or with respect to charges to the Consolidated Revenue Fund for the indexation of payments under the *Supplementary Retirement Benefits Act*.

(g) Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. The more significant areas requiring the use of estimates relate to employee termination benefits and to accrued liabilities. Actual results could differ from these estimates. These estimates are reviewed annually and as adjustments become necessary, they are recorded in the financial statements in the period in which they become known.

(h) Financial instruments

The Fund's financial instruments consist of accounts receivable, accounts payable, accrued liabilities and employee termination benefits. The carrying values of these financial instruments approximate their fair value because of their short terms to maturity. Unless otherwise noted, it is management's opinion that the Fund is not exposed to significant interest, currency or credit risk arising from these financial instruments.



## PASSPORT CANADA REVOLVING FUND

### NOTES TO THE FINANCIAL STATEMENTS

March 31, 2009

#### 3. CAPITAL ASSETS AND ACCUMULATED AMORTIZATION (in thousands of dollars)

Capital Assets	Balance, beginning of the year	Acquisitions	Disposals, transfers and adjustments	Balance, end of the year
Technology Enhancement Plan Project	33,877	–	–	33,877
Capital projects	95,709	11,350	(3,493)	103,566
Furniture	84	–	–	84
EDP equipment	15,500	2,557	3,438	21,495
Vehicles	18	23	–	41
Other machines and equipment	1,750	13	55	1,818
	146,938	13,943	–	160,881
Accumulated Amortization	Balance, beginning of the year	Amortization	Balance, end of the year	Net book value
Technology Enhancement Plan Project	33,839	38	33,877	–
Capital projects	55,305	10,104	65,409	38,157
Furniture	74	5	79	5
EDP equipment	7,964	3,485	11,449	10,046
Vehicles	–	4	4	37
Other machines and equipment	531	316	847	971
	97,713	13,952	111,665	49,216
<p>The capital projects category includes assets under construction which are not yet amortized and leasehold improvements which are amortized on a straight-line basis on the lesser of the remaining term of the lease or estimated useful life of the improvement.</p>				

## PASSPORT CANADA REVOLVING FUND

### NOTES TO THE FINANCIAL STATEMENTS

March 31, 2009

#### 4. NET ASSETS

(in thousands of dollars)

	2009	2008
Accumulated net charge against the Fund's authority	(65,618)	(71,556)
Accumulated surplus	16,803	57,334
Contributed capital	70,640	47,928
	<b>21,825</b>	<b>33,706</b>

Accumulated net charge against the Fund's authority:

Accumulated net charge against the Fund's authority is the cash position of the Fund, held by the Government on the Fund's behalf.

Accumulated surplus:

The accumulated surplus is an accumulation of each year's surpluses including the absorption of the opening net assets of \$746,000 upon establishment of the Fund.

Contributed capital:

In the year, Passport Canada received \$22,712,000 from Treasury Board. Of this amount, \$9,977,000 (2008 — \$31,652,000) is to fund capital projects and \$12,735,000 relates to a lump sum payment to employees per the new Public Service Alliance of Canada collective agreement.

#### 5. COMMITMENTS

Passport Canada rents office premises and other office equipment under long-term operating leases, which expire in 2018. Future minimum lease payments by year are approximately as follows:

(in thousands of dollars)

2010	48,583
2011	18,390
2012	11,056
2013	10,137
2014	8,360
2015 and thereafter	14,322
	<b>110,848</b>

# PASSPORT CANADA REVOLVING FUND

## NOTES TO THE FINANCIAL STATEMENTS

March 31, 2009

### 6. RELATED PARTY TRANSACTIONS

Through common ownership, Passport Canada is related to all Government of Canada created departments, agencies and Crown corporations. Payments for passport operations at missions abroad, accommodation and legal services are made to related parties in the normal course of business. All related party transactions are accounted for at the exchange amount, which represents the consideration agreed to by both parties.

As part of its operations, Passport Canada — which is an agency of the Department of Foreign Affairs and International Trade (DFAIT) — collects consular fees on behalf of DFAIT Consular Affairs Division. These fees are not recorded as revenues in the statement of operations and change in net assets. In 2009, the Fund collected and remitted to DFAIT \$86,603,775 (2008 — \$93,760,600) in consular fees.

In December of 2008, Service Canada and Passport Canada signed a memorandum of understanding governing the cost of processing passport applications. Effective for all applications processed by Service Canada from June 2008 onwards, a fee of \$12.39 per application will be charged to Passport Canada. These fees are reported in the Professional and Special Services line item in the statement of operations and Change in Net Assets. In 2009, Service Canada charged Passport Canada a total of \$4,490,000 consisting of \$3,700,000 in application processing fees and \$790,000 of initiation and training related costs.

### 7. CHANGES IN CURRENT ASSETS AND LIABILITIES

(in thousands of dollars)

	2009	2008
<b>Assets</b>		
Accounts receivable — Government of Canada	10,813	(10,320)
Accounts receivable — Outside parties	(815)	265
Prepays	1,621	(3,378)
Inventories	(4,685)	(3,178)
<b>Accounts payable and accrued liabilities</b>		
Government of Canada	3,721	839
Outside parties — Accounts payable	(884)	6,167
Outside parties — Vacation pay	(65)	602
Outside parties — Contractors' holdbacks	(50)	119
Deferred revenue	(265)	(2,022)
	<b>9,391</b>	<b>(10,906)</b>

### 8. COMPARATIVE FIGURES

Certain of the prior year's figures have been reclassified in order to conform to the presentation adopted in the current year.



## APPENDIX A

### UPDATE ON STATUS OF ACTION PLAN TO ADDRESS THE REPORT OF THE AUDITOR GENERAL

**JUNE 2009**

## CHANGE MANAGEMENT

### 3.65 Performance Information

#### Office of the Auditor General (OAG) Comment:

The business plans of the Passport Office further elaborate on three major areas of performance: service to the public, security, and the stability of its operation. It has included extensive information in its annual reports about service to the public; however, there is limited performance information to Parliament about security and the stability of its operations.

#### Passport Canada Response:

Identification of performance measures is an essential component of the Strategic Management Framework that will be implemented, and will assist with reporting requirements.

##### Actions completed:

Passport Canada introduced a monthly dashboard of performance indicators for Executive Committee review.

##### Ongoing actions:

The dashboard will be reviewed and improved.

## 3.70 Contingency Planning

### Office of the Auditor General (OAG) Comment:

There was no contingency plan, emergency fund or temporary service locations to deal with unprecedented demand. The Passport Office did not have an integrated risk management approach to ensure that it would be able to react to emergencies and cope with service demands before those emergencies became service failures.

### Passport Canada Response:

Decisions regarding service points and improvements based on a risk management approach will be implemented.

### Actions completed:

Fully completed and will not appear in future updates.

## 3.71 Forecasting and Influencing Demand

### Office of the Auditor General (OAG) Comment:

Inability to forecast and influence demand places an undue burden on service.

The Passport Office does not have complete control over this phenomenon. However, it can influence demand to some degree. As early as its 2000–2002 business plan, it discussed the concept of “flattening the demand cycle”.

### Passport Canada Response:

1. In December 2004, the forecasting model integrated some policy parameters in order to better measure demand.
2. The next steps for the Simplified Passport Renewal process have been identified. The focus has shifted to be more client-centred, and Simplified Passport Renewal will now be a self-identified process.
3. Systematic public consultation will be undertaken in order to better understand the causes of demand fluctuations and the impact of policies on demand. Working with the Conference Board of Canada, this consultation process will enable Passport Canada to obtain more precise forecasts that reflect social and political factors.
4. A pilot will be conducted for an appointment process whereby first-time applicants arrange a time to submit their application in person.

### Actions completed:

1. The forecasting model was reviewed and improved in 2008.

### Ongoing actions:

1. The forecast is reviewed regularly and updated if conditions in the operating environment change.
2. N/A
3. – Ongoing surveys and reviews will be part of the forecasting process.  
– The volume forecast will be reviewed and revised, if required, based on survey data.
4. N/A

### Delayed actions:

1. N/A
2. N/A
3. N/A
4. The possibility of an appointment process has not been ruled out.

## 3.75 Reporting on Performance

### **Office of the Auditor General (OAG) Comment:**

Develop and report on additional service standards, including information services such as email, other correspondence, and telephone.

### **Passport Canada Response:**

The Annual Report for 2004–2005 included more performance information for security and stability as well as phone service standards and performance. Passport Canada will report more extensively on performance indicators for all service standards.

### **Actions completed:**

**Fully completed and will not appear in future updates.**



## 3.77 and 3.82 Management of Improvement Initiatives

### Office of the Auditor General (OAG) Comment:

The Passport Office has not prioritized those projects and weighed their relative importance. We found that the Office used no formal criteria to separate priority from non-priority projects, for ranking projects according to greater or lesser importance, or for sequencing projects in the order they must take place.

### Passport Canada Response:

1. The Project Management Bureau was established and will assess projects against stated criteria found in the Project Management Framework.
2. The Strategic Management Framework will assist in the identification of priorities that are in line with strategic goals and targets.

### Actions completed:

1. Completed.
2. The Executive Committee identified two key priorities and the approved activities that align to the priorities for the 2009–2012 planning period.

### Ongoing actions:

1. N/A
2. A yearly strategic planning conference is held in the fall with the Executive Committee and a review of priorities is undertaken in relation to external and internal factors.

A review process to assess the performance of the projects against the priorities will occur twice a year.

The integrated planning process will continue to be improved in the next planning cycle.

## 3.78 and 3.82 Management of Improvement Initiatives

### Office of the Auditor General (OAG) Comment:

We found that management had not fully analyzed the impact of concurrent improvement projects on each other. We found that the quality of analysis for setting up new offices was poor and did not address many of the key requirements of a business case: cost benefit analysis; key assumptions and constraints; or implications on future operational cost.

### Passport Canada Response:

1. Integrated planning will be implemented to integrate strategic, human resources and business planning throughout Passport Canada.
2. An activity based management system will be implemented to assist with financial and human resources planning, facilitating alignment between resources and activities and the products and services offered.
3. A business case process was developed for all Passport Canada projects and initiatives.

### Ongoing actions:

1. Integrated planning was introduced in 2008 and will be further elaborated in the next planning cycle.

## 3.79 Management of Improvement Initiatives

### Office of the Auditor General (OAG) Comment:

Project management and policy change initiatives have a direct impact on the jobs of Passport Office staff. We found no long-term, consolidated human resources plan to address the impact of Project Management and Policy change initiatives.

### Passport Canada Response:

The human resources Plan will be reviewed and will be modified in consideration of emerging priorities.

#### Actions completed:

- Human resources plans were established for each of the six bureaus and were circulated internally in July 2008.
- Building on the bureaus' human resources plans, the Human Resources Bureau Functional Plan for 2008–2011 was developed and approved by the CEO in February 2009. This plan supports the strategic direction for Passport Canada human resources management and has been designed to integrate with the Passport Canada business plan.
- During 2008–2009, the Human Resources Bureau management team became fully staffed on an indeterminate basis.
- Internal Monitoring Frameworks for Staffing and Classification were developed and implemented.
- The delegation instrument of human resources authorities was updated and approved by the Deputy Minister of Foreign Affairs on November 24, 2008.

#### Ongoing actions:

Human Resources Planning is playing an integral role in the Passport Canada business planning process to ensure ongoing and effective integration of human resources and business planning. As part of this integration, all bureaus have been consulted on overall human resources plan and needs, and this information is being consolidated into the business planning process. A more forward looking, longer term view of needs is the focus of this planning.

Staffing plans are being developed as part of Bureau Business Plans.

Training needs were identified for managers to provide the necessary understanding of the effect the changes required by *Public Service Modernization Act* (PSMA) and to exercise their delegated authority. Taking into consideration operational pressures, most key managers have completed the required training.

#### Delayed actions:

A detailed Passport Canada demographic report for the period ending March 31, 2008 is being developed and will be released in 2009–2010.

## 3.81 Management of Improvement Initiatives

### Office of the Auditor General (OAG) Comment:

Many technological and quality assurance improvements will need to be made to increase the security around the issuing of passports. As well, the Passport Office plans to make several changes to service delivery. In our view, even considering the improvements to service that have been made, its current management systems and practices are not adequate to meet those challenges of changes to service delivery.

### Passport Canada Response:

1. A Continuous Improvement Council has been convened. It provides advisory oversight on issues of improvement and provides recommendations to the Executive Committee.
2. An integrated service strategy and model will be developed to analyze service from the client perspective and establish service principles upon which to base improvements.

### Delayed actions:

1. N/A
2. Passport Canada service delivery is concentrating efforts on the Western Hemisphere Travel Initiative (WHTI) phase 2 then will focus on ePassport in 2011.

## SECURITY AND IDENTIFICATION

### 3.28 Personnel Clearances

#### Office of the Auditor General (OAG) Comment:

Security clearance levels need to be reviewed and updated as required.

We are concerned that contrary to government policy, individuals with inadequate security clearance potentially have access to some critical assets.

#### Passport Canada Response:

1. Security clearances for those working with the issuance system have been updated.
2. An analysis will be undertaken to look at all Passport Canada positions and clearance requirements.

**Note:** The new requirement for Secret security clearances for all persons handling blank passports is linked to the declaration of passport blanks as a National Security Asset.

The Government of Canada National Security Policy now defines **Classified information** as “information related to the national interest that may qualify for an exemption or exclusion under the *Access to Information Act* or *Privacy Act*, and the compromise of which would reasonably be expected to cause injury to the national interest.”

**Secret** is now defined as the “level of classification that applies to information or assets when its accidental or deliberate compromise, removal, modification, interruption or destruction could reasonably be expected to cause serious injury to the national interest.”

The delivery of Canada’s passport program abroad necessitates hiring both non-resident Canadians and non-Canadian locally engaged staff. The requirement for a Secret security clearance is more tightly controlled since 9/11. Secret clearances are generally not possible for non-Canadian employees at Canadian missions abroad. For this reason, Passport Canada, along with Foreign Affairs and International Trade Canada (DFAIT), is analyzing options, including the repatriation of entitlement privileges, so that missions abroad can continue to provide passport services while remaining in compliance with security policies.

#### Actions completed:

1. Completed.
2. At the end of the 2008–2009 fiscal year, all passport officers and all personnel employed at Passport Canada’s Call Centres and Print Centres are cleared to Secret level.

### 3.28 Personnel Clearances (continued)

In the second quarter of fiscal year 2008–2009, Passport Canada's Operations Bureau began remotely entitling passport applications submitted and data entered at the Canadian Embassy in Mexico City. This initiative was implemented to provide support to the Embassy in dealing with unprecedented volumes related to the Western Hemisphere Travel Initiative (WHTI) and major changes to Canadian citizenship legislation. This test of the repatriation of the entitlement process continues to provide useful information that will be applicable to future decisions on global entitlement repatriation.

#### Delayed actions:

2. Approval/planning and global implementation of the repatriation of entitlement process (from all missions abroad) have been delayed due to departmental priorities relating to the announcement of the 10-year ePassport. For this reason, a re-examination of the potential of the repatriation of entitlement process has been delayed to 2011–2012.

## 3.30 Quality Assurance

### Office of the Auditor General (OAG) Comment:

Quality assurance of the examiner function is lacking.

A system that checks whether an examiner is making the proper decisions about the identity documents presented by an applicant and other entitlement functions.

### Passport Canada Response:

A credible quality assurance program will be implemented. Independent audits will be performed by the Inspector General Office of Foreign Affairs and International Trade Canada based on established criteria, with the goal of identifying the baseline in this fiscal year.

#### Delayed actions:

In July of 2008, a subsequent Data Quality Assessment sample was undertaken at all regional offices across Canada. The assessment reviewed eight elements affecting entitlement decisions and four elements affecting the validation of citizenship. Sample sizes per office were determined by office volume: Small, Medium and Large accounting for a total sample of 2,315 files. Overall sample design and size per office was provided by Statistics Canada. Analysis and interpretation of results is ongoing.

A methodology for a more encompassing quality assurance program is being developed. The methodology will be established under current conditions and will be revised as processes are modified. Aspects being studied include the use of coaches and mentors to administer part of the program, the elaboration of a clear standard for employees, and a follow-up mechanism. Consultations with other countries and with Canadian organizations are also being organized. Implementation was planned for mid-fiscal year 2008–2009; however, this has been delayed due to increased volumes as a result of the Western Hemisphere Travel Initiative.

## 3.31 Document Verification Tools

### Office of the Auditor General (OAG) Comment:

Examiners do not have all the proper tools readily available.

A black light is needed to see the security features on the latest Canadian citizenship card.

Magnifying glasses for document examination were generally not part of examiners' standard equipment.

### Passport Canada Response:

1. Document identification tools to strengthen examiners' ability to verify the authenticity of identity documentation have been distributed.
2. Training material was developed to accompany the Document Identification Tools.  
Passport Canada is currently arranging fraud awareness training sessions with the Royal Canadian Mounted Police (RCMP).
3. Based on the fraud awareness training provided by the RCMP, the Human Resources Bureau will develop training modules for regions.
4. In addition to the Quality Assurance Program, Passport Canada is implementing both a Regional Security Advisor Program and a Compliance Program within the Security Bureau.

### Actions completed:

1. Completed.
2. Completed.
3. Completed.
4. Between 2005 and 2007, a Compliance team was established in the Security Bureau to review IRIS access control. The *IRIS Access Control Guide* was launched on March 31, 2008, by the Compliance Section. A review of the Compliance Program's effectiveness was carried out in 2008–2009 and found that the transactional nature of the work being performed fell outside of the Security Bureau's strategic direction/objectives. Consequently, Compliance Program functions have devolved from Security Bureau oversight to managerial accountability Agency-wide, a shift intended to decentralize the function and render those most directly responsible for it accountable.



### 3.31 Document Verification Tools (continued)

#### Ongoing actions:

4. A national work plan has been developed for the Regional Security Advisors to clearly communicate their roles and activities to internal and external stakeholders and to increase consistency across the network.

In line with the strategic direction of the Security Bureau, the responsibilities of the Regional Security Advisors are being refocused towards entitlement fraud prevention, detection and response.

#### Delayed actions:

4. The Regional Security Advisor and Compliance functions were included in the program evaluation of the Security Bureau conducted in 2008–2009, and their evolution will be integrated into broader work being undertaken to further develop and enhance the effectiveness of Security Bureau activities.

## 3.34 Guarantor Checks

### Office of the Auditor General (OAG) Comment:

Checks on guarantor information are not performed as required.

Passport Office procedures require that examiners conduct guarantor checks on a significant percentage of applications. However, there is no national reporting on this activity, and the Passport Office could not demonstrate that this objective was achieved.

### Passport Canada Response:

1. A job aid regarding guarantor checks has been distributed to Operations Bureau.
2. Evaluation of the value of the metric and the activity will be undertaken.

### Actions completed:

Fully completed and will not be reported in future updates.

## 3.35 and 3.38 Vital Statistics Verification

### Office of the Auditor General (OAG) Comment:

Examiner confirmation of vital statistics is difficult to perform.

Work towards establishing electronic links with Citizenship and Immigration Canada (CIC) and the provinces to validate automatically the identity data on an application.

### Passport Canada Response:

An inter-departmental and inter-provincial project to establish electronic links with the provinces called the National Routing System (NRS), in order to authenticate birth certificates, is underway.

Passport Canada was leading a multi-jurisdictional, multi-departmental initiative, called the NRS. Its purpose was to establish links to provincial and territorial bureaus of vital statistics and CIC to allow passport examiners to immediately verify birth and citizenship data presented on passport applications, and check for death information to support the authentication of the passport applicant's identity. While the system was the subject of a pilot project, it has yet to receive final policy or funding approval. — Leadership on the file was transferred to the Treasury Board Secretariat Chief Information Officer Branch in 2007, and Passport Canada continues to support the work. — Statistics Canada has taken over leadership of the pilot. Passport Canada is now concentrating its resources over the next 18 months on its core mandate of delivering travel documents as record numbers of Canadians continue to apply for passport services ahead of the June 2009 implementation of the US Western Hemisphere Travel Initiative.

### Actions completed:

Fully completed and will not be reported in future updates.

## 3.36 Vital Statistics Verifications

### Office of the Auditor General (OAG) Comment:

Confirming vital statistics is difficult for examiners.

Such links would provide immediate confirmation of data and allow examiners to check for reported deaths.

### Passport Canada Response:

A survey of the number vital statistics verifications made and an analysis of the reasons for verifications has been undertaken.

A survey of the number of vital statistics verifications made was undertaken in each region in February 2005.

The National Routing System (NRS) project will address data sharing of vital events information. Please refer to sections 3.35 and 3.38 for more information concerning this project.

### Actions completed:

**Fully completed and will not be reported in future updates.**

## 3.41 Access to the Passport Issuance System

### Office of the Auditor General (OAG) Comment:

Access to the passport issuing system needs to be restricted. We found very poor control over the granting of access rights to users. Data administrators, system administrators, case management officers, entitlement review analysts, and operational and non-operational office managers all have user access profiles that allow them to issue a passport.

### Passport Canada Response:

1. Access to the issuance system (IRIS) has been rectified through a cleanup of user accounts and profiles.
2. An audit process will be established.

### Ongoing actions:

1. Completed.
2. Since May 2009, the responsibility to monitor and control the granting of access rights to IRIS users has shifted from Passport Canada, Compliance group to managers. Managers are responsible to review the IRIS accounts and profile of all of their employees to ensure that IRIS access rights have been granted appropriately based on a “need to access” to perform assigned duties. Access and profiles will be monitored monthly by managers and revised as required using the PPTC-083 *Account Creation/Deactivation* Request form.

## 3.43 Watchlists

### Office of the Auditor General (OAG) Comment:

The Passport Office cannot effectively enforce certain provisions of sections 9 and 10 of the *Canadian Passport Order*.

If applicants do not have alerts against their names on the automated watch list, examiners have no way of knowing whether decisions need to be made under section 9. Similarly, security personnel cannot know if they should consider revoking a person's passport under section 10. In addition, we could not find any documented criteria for making discretionary decisions to refuse or revoke a passport.

### Passport Canada Response:

1. The Public Key Infrastructure has been installed and provides a secure electronic link to allow Passport Canada to share information with Correctional Services Canada and with Canada Border Services Agency/Citizenship and Immigration Canada.
2. Negotiation of additional Memoranda of Understanding with partner departments will expand Passport Canada's authority, ability, systems and resources to populate the system lookout list with current and appropriate data that enable examiners to make entitlement decisions.
3. The entry of this data in Passport Canada's system lookout list allows entitlement review analysts to confirm eligibility of applicants.
4. An analysis and breakdown of the process for the application of section 9 and 10 of the *Canadian Passport Order* was undertaken.

### Actions completed:

Fully completed and will not be reported in future updates.

## 3.43 Watchlists

### Office of the Auditor General (OAG) Comment:

The Passport Office cannot effectively enforce certain provisions of sections 9 and 10 of the *Canadian Passport Order*.

If applicants do not have alerts against their names on the automated watch list, examiners have no way of knowing whether decisions need to be made under section 9. Similarly, security personnel cannot know if they should consider revoking a person's passport under section 10. In addition, we could not find any documented criteria for making discretionary decisions to refuse or revoke a passport.

### Passport Canada Response:

Amendments to the application form regarding sections 9 and 10 of the *Canadian Passport Order* will be implemented.

Subsequent to the decision to amend the application form, Passport Canada determined that links with Canadian Police Information Centre (CPIC) would better address this deficiency.

### Actions completed:

Fully completed and will not be reported in future updates.

## 3.50 and 3.51 Weaknesses in the Investigation of Sensitive Cases

### Office of the Auditor General (OAG) Comment:

In the absence of an effective case management system, the [Security] Unit has only some manual records on its investigative activity. Such records do not allow Passport Office to assess the outstanding workload, the rate of effective resolutions of investigations, or resources requirements.

### Passport Canada Response:

1. A structure has been developed for security files.
2. An MOU with the Royal Canadian Mounted Police (RCMP) is being updated to deal with case investigations.
3. The management structure of the Security Bureau has been modified.

### Delayed actions:

1. Work on the Security and Intelligence Case Management System is ongoing. The system will be ready for implementation at the end of 2009–2010.



## 3.57 Issuance Abroad

### Office of the Auditor General (OAG) Comment:

Control over issuance of passports by missions abroad presents several risks.

Consular staff do not consistently receive the same formal training and qualification as domestic examiners.

Missions still print passports using the older booklet.

### Passport Canada Response:

1. Creation of a Foreign Operations Division within the Security Bureau with a mandate to:
  - Act as Passport Canada's primary liaison with Foreign Affairs and International Trade Canada (DFAIT) and missions,
  - Communicate passport program policies, procedures, directives, and tools to missions,
  - Align the Security Bureau with key corporate security and service initiatives impacting the passport program abroad,
  - Manage secure mission passport inventory,
  - Participate in DFAIT-led mission program audits,
  - Generate annual baseline reports to facilitate strategic objectives, and
  - Provide subject-matter expertise to internal/external stakeholders.
2. Passport production will be repatriated from missions abroad to Canada.
3. A baseline report on mission passport activity will be produced.

The baseline report is intended to be a primary source of information on all passport related activities undertaken at each issuing mission abroad. The report will provide the information from which mission risk assessments can be produced.

4. Consular training will be revised to be more in line with Passport Canada examiner training.

## 3.57 Issuance Abroad (continued)

### Actions completed:

1. Completed.
2. An inventory module was developed for installation in 2007. The inventory control program enables tracking of inventory from its release by the Passport Canada vault to the receipt and use by missions. The module was launched in May 2007.

In the second quarter of fiscal year 2008–2009, Passport Canada's Operations Bureau began remotely entitling passport applications submitted and data entered at the Canadian Embassy in Mexico City. This initiative was implemented to provide support to the Embassy in dealing with unprecedented volumes related to the Western Hemisphere Travel Initiative (WHTI) and major changes to Canadian citizenship legislation. This test of the repatriation of the entitlement process continues to provide useful information that will be applicable to future decisions on global entitlement repatriation.

3. Completed.

### Ongoing actions:

1. N/A
2. N/A
3. N/A
4. Passport Canada and DFAIT-Consular concluded an agreement requiring that, effective April 2008, all consular employees who participate in the passport program must achieve certification in a comprehensive passport training program in order to retain or obtain access to DFAIT's passport-issuing system, Passport Management Program (PMP). The deadline to achieve certification was originally set a March 31, 2008 and was later extended to December 31, 2008 due to operational and resource concerns. Effective January 2009, employees who were not successful in achieving passport training certification saw their PMP access rights removed. This requirement remains in force and is monitored actively by Passport Canada's Foreign Operations Division.

Effective April 1, 2009, the Emergency Passport was replaced at all missions abroad by the Emergency Travel Document. The security-enhanced, one-page Emergency Travel Document can be issued at missions abroad via the PMP, thereby allowing for the electronic digitization of the applicant's photo and signature. PMP is also configured to electronically account for all travel document inventory as it is used and received, enabling Passport Canada to more accurately account for its blank National Security Assets entrusted to missions.

## 3.58 Security Risk Assessment

### Office of the Auditor General (OAG) Comment:

Conduct a detailed security risk assessment of the passport examination and security functions, identify gaps in the fulfilment of its mandate under the *Canadian Passport Order*, and take appropriate action.

Such an assessment should address Passport Office examiner's security clearances, the conduct and recording of guarantor checks, system profiles, the completeness and accuracy of its watch list and methods used to share data with other federal and provincial agencies, its lessons learned process, and its management of investigations.

### Passport Canada Response:

1. DFAIT has assisted in the development of the first risk assessment.
2. An evaluation of the Security Bureau was completed by the responsible area of DFAIT.
3. Risk analysis will be used in determining the requirements for the new issuance system.
4. The creation of new Regional Security units reporting to both regional and Passport Canada headquarters will further ensure that the security continuum, from identity verification to passport printing, is strengthened. In fiscal year 2005–2006, eight new regional security officers will be hired for this purpose. The units will be located in regional headquarters across the country and will support the compliance program, conduct on-site interviews of applicants with complex cases, and investigate fraudulent applicants or applications.

### Actions completed:

1. Completed.
2. An internal evaluation of the Security Bureau was completed by DFAIT.

### Ongoing actions:

Passport Canada is currently leading a project under the sponsorship of the International Civil Aviation Organization (ICAO) called *ICAO Guide for Assessing Security Standards for Handling and Issuance of Travel Documents*. The objective of the project is to develop a practical guidance tool to help passport-issuing authorities self-assess or assist in evaluating another country's passport issuance system. Once developed, Passport Canada will use the tool internally to build on the results of the 2008 assessment and identify additional opportunities for mitigation and control.

## INTRODUCTION OF FEES

### 3.93 Treasury Board Conditions with Respect to Consular Fees were not Followed

#### Office of the Auditor General (OAG) Comment:

When the Treasury Board approved the introduction of the consular fee in 1995, it required the Department of Foreign Affairs and International Trade, as it was then called, to absorb future costs and fully disclose the cost of consular services in its Main estimates. However, there has been little cost information about consular services in the departmental annual reports to Parliament. Passport applicants were not consulted as required and are not in a position to know what they are paying for or how the funds collected relate to the operations of consular activity.

#### Passport Canada Response:

A plan is being developed to ensure compliance to all aspects of the new *User Fees Act*, including the client consultation requirements.

#### Actions completed:

Fully completed and will not be reported in future updates.

### 3.94 New *User Fees Act* Imposes Additional Requirements

#### **Office of the Auditor General (OAG) Comment:**

The Passport Office was not fully meeting the requirements under the Treasury Board policy on external charging. This *Act* imposes additional requirements for transparency on how costs justify fees and on expected service levels.

The Passport Office is not ready to comply with the new legislation because it lacks reliable cost information related to service standards.

#### **Passport Canada Response:**

An activity based management system will result in better information on costing and capacity.

#### **Actions completed:**

Fully completed and will not be reported in future updates.

### 3.96 New *User Fees Act* Imposes Additional Requirements

#### Office of the Auditor General (OAG) Comment:

The Passport Office should:

Develop reliable cost information tied to service standards to justify current user fees and any future increases to user fees, and improve its method of client consultation to comply with new *User Fees Act* and ensure it has an appropriate mechanism for resolving fee disputes.

#### Passport Canada Response:

1. An activity based management system will result in better information on costing and capacity.
2. Public consultation on user fees will be undertaken.

#### Actions completed:

Fully completed and will not be reported in future updates.

## SERVICE TO THE PUBLIC

### 3.62 and 3.63 Service Standards

#### Office of the Auditor General (OAG) Comment:

Key service standards exist but gaps remain.

The service standards were lowered in December 2001 without the required consultation with stakeholders.

Standards for such examiner functions as identity verification and citizenship determination do not exist. There is also no national standard on examiner output and error rate—the number of applications examiners are expected to process each day and the number of errors that could be expected.

#### Passport Canada Response:

The first review of examiner error rates has been undertaken. The issue will be addressed with the Quality Assurance Program.

#### Ongoing actions:

The Quality Assurance Program is in early development and will take into account such examiner functions as identity verification and citizenship determination.

### 3.73 Services Through Members of Parliament

#### **Office of the Auditor General (OAG) Comment:**

There is no formal agreement governing the process and the Office has not analyzed the security issues presented by this method of delivery.

#### **Passport Canada Response:**

A review of the Member of Parliament process has taken place and procedures to better formalize the process, in order to reduce risk, have been implemented.

#### **Actions Completed:**

Fully completed and will not be reported in future updates.



## 3.74 Client Consultation

### Office of the Auditor General (OAG) Comment:

The Passport Office has not analyzed which of its different delivery methods are more desirable. The Passport Office needs to involve clients in setting reasonable standards that it can meet at reasonable cost without compromising passport integrity.

### Passport Canada Response:

A plan is being developed to ensure compliance to all aspects of the new *User Fees Act*, including the client consultation requirements.

### Actions completed:

Fully completed and will not be reported in future updates.

## APPENDIX B

### SERVICE LOCATIONS

#### 230 service locations

PROVINCE	SERVICE LOCATION	TYPE
ALBERTA	<b>Brooks</b> Cassils Shopping Plaza 608 2nd Street West Brooks AB T1R 1A8	Service Canada
	<b>Calgary</b> Harry Hays Building, Suite 254 220 4th Avenue South East Calgary AB T2G 4X3	Passport Canada
	<b>Calgary (South)</b> 14331 Macleod Trail SW Calgary AB T2Y 1M7	Passport Canada
	<b>Calgary (South)</b> Fisher Park Place II, Suite 100 6712 Fisher Street SE Calgary AB T2H 1X3	Service Canada
	<b>Calgary (North)</b> One Executive Place, Main Floor 1816 Crowchild Trail NW Calgary AB T2M 3Y7	Service Canada
	<b>Calgary (East)</b> Marlborough Mall, Suite 1502 515 Marlborough Way NE Calgary AB T2A 7E7	Service Canada
	<b>Canmore</b> Canmore Gateway Shops, Building C, Suite 113 802 Bow Valley Trail Canmore AB T1W 1N6	Service Canada

PROVINCE	SERVICE LOCATION	TYPE
ALBERTA	<b>Edmonton</b> Canada Place Building, Suite 126 9700 Jasper Avenue Edmonton AB T5J 4C3	Passport Canada
	<b>Edmonton</b> Meadowlark Shopping Centre, Suite 120 15710 87th Avenue North West Edmonton AB T5R 5W9	Service Canada
	<b>Edmonton</b> Argyll Centre 6325 Gateway Boulevard Edmonton AB T6H 5H6	Service Canada
	<b>Edmonton</b> Northgate Centre, Suite 2000 9499 137th Avenue NW Edmonton AB T5E 5R8	Service Canada
	<b>Fort McMurray</b> Provincial Building, Main Floor 9915 Franklin Avenue Fort McMurray AB T9H 2K4	Service Canada
	<b>Grande Prairie</b> Towne Centre Mall, Suite 100 9845 99th Avenue Grande Prairie AB T8V 0R3	Service Canada
	<b>Lethbridge</b> Crowsnest Trail Plaza 920 2A Avenue North, Suite 101 Lethbridge AB T1H 0E3	Service Canada
	<b>Lloydminster</b> 5016 48th Street Lloydminster AB T9V 0H8	Service Canada
	<b>Medicine Hat</b> Provincial Building, Suite 4 346 3rd Street South East Medicine Hat AB T1A 0G7	Service Canada
	<b>Red Deer</b> First Red Deer Place, 2nd floor 4911 51st Street Red Deer AB T4N 6A1	Service Canada

PROVINCE	SERVICE LOCATION	TYPE
BRITISH COLUMBIA	<b>Abbotsford</b> 32525 Simon Avenue Abbotsford BC V2T 6T6	Service Canada
	<b>Burnaby</b> 4279 Canada Way Burnaby BC V5G 1H1	Service Canada
	<b>Chilliwack</b> 45860 Cheam Avenue Chilliwack BC V2P 1N6	Service Canada
	<b>Courtenay</b> Comox Valley 130 19th Street Courtenay BC V9N 8S1	Service Canada
	<b>Coquitlam</b> 2963 Glen Drive, Suite 100 Coquitlam BC V3B 2P7	Service Canada
	<b>Cranbrook</b> 1113 Baker Street Cranbrook BC V1C 1A7	Service Canada
	<b>Kamloops</b> 317 Seymour Street Kamloops BC V2C 2E8	Service Canada
	<b>Kelowna</b> Banks Centre 2453 Highway 97 North Kelowna BC V1X 3B0	Canada Post
	<b>Kelowna</b> 471 Queensway Avenue Kelowna BC V1Y 6S5	Service Canada
	<b>Langley</b> 20621 Logan Avenue, Suite 101 Langley BC V3A 7R3	Service Canada
	<b>Maple Ridge</b> 22325 Lougheed Highway Maple Ridge BC V2X 2T3	Service Canada
	<b>Nanaimo</b> 60 Front Street, Suite 201 Nanaimo BC V9R 5H7	Service Canada

PROVINCE	SERVICE LOCATION	TYPE
BRITISH COLUMBIA	<b>North Vancouver</b> 221 West Esplanade, Suite 100 North Vancouver BC V7M 3N7	Service Canada
	<b>Nelson</b> Kutenai Building, Main Floor 333 Victoria Street Nelson BC V1L 4K3	Service Canada
	<b>New Westminster</b> 624 Agnes Street, Suite 100 New Westminster BC V3M 1G8	Service Canada
	<b>Penticton</b> 386 Ellis Street, Suite 101 Penticton BC V2A 8C9	Service Canada
	<b>Powell River</b> 7061 Duncan Street Powell River BC V8A 1W1	Service Canada
	<b>Prince George</b> 1323 5th Avenue Prince George BC V2L 3L0	Canada Post
	<b>Prince George</b> 1363 4th Avenue Prince George BC V2L 3J6	Service Canada
	<b>Richmond</b> 5611 Cooney Road, Suite 310 Richmond BC V6X 3J6	Passport Canada
	<b>Salmon Arm</b> 191 Shuswap Street NW Salmon Arm BC V1E 4P6	Service Canada
	<b>Surrey</b> 13401 108th Avenue, Suite 900 Surrey BC V3T 5T3	Passport Canada
	<b>Terrace</b> 4630 Lazelle Avenue Terrace BC V8G 1S6	Service Canada
	<b>Vancouver</b> Sinclair Centre, Suite 241 757 Hastings Street West Vancouver BC V6C 1A1	Passport Canada

PROVINCE	SERVICE LOCATION	TYPE
<b>BRITISH COLUMBIA</b>	<b>Vancouver</b> Harry Stevens Building 125 10th Avenue East Vancouver BC V5T 1Z3	Service Canada
	<b>Victoria</b> Bay Centre 1150 Douglas Street, Level 4 Victoria BC V8W 3M9	Passport Canada
	<b>Victoria</b> 595 Pandora Avenue Victoria BC V8W 1N5	Service Canada
<b>MANITOBA</b>	<b>Brandon</b> 1039 Princess Avenue, Suite 100 Brandon MB R7A 6E	Service Canada
	<b>Flin Flon</b> 111 Main Street Flin Flon MB R8A 1J9	Service Canada
	<b>Morden</b> 158 Stephen Street Morden MB R6M 1T3	Service Canada
	<b>Notre-Dame-de-Lourdes</b> 51 Rodgers Street Notre-Dame-de-Lourdes MB R0G 1M0	Service Canada
	<b>Steinbach</b> Steinbach Place, Main Floor 321 Main Street Steinbach MB R5G 1Z2	Service Canada
	<b>The Pas</b> 4th Street West, Suite 305 The Pas MB R9A 1K7	Service Canada
	<b>Thompson</b> North Centre Mall, Suite 118 3 Station Road Thompson MB R8N 0N3	Service Canada
	<b>Winnipeg</b> 433 Main Street, Suite 400 Winnipeg MB R3B 1B3	Passport Canada

PROVINCE	SERVICE LOCATION	TYPE
NEW BRUNSWICK	<b>Campbellton</b> 157 Water Street Campbellton NB E3N 3L3	Service Canada
	<b>Edmundston</b> Federal Building 22 Emmerson Street Edmundston NB E3V 1R7	Service Canada
	<b>Fredericton</b> Frederick Square, Suite 430 77 Westmorland Street Fredericton NB E3B 6Z3	Passport Canada
	<b>Grand Falls (Grand-Sault)</b> New Brunswick Community College, Suite 101 160 Reservoir Street Grand Falls (Grand-Sault) NB E3Z 1G1	Service Canada
	<b>Miramichi</b> 150 Pleasant Street Miramichi NB E1V 1Y1	Service Canada
	<b>Moncton</b> 281 St. George Street Moncton NB E1C 1H0	Canada Post
	<b>Moncton</b> Heritage Court, Suite 310 95 Foundry Street Moncton NB E1C 8R5	Service Canada
	<b>Saint John</b> 125 Rothesay Avenue Saint John NB E2L 2B0	Canada Post
	<b>Saint John</b> 1 Agar Place, 1st floor Saint John NB E2L 4V4	Service Canada
	<b>Saint-Quentin</b> 193 Canada Street Saint-Quentin NB E8A 1J8	Service Canada
	<b>Shediac</b> Centre-Ville Mall 342 Main Street Shediac NB E4P 2E7	Service Canada

PROVINCE	SERVICE LOCATION	TYPE
NEW BRUNSWICK	<b>St. Stephen</b> Canada Post Building 93 Milltown Boulevardg St. Stephen NB E3L 1G5	Service Canada
	<b>Woodstock</b> Canada Post Building 680 Main Street Woodstock NB E7M 5C1	Service Canada
NEWFOUND- LAND AND LABRADOR	<b>Corner Brook</b> 1 Regent Square Corner Brook NL A2H 4P1	Service Canada
	<b>Gander</b> 1 Markham Place Gander NL A1V 1W7	Service Canada
	<b>Happy Valley</b> 23 Broomfield Street Happy Valley NL A0P 1E0	Service Canada
	<b>Labrador City</b> Labrador Mall 500 Vanier Avenue Labrador City NL A2V 2W7	Service Canada
	<b>Marystown</b> Jerrett Building, Suite 130 140 Ville-Marie Drive Marystown NL A0E 2M0	Service Canada
	<b>Placentia</b> Dalfens Mall 61 Blockhouse Road Placentia NL A0B 2Y0	Service Canada
	<b>St. Anthony</b> Viking Mall 1 Goose Cove Road St. Anthony NL A0K 4S0	Service Canada
	<b>St. John's</b> TD Place, Suite 802 140 Water Street St. John's NL A1C 6H6	Passport Canada



PROVINCE	SERVICE LOCATION	TYPE
NORTHWEST TERRITORIES	<b>Fort Simpson</b> Federal Building 9606 100th Street Fort Simpson NT X0E 0N0	Service Canada
	<b>Fort Smith</b> Federal Building 136 McDougal Road Fort Smith NT X0E 0P0	Service Canada
	<b>Hay River</b> Federal Building, Suite 204 41 Capital Drive Hay River NT X0E 1G2	Service Canada
	<b>Inuvik</b> Phoenix Building 170 McKenzie Road Inuvik NT X0E 0T0	Service Canada
	<b>Yellowknife</b> 5101 50th Avenue Yellowknife NT X1A 3Z4	Service Canada
NOVA SCOTIA	<b>Amherst</b> 26-28 Prince Arthur Street, Suite 202 Amherst NS B4H 1V6	Service Canada
	<b>Bedford</b> Royal Bank, 2nd floor 1597 Bedford Highway Bedford NS B4A 1E7	Service Canada
	<b>Bridgewater</b> 77 Dufferin Street Bridgewater NS B4V 3J1	Service Canada
	<b>Glace Bay</b> Senator's Place, Suite 100 633 Main Street Glace Bay NS B1A 6J3	Service Canada
	<b>Halifax</b> Maritime Centre, 15th floor, Suite 1508 1505 Barrington Street Halifax NS B3J 3K5	Passport Canada

PROVINCE	SERVICE LOCATION	TYPE
NOVA SCOTIA	<b>Kentville</b> Federal Building, 2nd floor 495 Main Street Kentville NS B4N 3W5	Service Canada
	<b>New Glasgow</b> 340 East River Road New Glasgow NS B2H 3P7	Service Canada
	<b>Sydney</b> 269 Charlotte Street Sydney NS B1P 1T0	Canada Post
	<b>Yarmouth</b> 15 Willow Street Yarmouth NS B5A 1T0	Canada Post
NUNAVUT	<b>Cambridge Bay</b> P.O. Box 2010 Cambridge Bay NU X0B 0C0	Service Canada
	<b>Iqaluit</b> Iqaluit House, Suite 300 Iqaluit NU X0A 0H0	Service Canada
	<b>Rankin Inlet</b> P.O. Box 97 Rankin Inlet NU X0C 0G0	Service Canada

PROVINCE	SERVICE LOCATION	TYPE
ONTARIO	<b>Acton</b> 53 Bower Street Acton ON L7J 1E0	Canada Post
	<b>Ajax</b> 320 Harwood Avenue Ajax ON L1S 2J1	Service Canada
	<b>Ancaster</b> 27 Legend Court Ancaster ON L9K 1J0	Canada Post
	<b>Aurora</b> 20 Wellington Street East Aurora ON L4G 1H0	Canada Post
	<b>Barrie</b> 150 Collier Street Barrie ON L4M 1G0	Canada Post
	<b>Barrie</b> 48 Owen Street, 1st floor Barrie ON L4M 3H1	Service Canada
	<b>Belleville</b> 21 College Street West Belleville ON K8N 3B0	Canada Post
	<b>Bracebridge</b> 98 Manitoba Street Bracebridge ON P1L 1A0	Canada Post
	<b>Bracebridge</b> Federal Building, 2nd floor 98 Manitoba Street Bracebridge ON P1L 1S1	Service Canada
	<b>Bradford</b> 50 Barrie Street Bradford ON L3Z 1A0	Canada Post
	<b>Brampton</b> 40 Gillingham Drive, Suite 401 Brampton ON L6X 4X7	Passport Canada
	<b>Brantford</b> 58 Dalhousie Street Brantford ON N3T 2J0	Canada Post

PROVINCE	SERVICE LOCATION	TYPE
ONTARIO	<b>Brockville</b> The Fuller Building, 1st floor 14 Courthouse Avenue Brockville ON K6V 4T1	Service Canada
	<b>Cambridge</b> 33 Water Street North Cambridge ON N1R 3B0	Canada Post
	<b>Chatham</b> 120 Wellington Street West Chatham ON N7M 4V0	Canada Post
	<b>Collingwood</b> 44 Hurontario Street Collingwood ON L9Y 2L6	Service Canada
	<b>Cornwall</b> 111 Water Street East, Suite 100 Cornwall ON K6H 6S4	Service Canada
	<b>Espanola</b> 721 Centre Street, Suite 200 Espanola ON P5E 1T3	Service Canada
	<b>Elliot Lake</b> Algo Centre, 1st Floor—Office Level 151 Ontario Avenue Elliot Lake ON P5A 2T2	Service Canada
	<b>Fort Frances</b> 301 Scott Street Fort Frances ON P9A 1H1	Service Canada
	<b>Georgetown</b> 112 Guelph Street Georgetown ON L7G 3Z0	Canada Post
	<b>Georgetown</b> 232 Guelph Street, 1st floor Georgetown ON L7G 4B1	Service Canada
	<b>Guelph</b> 88 Wyndham Street North Guelph ON N1H 4E0	Canada Post
	<b>Hamilton</b> Standard Life Building 120 King Street West, Plaza Level Hamilton ON L8P 4V2	Passport Canada

PROVINCE	SERVICE LOCATION	TYPE
ONTARIO	<b>Hawkesbury</b> 134 Main Street East Hawkesbury ON K6A 1A3	Service Canada
	<b>Kanata</b> 145 Roland Michener Drive Kanata ON K2T 1G0	Canada Post
	<b>Kapuskasing</b> 8 Queen Street Kapuskasing ON P5N 1G7	Service Canada
	<b>Kenora</b> 308 Second Street South Kenora ON P9N 3X9	Service Canada
	<b>Kingston</b> 120 Clarence Street Kingston ON K7L 1X0	Canada Post
	<b>Kitchener</b> 40 Weber Street East, Mezzanine Level Kitchener ON N2H 6R3	Passport Canada
	<b>London</b> 400 York Street, 2nd floor, Suite 201 London ON N6B 3N2	Passport Canada
	<b>Markham</b> 21 Main Street North Markham ON L3P 1X0	Canada Post
	<b>Midland</b> 525 Dominion Avenue Midland ON L4R 1P0	Canada Post
	<b>Mississauga</b> Central Parkway Mall, 2nd floor, Suite 116 377 Burnhamthorpe Road East Mississauga ON L5A 3Y1	Passport Canada
	<b>New Liskeard</b> 290 Armstrong Street North New Liskeard ON P0J 1P0	Service Canada
	<b>Newmarket</b> The Tannery Mall, Suite 100 465 Davis Drive Newmarket ON L3Y 7T9	Service Canada

PROVINCE	SERVICE LOCATION	TYPE
ONTARIO	<b>North Bay</b> 101 Worthington Street East North Bay ON P1B 1H0	Canada Post
	<b>North Bay</b> Canada Place, Suite 102 107 Shirreff Avenue North Bay ON P1B 7K8	Service Canada
	<b>North York</b> Joseph Shepard Building, Suite 380, 3rd floor 4900 Yonge Street North York ON M2N 6A4	Passport Canada
	<b>Oakville</b> 193 Church Street Oakville ON L6J 1N0	Canada Post
	<b>Oakville</b> 117 Cross Avenue, Suite B5 Oakville ON L6J 2W7	Service Canada
	<b>Orangeville</b> 216 Broadway Avenue Orangeville ON L9W 1L0	Canada Post
	<b>Orangeville</b> 210 Broadway Avenue, Suite 102 Orangeville ON L9W 5G4	Service Canada
	<b>Orillia</b> 25 Peter Street North Orillia ON L3V 4Y0	Canada Post
	<b>Oshawa</b> 78 Richmond Street West Oshawa ON L1G 1E1	Service Canada
	<b>Ottawa</b> C.D. Howe Building 240 Sparks Street, East Tower, Level C Ottawa ON K1P 6C9	Passport Canada
	<b>Ottawa</b> 1424 Sanford Fleming Avenue Ottawa ON K1G 1C0	Canada Post
	<b>Ottawa</b> 2701 Riverside Drive Ottawa ON K1V 1J0	Canada Post

PROVINCE	SERVICE LOCATION	TYPE
ONTARIO	<b>Ottawa (West)</b> Lincoln Heights Galleria, 1st floor 2525 Carling Avenue Ottawa ON K2B 7Z2	Service Canada
	<b>Ottawa (East)</b> Beacon Hill Shopping Centre 2339 Ogilvie Road Ottawa ON K1J 8M6	Service Canada
	<b>Owen Sound</b> 901 3rd Avenue East Owen Sound ON N4K 2K0	Canada Post
	<b>Owen Sound</b> Parkway Professional Building, Suite 1 1450 1st Avenue West Owen Sound ON N4K 6X7	Service Canada
	<b>Parry Sound</b> 74 James Street Parry Sound ON P2A 1T8	Service Canada
	<b>Pembroke</b> 141 Lake Street Pembroke ON K8A 5L8	Service Canada
	<b>Peterborough</b> 150 King Street Peterborough ON K9J 2R0	Canada Post
	<b>Peterborough</b> 185 King Street, Suite 101 Peterborough ON K9J 2R8	Service Canada
	<b>Pickering</b> 1740 Kingston Road Pickering ON L1V 1C0	Canada Post
	<b>Richmond Hill</b> 35 Beresford Drive Richmond Hill ON L4B 4M3	Service Canada
	<b>Sarnia</b> 105 Christine Street South Sarnia ON N7T 2M0	Canada Post
	<b>Sault Ste. Marie</b> 451 Queen Street East Sault Ste. Marie ON P6A 1Z0	Canada Post

PROVINCE	SERVICE LOCATION	TYPE
ONTARIO	<b>Sault Ste. Marie</b> 22 Bay Street Sault Ste. Marie ON P6A 5S2	Service Canada
	<b>Scarborough</b> 200 Town Centre Court, Suite 210 Scarborough ON M1P 4X8	Passport Canada
	<b>St. Catharines</b> Landmark Building, Suite 600 43 Church Street St. Catharines ON L2R 7E1	Passport Canada
	<b>Stratford</b> 75 Waterloo Street South Stratford ON N5A 4A0	Canada Post
	<b>Sudbury</b> 1776 Lasalle Boulevard Sudbury ON P3A 2A0	Canada Post
	<b>Sudbury</b> 1 Lisgar Street Sudbury ON P3E 3L0	Canada Post
	<b>Thunder Bay</b> 979 Alloy Drive, 2nd floor Thunder Bay ON P7B 5Z8	Passport Canada
	<b>Timmins</b> 120 Cedar Street S Timmins ON P4N 2G8	Service Canada
	<b>Toronto</b> 74 Victoria Street, Suite 300 Toronto ON M5C 2A5	Passport Canada
	<b>Toronto</b> 2384 Yonge Street Toronto ON M4P 2E0	Canada Post
	<b>Toronto (Lakeside)</b> Dufferin Mall, Suite 0001 900 Dufferin Street Toronto ON M6H 4B1	Service Canada
	<b>Toronto (Centre)</b> Arthur Meighen 25 St. Clair Avenue East, 1st floor Toronto ON M4T 3A4	Service Canada



PROVINCE	SERVICE LOCATION	TYPE
ONTARIO	<b>Toronto (Lawrence Square)</b> Lawrence Square Mall, Suite 103-105 700 Lawrence Avenue West Toronto ON M6B 4L4	Service Canada
	<b>Uxbridge</b> 67 Brock Street West Uxbridge ON L9P 1A0	Canada Post
	<b>Whitby</b> Whitby Mall, Suite 6 1615 Dundas Street East Whitby ON L1N 2L1	Passport Canada
	<b>Windsor</b> CIBC Building, Suite 503 100 Ouellette Avenue Windsor ON N9A 6T3	Passport Canada
	<b>Woodstock</b> 433 Norwich Avenue Woodstock ON N4S 3W0	Canada Post

PROVINCE	SERVICE LOCATION	TYPE
PRINCE EDWARD ISLAND	<b>Charlottetown</b> 135 Kent Street Charlottetown PE C1A 1M0	Canada Post
	<b>Charlottetown</b> Jean Canfield Building, Main Floor 191 University Avenue Charlottetown PE C1A 4L2	Service Canada
	<b>Montague</b> 541 Main Street Montague PE C0A 1R0	Service Canada
	<b>O'Leary</b> O'Leary Service Canada Centre 371 Main Street O'Leary PE C0B 1V0	Service Canada
	<b>Souris</b> IGA Mall, 2nd floor 173 Main Street Souris PE C0A 2B0	Service Canada
	<b>Summerside</b> 454 Granville Street Summerside PE C1N 3K0	Canada Post
	<b>Summerside</b> Government of Canada Building 294 Church Street Summerside PE C1N 0C1	Service Canada

PROVINCE	SERVICE LOCATION	TYPE
QUEBEC	<b>Anjou</b> 7200 Joseph-Renaud Boulevard Anjou QC H1K 3W0	Canada Post
	<b>Asbestos</b> 309 Chassé Street, Suite 204 Asbestos QC J1T 2B4	Service Canada
	<b>Baie-Comeau</b> 625 Laflèche Boulevard West, Suite 204 Baie-Comeau QC G5C 1C5	Service Canada
	<b>Boucherville</b> 131 Jacques-Ménard Street Boucherville QC J4B 5B0	Canada Post
	<b>Brossard</b> 10 Place du Commerce Brossard QC J4W 4T0	Canada Post
	<b>Cap-Rouge</b> 1100 de la Chaudière Boulevard, Suite 122 Cap-Rouge QC G1Y 1C0	Canada Post
	<b>Chibougamau</b> 623 3 <sup>e</sup> Rue Chibougamau QC G8P 3A2	Service Canada
	<b>Chicoutimi</b> 100 Lafontaine Avenue Chicoutimi QC G7H 6X2	Service Canada
	<b>Coaticook</b> 14 Adams Street, Suite 300 Coaticook QC J1A 1K3	Service Canada
	<b>Cowansville</b> 224 South Street, 2nd floor Cowansville QC J2K 2X4	Service Canada
	<b>Drummondville</b> 1525 Saint-Joseph Boulevard Drummondville QC J2C 2E9	Service Canada
	<b>Gaspé</b> Frederica-Giroux Building, 1st floor 98 de la Reine Street Gaspé QC G4X 2V4	Service Canada

PROVINCE	SERVICE LOCATION	TYPE
QUEBEC	<b>Gatineau (Hull)</b> Place du Centre 200 Promenade du Portage, Commercial Level 2 Gatineau QC K1A 0G3	Passport Canada
	<b>Lasalle</b> 7565 Newman Boulevard Lasalle QC H8N 2X0	Canada Post
	<b>Lasalle</b> 7655 Newman Boulevard Lasalle QC H8N 1X7	Service Canada
	<b>La Tuque</b> 290 Saint-Joseph Street La Tuque QC G9X 3Z8	Service Canada
	<b>Laval</b> 3 Place Laval, Suite 500, 5th floor Laval QC H7N 1A2	Passport Canada
	<b>Lévis</b> 4870 de la Rive-Sud Boulevard Lévis QC G6V 3P0	Canada Post
	<b>Magog</b> 1700 Sherbrooke Street, Suite 100A Magog QC J1X 5B4	Service Canada
	<b>Montréal</b> Complexe Guy-Favreau, Suite 103 200 René-Lévesque Boulevard W, West Tower Montréal QC H2Z 1X4	Passport Canada
	<b>Montréal (East-Centre)</b> 5455 Chauveau Street, 1st floor Montréal QC H1N 1G8	Service Canada
	<b>Kirkland</b> 16997 Trans-Canada Highway Kirkland QC H9H 5J0	Canada Post
	<b>Pointe-Claire</b> Fairview Pointe-Claire Shopping Centre 6815 Trans-Canada Highway Pointe-Claire QC H9R 1C4	Passport Canada
	<b>Pointe-Claire</b> 15 Donegani Avenue Pointe-Claire QC H9R 2V0	Canada Post

PROVINCE	SERVICE LOCATION	TYPE
QUEBEC	<b>Québec</b> Place de la Cité, Tour Cominar, Suite 200, 2nd floor 2640 Laurier Boulevard Québec QC G1V 5C2	Passport Canada
	<b>Québec</b> 710 Bouvier Street, Suite 145 Québec QC G2J 1C0	Canada Post
	<b>Québec</b> 5 Du Fort Street Québec QC G1R 2J0	Canada Post
	<b>Québec</b> Les Galeries de la Capitale, Suite 119 5401 des Galeries Boulevard Québec QC G2K 1A0	Canada Post
	<b>Repentigny</b> 155 Notre-Dame Street, Suite 54 Repentigny QC J6A 7G5	Service Canada
	<b>Rimouski</b> 136 Saint-Germain Street West Rimouski QC G5L 5H0	Canada Post
	<b>Rouyn-Noranda</b> Réal Caouette Building, Suite 300 151 du Lac Avenue Rouyn-Noranda QC J9X 6C3	Service Canada
	<b>Saguenay</b> Immeuble Saint-Michel, Suite 408 3885 Harvey Boulevard Saguenay QC G7X 9B1	Passport Canada
	<b>Saint-Bruno</b> 50 de la Rabastalière Street West Saint-Bruno QC J3V 1Y0	Canada Post
	<b>Saint-Hyacinthe</b> Les Galeries Saint-Hyacinthe 3304 Laframboise Street, 2nd floor, entrance No. 8 Saint-Hyacinthe QC J2S 8T8	Service Canada
	<b>Saint-Laurent</b> 3300 Boulevard de la Côte-Vertu, Suite 112 Saint-Laurent QC H4R 2B7	Passport Canada
	<b>Saint-Romuald</b> Les Promenades du Sud 940 du Sault Road Saint-Romuald QC G6W 5M6	Service Canada

PROVINCE	SERVICE LOCATION	TYPE
QUEBEC	<b>Sept-Îles</b> 701 Laure Boulevard, 3rd floor Sept-Îles QC G4R 1X8	Service Canada
	<b>Sherbrooke</b> 50 Place de la Cité Sherbrooke QC J1H 4G0	Canada Post
	<b>Sherbrooke</b> 124 Wellington Street North Sherbrooke QC J1H 5X8	Service Canada
	<b>Thetford Mines</b> 350 Frontenac Boulevard West, Suite 500 Thetford Mines QC G6G 6N7	Service Canada
	<b>Trois-Rivières</b> 1285 Notre-Dame Street Trois-Rivières QC G9A 4X0	Canada Post
	<b>Trois-Rivières</b> Le Bourg du Fleuve 55 Des Forges Street Trois-Rivières QC G9A 6A8	Service Canada
	<b>Val-d'Or</b> 400 Centrale Avenue Val-d'Or QC J9P 1P3	Service Canada
	<b>Valleyfield</b> 30 Du Centenaire Avenue, Suite 200 Valleyfield QC J6S 5G4	Service Canada
	<b>Verdun</b> 4110 Wellington Street, 2nd floor Verdun QC H4G 1V7	Service Canada

PROVINCE	SERVICE LOCATION	TYPE
SASKATCHEWAN	<b>Estevan</b> 1314 3rd Street Estevan SK S4A 2V6	Service Canada
	<b>Melfort</b> 104 McKendry Plaza Melfort SK S0E 1A0	Service Canada
	<b>Moose Jaw</b> Victoria Place 111 Fairford Street East, Suite 501 Moose Jaw SK S6H 7X5	Service Canada
	<b>North Battleford</b> 9800 Territorial Drive North Battleford SK S9A 3N6	Service Canada
	<b>Prince Albert</b> 1288 Central Avenue Prince Albert SK S6V 4V8	Service Canada
	<b>Regina</b> 1870 Albert Street, Suite 500 Regina SK S4P 4B7	Passport Canada
	<b>Regina</b> 1783 Hamilton Street Regina SK S4P 2B6	Service Canada
	<b>Saskatoon</b> Federal Building, Suite 405 101 22nd Street East Saskatoon SK S7K 0E1	Passport Canada
	<b>Weyburn</b> 110 Souris Avenue, 2nd floor Weyburn SK S4H 2Z8	Service Canada
	<b>Yorkton</b> 214 Smith Street East Yorkton SK S3N 3S6	Service Canada
YUKON	<b>Whitehorse</b> 300 Main Street, Suite 125 Whitehorse YT Y1A 2B5	Service Canada

## Mailed-in applications

### *Passport Canada*

Foreign Affairs and International Trade Canada  
Gatineau, Quebec K1A 0G3

## Applications sent by courier

### *Passport Canada*

22 de Varennes Street  
Gatineau, Quebec J8T 8R1

## Certificate of Identity

### In person

### *Passport Canada*

Place du Centre, Commercial Level 2  
200 Promenade du Portage  
Gatineau, Quebec

## Mailed-in applications

### *Certificate of Identity Section*

Passport Canada  
Foreign Affairs and international Trade Canada  
Gatineau, Quebec K1A 1L2

## Applications sent by courier

### *Certificate of Identity Section*

Passport Canada  
Place du Centre, Commercial Level 2  
200 Promenade du Portage  
Gatineau, Quebec J8X 4B7











On June 1, 2009, Foreign Affairs and International Trade Canada marks its 100th anniversary.