



Passport Canada Passeport Canada

SUCCESS *Through* Partnerships



ANNUAL REPORT 2005-2006



Canada 

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Erratum

Page 38:

Line item Salaries and employee benefits.

The amount should be 113,744.

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MESSAGE FROM THE MINISTER

Our Canadian passport is not only a travel document; to many of us, it is a symbol of our country, our personal identity and our pride.

Canadians who are citizens by birth and Canadians who have immigrated to Canada from all over the world are linked together by their respect for their Canadian passport. This is why Passport Canada's mission is such an important one.

Each year, more Canadians are applying for their passports and each year, the percentage of Canadians holding valid passports grows. As Canadians travel internationally, they can be assured that the document they are holding meets the highest security standards in the world.

I am inspired by the pride and professionalism displayed by Passport Canada employees all across the country as they strive to ensure that the Canadian passport continues to be a valued and respected document. I am also mindful of the challenges they face in today's increasingly complex security environment where identity and citizenship are the cornerstones of international travel.

The Government of Canada is committed to ensuring that each and every Canadian passport reflects the integrity and respect it deserves. I commend Passport Canada for its commitment to this vision and these values.

Hon. Peter G. MacKay
Minister of Foreign Affairs Canada

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



For Passport Canada, 2005–2006 was a year of innovative growth and strategic development. New programs were tested and implemented while others were expanded or evaluated: initiatives designed to meet the sometimes contradictory needs—maintaining international security and accommodating individual travel requirements—that are part of our mandate. The increasingly sharpened focus on international security over the past year has highlighted the role of Passport Canada as the agency responsible for providing reliable, respected, high-quality travel documents that conform to evermore rigorous international standards. It also became clear that partnership was the solution to the mounting complexity of our task.



Security challenges were accompanied once again by unprecedented volume pressures; over 3.1 million Canadians received their passports in this fiscal year, representing an increase of 15.5% over last year. As a result, over 39% of Canadian citizens now hold valid passports. Passport Canada was able to successfully deliver on this record high volume through the development of innovative partnerships, modernized policies and pilots to test both processing and technology.

The second phase of the Passport Renewal Pilot Project, designed to make renewing passports more cost-effective and efficient, resulted in the advance notification of more than 87,000 passport holders and the speedy renewal of 22,617 passports. In addition, 2005–2006 saw the introduction of temporary passports, which provided a creative solution for dealing with urgent travel requirements for those applying in missions abroad.

Ensuring that the thousands of passports issued every year are valid and legitimately issued inspired the creation of a pilot partnership among Passport Canada, the Canada Revenue Agency, Statistics Canada and the provinces of Alberta and British Columbia. Known as the National Routing System, this network implemented in 2005–2006 a pilot project of electronic links to verify vital event information. It was so successful that ongoing information sharing is planned.

Passport Canada was also a partner in several global efforts to promote secure international travel by providing travel documents that met, and even anticipated, international standards and expectations.

The Mission Passport Print Solution, a partnership with Foreign Affairs Canada, involved ensuring that all Canadian passports, whether issued in Canada or overseas, were printed in Canada to maintain uniformly high quality and security. I congratulate again the fine team that made this possible.

Many of the initiatives we undertook were part of ongoing efforts to adapt to the increased security expectations and service demands of a post 9/11 society. This drive was accelerated following a report by the Auditor General in April 2005, which identified key areas for improvement and led to the development of an agency-wide Action Plan that focussed on change management, security issues, user fees and service to the public. The framework created to address the Auditor General's recommendations has resulted in many of the year's innovative projects, designed to strengthen Canada's compliance with international regulations, broaden access to passports for Canadians and enhance the corporate skills and program delivery of Passport Canada.

I am proud to have served as CEO of Passport Canada for the past two years and to set the Agency on a new course for the future. Our employees and our management team are proud of and committed to measurable global security, global service and global standards in the provision of high-quality travel documents for Canadians.

Doreen Steidle

PASSPORT CANADA IN SYNOPSIS



Our Mission: our “raison d’être”

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

Our Vision: what we aspire to

Global service, global security and global standards in state-of-the-art identity authentication and travel documents for the benefit of Canada.

Our Values: what defines and drives us

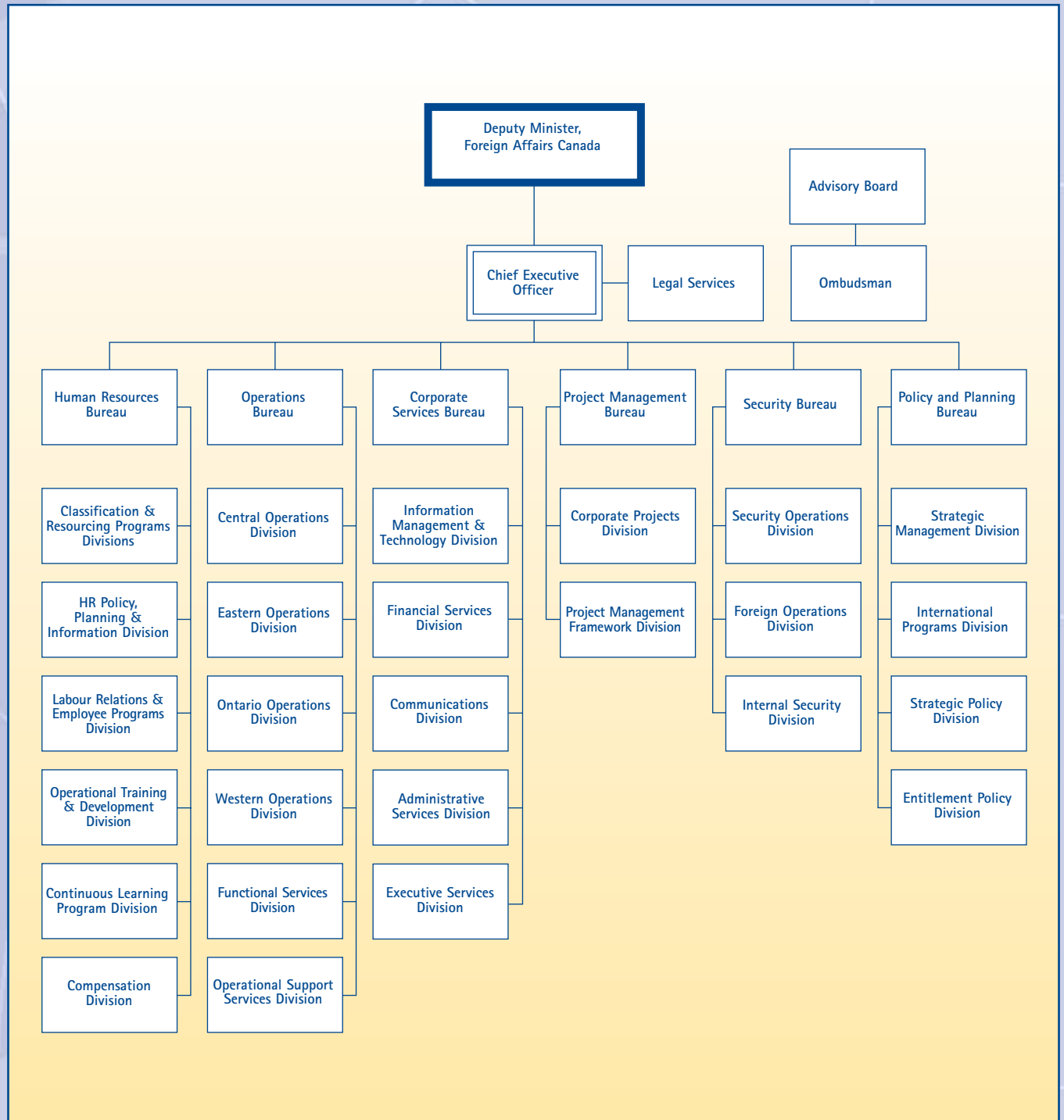
- Excellence
- Respect
- Integrity

Our Structure

Established in 1990 as a Special Operating Agency, Passport Canada receives no Parliamentary appropriations and operates on a self-funding basis, by means of a revolving fund primarily based on the user fees charged to clients. The federal government provides funds only for special initiatives such as establishing the Passport On-line service and increasing security measures for passport eligibility.

The agency is managed by a Chief Executive Officer (CEO), who reports to the Associate Deputy Minister at Foreign Affairs Canada (FAC). The CEO leads an executive committee and the organization is divided into six bureaus, including four regional offices.

PASSPORT CANADA



Chief Executive Officer

The CEO is responsible for establishing a strategic direction for the organization and ensuring that it attains its objectives with respect to operations, finance and human resources.

Operations Bureau

The Operations Bureau provides Canadian travel document services to Canadians living in Canada and the United States and to permanent residents of Canada. It receives and processes applications, produces and issues passports and other travel documents.

Policy and Planning Bureau

The Policy and Planning Bureau deals with all policy-related issues: it develops flexible, consistent and integrated frameworks for policy development and operational planning by the organization.

Security Bureau

The Security Bureau ensures the integrity and effectiveness of the passport issuance process, the security and quality of the passport concept and its compliance with both our eligibility policy and the Government Security Policy.

Corporate Services Bureau

The Corporate Services Bureau provides the national strategic direction that enables Passport Canada to provide its range of communications, financial, administrative and information/technology management programs.

Human Resources Bureau

The Human Resources Bureau provides advice and support to operational and administrative divisions in carrying out their human resources mandates. It is responsible for such areas as human resources planning, labour relations, classification, staffing, pay and professional development.

Project Management Bureau

The Project Management Bureau approves and manages our various major projects. It provides consistency and quality in the delivery of these projects and ensures that they meet the strategic and organizational objectives set.

Our Products

Passport Canada produces eight types of travel documents:

- The *24-page passport* makes up 98% of the documents we issue.
- The *48-page passport* is supplied to individuals (such as business people) who travel more frequently.
- The *diplomatic passport* is provided to Canadian diplomats, senior government officials, diplomatic couriers and private citizens travelling as official delegates to international diplomatic conferences.
- People representing the Government on other official business receive *special passports*. Examples include members of the Privy Council who are not serving in Cabinet, members of Parliament, provincial ministers, and public servants or private citizens attending non-diplomatic conferences.

- If Canadians find themselves stranded abroad, Canadian government offices abroad can supply them with *emergency passports* for continued travel.
- People whom Citizenship and Immigration Canada consider refugees under the 1951 United Nations Convention or who fall under the terms of the *Refugee Protection Act* are eligible to receive *refugee travel documents*. 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.
- We issue *certificates of identity* to permanent residents of Canada who are without nationality or are unable to obtain travel documentation from their country of origin. Also valid for two years and extendible, these documents are endorsed for travel to specific countries on an individual basis.
- For urgent travel, a new *temporary passport* was introduced in 2005–2006. 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

The increasing emphasis on bolstering the security of travel documentation, combined with ongoing efforts to reduce costs, has enhanced the importance of achieving our goals through partnerships. Passport Canada has reaped the benefits of working with partners inside and

outside government in many facets of its operation. Examples of these working relationships and their value will appear throughout this report.

To ensure security and service objectives are met, Passport Canada works closely with:

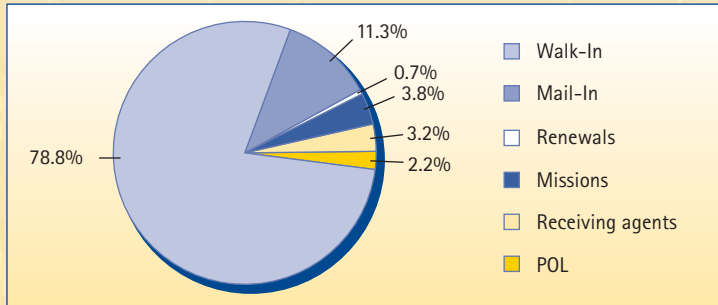
- Provincial and territorial governments, particularly Registrars of Vital Statistics;
- Law enforcement and security agencies, as well as others within Canada and abroad who have an interest in secure identity documents;
- Canada Post and Service Canada;
- The International Civil Aviation Organization (ICAO);
- Other federal departments and agencies; and
- Passport-issuing authorities—in particular those of Australia, New Zealand, the United Kingdom and the United States.

Collaboration with partner organizations allows Passport Canada to both share and benefit from a diverse range of perspectives and expertise, ensuring that we stay current and engaged with developments in secure travel and identity systems, cutting-edge approaches to excellence in customer service, and the best in management and accountability practices.

PERFORMANCE SUMMARY

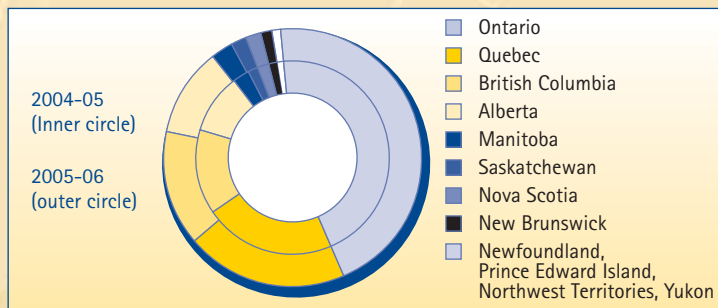


PERCENTAGE OF APPLICATIONS BY BUSINESS CHANNELS 2005-2006



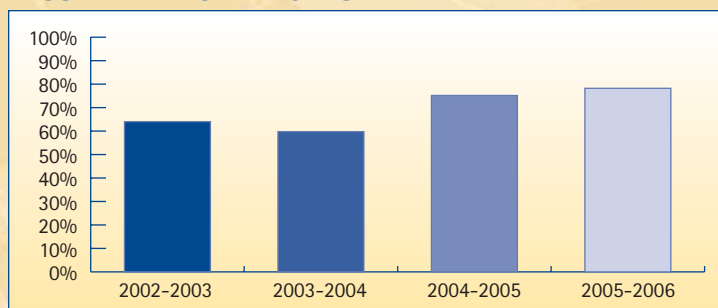
Regional offices issued 78.8% of all applications received through walk-in service, an increase of 2.2 percentage points over last year. Mail-in volume decreased market share by 5.2 percentage points from the previous year. Receiving agent volume increased their market share by 1.1 percentage points. There have been shifts in volumes per business channel since the introduction of Receiving Agents and Renewals.

PERCENTAGE OF ISSUES BY PROVINCE AND TERRITORY COMPARING 2004-05 to 2005-06



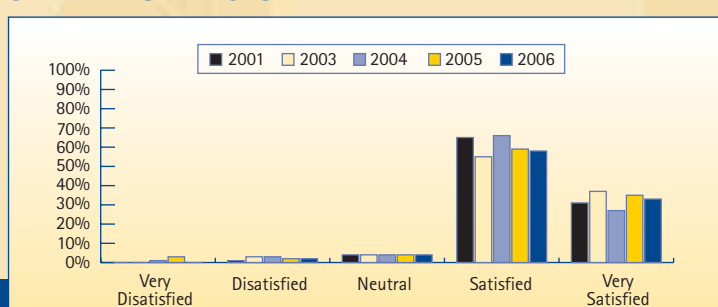
The Ontario region continues to account for a large percentage of volumes, with over 45% of all domestic applications received in 2005-06.

PERCENTAGE OF CLIENTS WAITING LESS THAN 45 MINUTES



In fiscal year 2005-2006, wait times improved 2.7 percentage points over the previous year showing that 77.7% of clients waited less than 45 minutes in 2005-06.

OVERALL SATISFACTION WITH PASSPORT CANADA SERVICES



Overall, more than nine in ten (91%) clients say they are very satisfied (33%) or satisfied (58%) with the service they received from Passport Canada.

Service Channels

We continue to focus on providing our services to clients through every avenue that modern technology offers. Passport-related services are available through application at our regional offices or receiving agents, Passport On-line Internet access, mail-in to our headquarters, and via Members of Parliament.

Canadians across the country can access us by phone at 1-800-567-6868 in both official languages, including a TTY service at 1-866-255-7655, and Internet service is provided through www.passportcanada.gc.ca. Our application forms are also available to the visually impaired in large-print or Braille format.

Our Receiving Agent network, launched in 2002, has considerably broadened Canadians' access to passport services throughout the country, especially in rural, remote and Northern locations. By partnering with Service Canada and Canada Post, we are now able to offer our services through 93 Receiving Agents locations, an increase of 32 locations in 2005–2006. More than 102,000 passport applications were submitted through our Receiving Agents over the fiscal year.

Through Foreign Affairs Canada, we offer passport services to Canadians living or travelling abroad. A project aimed at having

non-emergency passports printed in Canada was successfully launched in 2005. By March 31, 2006, 24,922 24-page passports, 5,840 48-page documents, and 638 temporary passports had been issued through the new system.

The consolidation of our call centres into two locations was finalized in 2005. Hours of service were extended from 9.5 to 13 hours a day, and improvements to the technology used at the centres also added to their accessibility.

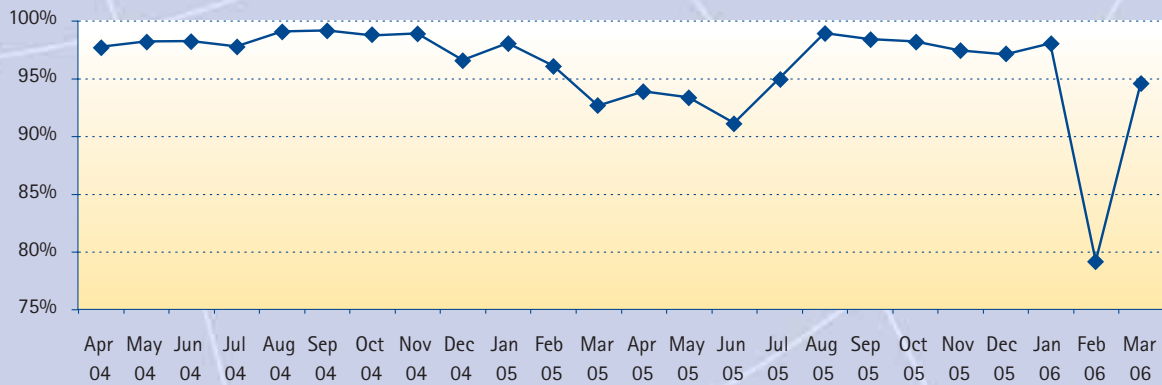
Service Quality

As more and more Canadians apply for passports and the global security environment develops apace, the demands of maintaining service quality while meeting security requirements remain daunting. We are ever mindful, however, of our responsibility to our clients—Canadian citizens, permanent residents, refugees and persons legally staying in Canada and in need of protection.

Service standards have been developed for our activities and can be viewed on our website at www.passportcanada.gc.ca. Volume increases and fiscal restraints made the achievement of these standards a challenge in 2005–2006.

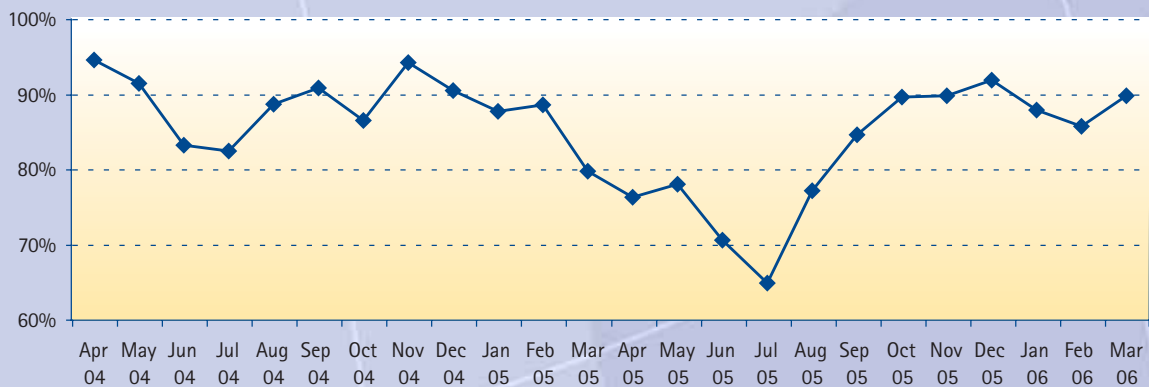
Turnaround time targets for regional offices were met for 94.2% of regular applications, for 98.5% of urgent service requests, and for 99.9% of express service applications. This is due to higher than usual volume in February and March and the transfer of some mail-in applications to regional offices.

PERCENTAGE OF IN-PERSON SERVICES TURNAROUND WITHIN 10 DAYS



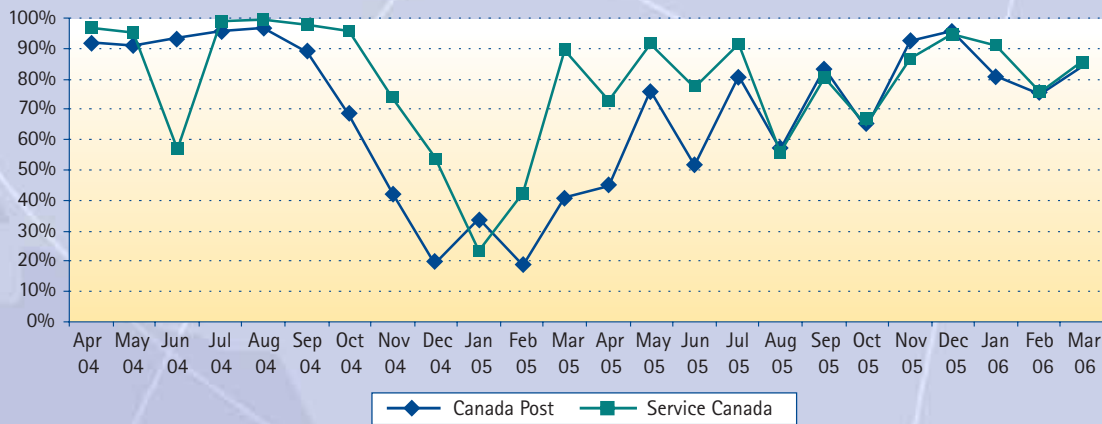
Mail-in service standards were met in 82.4% of cases during 2005–2006. This was largely due to incomplete applications received from Canadians living in the United States, which were not previously included in this standard. A streamlined process for handling mail-in applications implemented in September 2005 is favourably influencing productivity.

PERCENTAGE OF MAIL SERVICES TURNAROUND WITHIN 20 DAYS



Receiving Agent volume increased 79% from 2004–05. Despite this major growth, the turnaround time targets for applications received through Canada Post Receiving Agents were achieved for 74.9% of applications and for applications received from Service Canada Receiving Agents, targets were met in 81.9% of cases.

TURNAROUND TIME - RECEIVING AGENTS

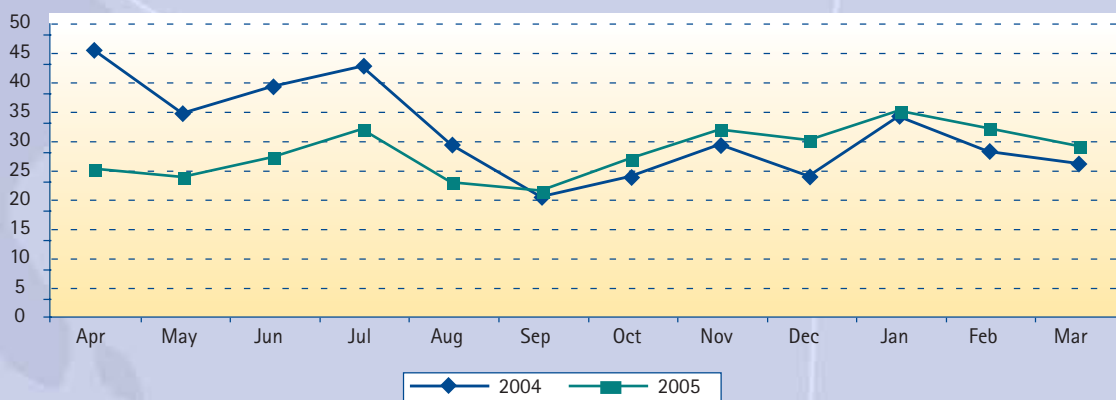


Starting in 2004–2005, we offered qualified applicants the option of renewing their passport through a simplified mail-in process as a pilot project. Service standards for renewal applications were met 99.3% of the time. The new approach has been warmly received by our clients, and in 2005–2006 the pilot was broadened to more than 87,000 invitations for renewal. We look forward to being able to offer this expeditious process to all qualified clients when the project is completed.

Wait Times

Wait times improved 2.7 percentage points over the previous year, showing that 77.7% of clients waited less than 45 minutes in 2005–06.

AVERAGE WAIT TIMES IN MINUTES

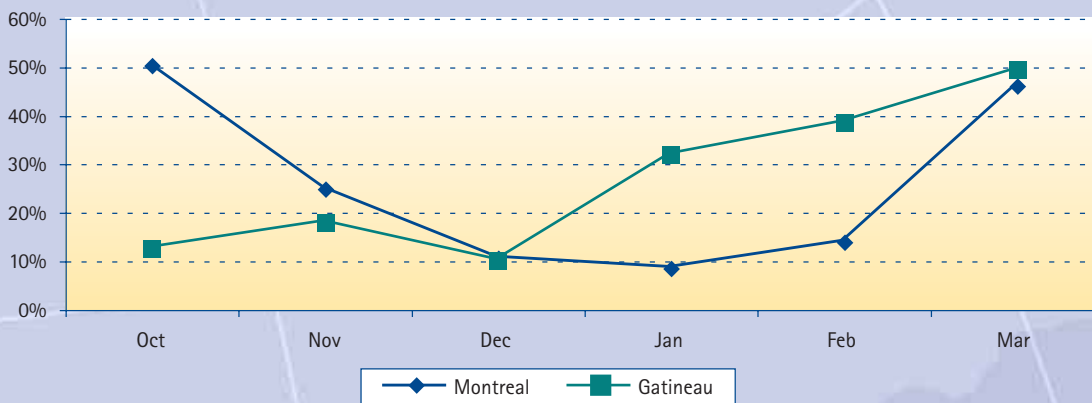


Wait times improved due to the increased use of Receiving Agents, and the expansion of the initiative to inform the public of wait times on-line to include Vancouver, Surrey, and Richmond.

Call Centre Performance

In 2005–06 we undertook the Call Centre Service Standard Study to establish service standards and enhance performance measures for our call centres. These measures will be implemented as of April 1, 2006. For cost effectiveness and efficiency, the project to consolidate four call centres into two was finalized. The hours of service were extended from 9.5 hours to 13 hours a day, Monday to Friday from 7:30 a.m. to 8:15 pm ET, across Canada and the continental USA. System reliability was enhanced as servers were replaced, the voice-operated response system was upgraded and port capacity was increased in the Montréal and Gatineau call centres. Response to enquiries received through the Web site concerning the status of applications was improved in that responses are now made by phone as well as by e-mail.

PERCENTAGE OF CALLS ANSWERED BY AN AGENT WITHIN 5 MINUTES



Note: Data for earlier months in 2005-06 is not available

Correspondence

The Correspondence Unit assists with responses to enquiries of many types: letters and e-mails directed to the agency's Chief Executive Officer, the Minister of Foreign Affairs Canada, to headquarters and regional office staff, or

forwarded by the Agency's ombudsman. In 2005–2006 it handled a total of 42,427 enquiries, of which 38,384 were in English and 4,043 were in French. Service standards for responding to e-mails were met in 97% of cases, and turnaround times for letters to Passport Canada were achieved in 88% of cases.

Type of Correspondence	Standard Response Time	Achievement Rate
INFOPASS (e-mails)	2 business days	97%
Letters addressed to Passport Canada	25 business days	88%
Letters addressed to the Minister from the general public	25 business days	73%
Letters addressed to the Minister from Members of Parliament and other dignitaries	15 business days	49%

Client Satisfaction

The 2006 National Client Satisfaction Survey (NCSS) was conducted by the Environics Research Group from April 1 to June 10, 2006. The survey was based on telephone interviews with a representative sample of 1,321 Canadians who applied for a passport between January and April 2006. The 2006 NCSS questionnaire was redesigned from the questionnaire used in previous years to sharpen the focus of the research and address new issues such as service channel preference.

Main findings from the survey are:

- Overall, more than nine in ten (91%) clients say they are very satisfied (33%) or satisfied (58%) with the service they received from Passport Canada. This is a minor decrease from last year's survey, where 94% of clients

reported some level of satisfaction; the difference could be explained by the new questionnaire and new methodology.

- Clients give very high ratings to the service they received from staff who served them when submitting their passport application in person. In all cases, close to half or more gave ratings of "very satisfied," with no more than three percent indicating clear dissatisfaction.
- Clients are most likely to consider very important the design of passports to avoid forgery (58%), followed by the ease of access to services in person (40%), the number of years that passports are valid (36%), an understanding of their particular needs (32%), the time it takes to produce a passport (32%), and the ease of access by telephone (27%).

Fraud Detection

The security and integrity of the passport are paramount to achieving international acceptance and facilitating travel for Canadian passport holders. Passport officers are trained to identify

fraudulent documents and suspect passport applications. Passport Canada has processes in place to ensure the security and quality of the passport and compliance with the *Canadian Passport Order*.

Fraud Detection in 2005–2006:

- 245 individuals were subject to action under sections 9 and 10 of the *Canadian Passport Order* (passport fraud, abuse or criminality)
- 80 investigations were concluded, of which
 - In 63 cases, while there was enough information to believe that the applicant acted in such a way to begin an investigation to refuse or revoke the passport, either there was insufficient evidence to proceed or the passport expired before the conclusion of the investigation.
 - 7 cases were determined to be unfounded as an investigation.
 - 10 cases were forwarded to adjudication for recommendation of revocation and/or refusal, and a period of withheld service.
- The recommendations forwarded to adjudication resulted in the following outcomes:
 - 11 passports were revoked*
 - 3 applications for passport services were refused

The average period of withheld service was 4.95 years.

* Note that 1 adjudication may have involved the refusal/revocation of multiple passports.



THE YEAR IN REVIEW

Our Operating Environment

In the post-9/11 environment, we have undergone a rapid and significant transformation from a service-based organization issuing travel documents to a security-driven organization involved in identity confirmation and international safety measures. The passport document itself has evolved, becoming a key signifier of identity and a basic requirement of participation in the global marketplace. Passports have become a primary asset for Canada and Canadians. They provide proof of identity and citizenship, offer evidence in support of entitlement to all manner of government services and benefits, facilitate international travel and commerce, support global cooperation in anti-terrorism efforts and contribute to international and domestic security.

Passport Canada was created with a focus on service delivery. However, there is increasing pressure to evolve in response to the world situation, while at the same time focussing on core services to clients. Fiscal year 2005-2006 saw a major growth in application volume of 15 %, partly attributed to the early announcement of the upcoming US passport requirement. We will continue to monitor the external environment for political and/or social occurrences that will have an impact on our business—an approach that is essential if we are to respond strategically and prepare to meet possible changes in demand.

We maintain a commitment to ensuring that Canadian passports remain internationally respected and that we manage the Canadian passport program in a way that is sensitive to

both the security and service needs of Canadians. This commitment has led to significant accomplishments over the last year; we have strengthened security functions and made numerous service improvements.

The Western Hemisphere Travel Initiative

As part of its enhanced security regime, the US Congress adopted new legislation known as the *Intelligence Reform and Terrorism Prevention Act of 2004*. Under the legislation, all travellers from Western Hemisphere countries, including US citizens and those living in the Americas, will be required to have a passport or an approved travel document to enter the US. On April 5, 2005, the US government announced the implementation of the Western Hemisphere Travel Initiative (WHTI). Under this policy, Canadians arriving in the United States by air will require a passport as of January 8, 2007, while those arriving by land or sea will require a passport as of June 1, 2009 at the latest.

We were a key partner in the development of a Canadian position on the WHTI and played a central role in the development of a Canada-US paper outlining standards and best practices for cross-border travel documents.

We have taken a number of initiatives in anticipation of the passport requirement, and are confident we will be able to meet the increase in demand while maintaining our security standards. We will continue to monitor the volume levels, and if needed, will make the necessary changes to ensure that service standards continue to be met.

Worldwide Passport Quality

Passport Canada has eliminated the variations between passports issued in Canada and those issued overseas by repatriating the printing of all regular, special and diplomatic passports from missions. Canadians now receive the same high-quality document wherever they apply. For urgent travel, a new ICAO compliant, temporary passport was developed and introduced to reduce risk and ensure that all Canadians travel with machine-readable passports.

Except for emergency passports, all documents now provide the latest in enhanced security features and are machine-readable. We are able to offer equal service to all Canadians and ease their travel with identification of the highest standard.

Auditor General's Report

While Passport Canada has regularly reassessed and reconsidered its products and business practices over a number of years, the Report of the Auditor General in April 2005 provided a clear focus and additional impetus to evolve and improve. The audit captured the essence of the difficulties we have faced in coping with burgeoning demand and rising costs. It produced findings in several important areas, including the need for more effective management, our central role in security and identification and the importance of service to the public. In response to the audit, we prepared a comprehensive Action Plan to address the Auditor General's findings and to act as a framework for the ongoing evolution of the Canadian passport program. The actions taken in 2005–2006 are described in more detail on page 25, and the complete plan is accessible at www.passportcanada.gc.ca.

Public Service Modernization

We have continued to implement the recently introduced *Public Service Modernization Act* (PSMA). We established a steering committee, reporting to the Executive Committee, to oversee the establishment of a modern and effective human resources management framework. The new committee's members include national and regional managers, union stewards and human resources personnel. Working groups have also been set up to move the implementation forward. Through their efforts, a number of policies have been developed to reflect the new *Public Service Employment Act*; for example, clear levels of delegation that support management accountability have been established.

Human resources specialists took part in workshops during 2005–2006 to update their knowledge. Guides for both managers and employees were developed and distributed. A number of managers and employees attended training sessions to heighten their awareness of the new legislation.

Pressures of Volume

Once again, the number of applications received this year has eclipsed the volume of the previous year. Fiscal year 2005–2006 saw a major growth in volume of 16.15%, partly due to clients' desire to meet WHTI requirements.

We have taken several measures to improve efficiency in response to volume pressures. After reviewing the process used for mail-in applications, we standardized and streamlined the system, which improved our productivity.

A similar review is underway of the processing of applications in our walk-in offices. Files are now transferred between mail-in and regional offices to maximize capacity and ensure that we meet turnaround times. These and similar changes form part of an ongoing effort to meet clients' needs.

Communications

Passport Canada's Internet site proved to be a popular source of information for our clients during 2005–2006; it attracted over 4,650,000 visitors during the year.

A range of passport-related issues was raised in the media. The bulk of media coverage throughout the year stemmed from the proposed new U.S. passport requirement, the common theme being its predicted negative impact on the economy and tourism on both sides of the border.

The issue of passport validity and passport costs also made a few appearances in the media towards the end of the year. Other topics covered this year were cases of denied passport applications, country of birth listed in the passport and biometric technology. There were also articles featuring Passport On-line, Passport Canada's name policy and children's passport policy.

International Partnerships

We are responsible for supporting Canada's leadership in developing and implementing international standards for travel documents, doing so in partnership with multinational organizations such as the International Civil Aviation Organization (ICAO), the International Organization for Standardization (ISO), the G8, the Organisation for Economic Co-operation and Development, the Organization for Security and Co-operation in Europe and the Asia-Pacific Economic Cooperation.

The Five Nations Group

We continue to maintain an international Web site for members of the group of Five Nations, who meet at least once annually on a reciprocal basis. This year, the Five Nations group met in Perth, Australia, in May 2005; discussions focussed on areas of common concern such as the on-going development of e-passports and enhanced identity confirmation. There are currently 85 registered users to the Five Nations Web site.

International Civil Aviation Organization (ICAO)

On July 11, 2005, ICAO announced that the machine-readable passport (MRP) is effectively the worldwide standard—accepted by the 188 Contracting States, including Canada. For states not yet issuing MRPs because of a lack of technical know-how or financial resources, ICAO has devised a plan of action called the Universal Implementation of Machine Readable Travel Documents. We participated in a number of ICAO conferences and working group meetings that, in addition to advancing the action plan, emphasized the integrity and security of travel documents and their use by states in protecting their borders. These included attendance at an ICAO Request for Information exercise held in Geneva. The event, attended by passport agencies and border authorities from around the world, showcased 26 submissions from vendors and manufacturing experts dealing with enhanced identity technology solutions—from registration to secure document issuance.

International Organization for Standardisation (ISO)

We also maintained our participation within the ISO, hosting a number of working group meetings. For example, the group studying machine-readable passports met in Ottawa May 9–12, 2005 with 54 participants representing 15 countries. In further task force meetings, technical experts on security measures and government policy experts continued to discuss how to implement e-passports and work together more effectively.

The G8

We represented Canada on the Lyon-Roma Anti-Crime and Terrorism Group of the G8. In addition, we joined the Canada Border Services Agency (CBSA) and Citizenship and Immigration Canada (CIC) on the Canadian delegation for the Migration Experts Sub-Group. One of the critical topics under discussion was how to quickly and accurately report missing passports to a centralized database that border authorities could use in their fight against terrorism.

Asia-Pacific Economic Cooperation (APEC)

The Asia-Pacific Economic Cooperation continued its efforts to assist its member states in increasing border security while maintaining travellers' ease of movement. We provided input to its discussions of lost and stolen passport data, the Regional Movement Alert List (RMAL) pilot project and the multilateral framework for the RMAL.

Capacity Building and Tours to Passport Canada

By sharing best practices and other information with other passport-issuing countries, we can help enhance the quality of travel documentation everywhere. We continued to support international capacity building by helping states to develop their machine-readable travel document programs. Representatives from Brazil, Russia, Trinidad and Tobago, and the US visited Passport Canada and received tours of our operations in the National Capital Region.



PROGRESS ON PRIORITIES

Our mission establishes the foundation for our strategic priorities, which are also developed in response to achievements from the previous planning cycle and in recognition of new challenges emerging in our operating environment. To support business planning over the 2005–2008 period, we have developed a set of overarching, action-oriented strategic priorities: strengthening compliance, broadening access and continuing corporate improvement.

Strengthening Compliance

Canadian passports must be designed, issued, and managed in accordance with international requirements, expectations and developments for travel documents. Following this priority, we work on improving Canadian travel documents and the integrity of the entitlement process. While strengthening compliance means focusing on security requirements, it also improves our customer service by refining the passport itself. Our focus in 2005–2006 was on increasing collaboration with other jurisdictions through partnership and on improving fraud prevention and detection.

The Mission Passport Print Solution—Partnership with Foreign Affairs Canada

This project eliminated the disparity between passports issued in Canada and those issued overseas by returning to Canada the printing of all regular, special and diplomatic passports that

was being done in missions abroad. In addition, a new, temporary passport was developed and introduced for urgent travel as part of the project. By having all passports produced in Canada, we can now ensure that each one is issued with the same high standard of quality and security. A Departmental Merit Award was presented to the team for its outstanding achievement in completing this complex project.

E-Passports—an International Partnership

The e-passport is the new international standard in travel documents. It contains an embedded electronic chip with the bearer's biography and photograph, making forgery or tampering much more difficult. We are working towards the introduction of e-passports in 2007; the planning and design phases of this project were completed in 2005–2006. Our current focus is on making modifications to our production system that would support the production of this new document as well as update our processes generally.

Collaborating with other countries in planning an interoperable and ICAO-compliant solution to e-passport implementation has been a valuable learning experience. We are conducting numerous exchanges at the international level with our counterparts and the project team is involved in various meetings and working groups on biometrics.

Facial Recognition Software

Using advanced computerized recognition techniques, this software identifies people by their unique facial features; it has proven to be both viable and effective. By allowing us to compare applicant photographs against stored images in our own database, it would provide an effective tool for screening new and renewing applicants. The software will reduce the potential for multiple identities and other types of passport fraud.

In 2005–2006, the planning and design phases of this project were completed. We also visited other users of the system in Canada and abroad and have drawn on their experience.

The National Routing System – a Federal and Provincial Partnership

The National Routing System (NRS) is a national network of electronic links that will make it possible to validate the information needed to authenticate citizenship and identity, as well as generating savings for many government programs. In partnership with the Alberta and British Columbia governments, Public Works and Government Services/Secure Channel, the Canada Revenue Agency and Statistics Canada, we initiated a pilot linkage in 2005–2006 to verify birth certificates. For Passport Canada, we were able to validate over 14,000 birth certificates issued by the two participating provinces and used by applicants as proof of their citizenship. The success of the pilot was also the demonstration that five diverse departments and agencies with different cultures, standards and requirements can work cooperatively towards a common goal. The partners have agreed to continue the exchange of vital events information.

Case Management System

We are working towards the installation of a new system for handling more complicated security cases. By storing data centrally, it should improve our analysis of and response to cases of fraud in travel documentation. Improving our case management will also enable better information-sharing with our domestic partners and international counterparts, resulting in faster turn-around times for investigations.

Correctional Services Canada

Over the past year, we have worked closely with Correctional Services Canada (CSC) to establish a secure electronic linkage for daily information-sharing and the project is now successfully completed. The link with CSC will help us identify cases where passports should be refused or revoked because individuals are forbidden to leave Canada due to imprisonment or under their terms of release.

Citizenship and Immigration Canada

In cooperation with Citizenship and Immigration Canada (CIC), a secure e-mail transfer was established that allows letters concerning the denouncement and revocation of Canadian citizenship to be sent to Passport Canada in a timely manner.

Royal Canadian Mounted Police

A Memorandum of Understanding (MOU) was signed with the Royal Canadian Mounted Police (RCMP) that will enhance our information exchange about criminal investigations and prosecutions of passport-related offences, investigations of unlawful activity, and threat and

risk assessments. As part of this agreement, the RCMP also provides training to our employees across Canada on how to detect fraudulent documents. By the end of 2005, three Fraud Awareness training sessions had been conducted, and at least one employee was trained in each office. The training was then expanded to reach all passport officers. We also made well-received presentations on our mandate and operations to RCMP trainees.

Missing Children Program

We continued our participation in the Our Missing Children working group along with our federal partners, Foreign Affairs Canada, the Canadian Border Services Agency (CBSA), the RCMP and Justice Canada. We were also invited to speak on Passport Canada policies and activities, especially as they pertain to children, at the Annual "Missing Children Resources in the Capital" conference held in Ottawa hosted by our program partners. This conference was attended by representatives from other government agencies, law enforcement agencies, non-government organizations and various interested groups working in the field of missing and exploited children nationally and internationally.

Other Security-Related Partnership Activities

Security was the subject of Five Nations Group meetings we attended in Perth, Australia, and in Wellington, New Zealand, where a working group discussed anti-fraud measures. We also joined our partners on the Regional Conference on Migration at a workshop to deliver a presentation on our operating software, IRIS, and upcoming security projects. We participated in a Document Integrity

Working Group led by CBSA and in another group developing administrative investigations guidelines, led by the Treasury Board Secretariat.

Identity Policy

We have developed a proposed National Identity Policy Framework in consultation with the Federal/Provincial/Territorial (FPT) Council on Identity and several interested federal departments. The Council was created after federal and provincial ministers agreed that current Canadian identity policies require review and that new approaches to identity should be considered.

Passport Canada's strategic orientation is toward greater focus on the role of passports as fundamental identity documents. In keeping with this, we have been a key player in developing the Policy Framework and building support for it at the federal level.

In 2005-2006, we resumed our efforts in the area of identity management principally by supporting the Council on Identity activities. In conjunction with FPT partners, we made progress on several elements of the proposed Framework, including standards. At the federal level, these efforts have led to the creation of an interdepartmental working group on identity management. This working group, which has growing representation from federal departments and agencies, is tasked with further developing the work initiated by the Council. It will examine the rationale for a Canadian identity management framework that would guide identity management practices within federal organizations. We have actively supported the work of this group, in particular by crafting a high-level discussion paper designed to generate consensus among departments and agencies on approaches to identity management.

Broadening Access

Our second strategic priority, broadening access, means ensuring that Canadians can obtain our services a variety of ways. Tackling this priority means increasing the flexibility of our approach, focusing on our clients' needs and preferences, and more effectively dealing with fluctuations in demand for documents and information. Along with enhancing client service, this will also help us cope with the cost-related pressures associated with increased demand and higher volumes. Activities in 2005–2006 were oriented towards adding more service outlets, reducing wait and turnaround times and reducing operating costs.

An Enhanced Receiving Agent Network

In 2005–2006, over 102,000 passport applications were submitted through the Receiving Agents hosted by our partners in this network, Canada Post Corporation and Service Canada. This was a significant increase from the 57,000 applications received in 2004–2005. To cope with this volume, we added 32 new Service Canada Receiving Agent locations in 2005 to achieve a year-end total of 93 Receiving Agents in 10 provinces and 3 territories. The system is working very well, with a very low error rate and high client satisfaction.

Easier Passport Renewal

We tested an approach last year whereby qualified individuals were invited to renew their passports through a simplified application process. Our goals were to both improve client convenience and increase our processing efficiency. The successful launching of the Renewals Pilot Project led us to Phase 2 in 2005–2006, where 87,954 Canadians were invited to renew their passports;

22,864 applications for renewals were received, resulting in the issuance of 22,617 passports. We are now assessing all the impacts of this program, both on a strategic level and in terms of our operations and the capacity of the organization, in order to extend it to all passport holders.

Passport On-line

A priority service queue was established for applications submitted using the Passport On-line (POL) process, which gives applicants faster access to a passport officer. By the end of the year, 71,917 POL applications had been processed through the service. With the burgeoning popularity of Internet usage in Canada, this approach is expected to attract more and more clients.

Assisting Members of Parliament

A new edition of the Passport Canada Guide for Members of Parliament was published in 2005–2006. The Guide enables them to quickly and accurately answer their constituents' questions on all aspects of our services.

Continuing Corporate Improvement

Continuing corporate improvement means constantly evaluating and reassessing our business practices and operations to make them better. This strategic priority recognizes and addresses the need for a solid foundation on which to build our security and service efforts, and a corporate framework that supports our efforts to minimize or reduce our operating costs. Activities in 2005–2006 were oriented towards minimizing cost, refining our approach to business and improving human resources practices.

Human Resources Action Plan

The plan has been updated in light of the implementation of the PSMA; it now includes the establishment of union-management committees in all regions and the creation of an informal conflict management approach. Negotiations to arrange sub-delegated staffing authorities have begun, along with the development of all mandatory policies and two optional policies, a PSMA training plan and an orientation program for new employees.

National Review of Operational Positions

Passport Canada conducted a review of operations in 2005–2006. We closely examined the work descriptions of all operational managers, assistant managers and passport officers throughout Canada. The purpose of this exercise was to ensure that these work descriptions accurately reflect the responsibilities of the positions. Both management and employee groups contributed to this exercise.

Enhanced Training for Employees in Consular Missions

Employees in consular missions are responsible for issuing Canadian passports overseas. This includes both Canada-based and locally engaged staff. In 2005–2006 we reviewed the current training module and developed an improved program using a distance-learning approach. PDF modules will be available on the Intranet and participants will be required to complete an online exam.

Activity-Based Management

This project involved introducing activity-based costing—linking the use of resources with the activities, products and services we undertake. Costs have now been established for all products, services and delivery channels. Implementing this approach enables us to determine the precise cost of our products and services. The system also provides a tool to help managers better forecast what resources they will need to cope with expected workload volumes.

Strategic Management Framework

One of several priorities for improvement efforts in management practices was the development of a Strategic Management Framework, to help the organization take a more integrated and horizontal view of its activities. The Framework represents a results-based approach to the management of the Canadian passport program, and it provides a foundation for us to become a more strategic, proactive organization. This new approach will guide our priority setting and help us judge our business performance, thereby improving results for our clients. This is a key achievement and a tangible result of the initiatives we have undertaken in response to the Auditor General's report.

Improvement of the Project Management Framework

Passport Canada has renewed its project governance structure and has formalized related processes. The Framework is intended to provide project managers, project directors and senior management with tools to better achieve their objectives, and will enhance the performance of service delivery through the use of industry-recognized project management methodology and best practices.

RESPONDING TO THE AUDITOR GENERAL'S REPORT



The Canadian passport program continues to experience challenges and pressures because of the evolving role of passports combined with the significant growth in demand for travel documents. The task of verifying identity in support of passport applications is increasingly complex. The cost of providing secure, world-class documents has risen in the wake of more stringent security requirements, while the fees charged for passport products and services have remained unchanged since December 2001.

In a report issued on April 5, 2005, the Auditor General captured the essence of these difficulties, noting that Passport Canada is struggling to meet increasing security expectations and demands for service. In analyzing the report, we noted that the concerns and recommendations covered virtually all dimensions of our business: security, service, management practices, and standards and fees. As these four areas are the basis for the Canadian passport program as a whole, the report underlined the need for us to take a more holistic approach to improvement efforts.

Our commitment to laying a strong and new foundation has led to significant accomplishments since the release of the Auditor General's report. The best is yet to come: in the actions we are taking, we are not only addressing the recommendations, but are positioning Passport Canada to deliver a stronger and better passport program in the years ahead.

The following is a summary of what has been accomplished in 2005–2006 under the Action Plan.

Change Management

We have implemented the following activities to address deficiencies in this area, with the aim of being better able to make strategic business improvement decisions, manage service challenges and projects, and improve our performance reporting.

- A Strategic Management Framework was developed and implemented to integrate strategic and business planning throughout Passport Canada and identify key performance measures. The Framework includes service standards for functions such as e-mail, other correspondence and telephone contacts. It also encompasses the introduction of a series of cost, performance and security indicators.
- A National Workload Management initiative was defined to shift passport application demand between offices and channels to take advantage of areas with more capacity on any given day.
- A revised passport volume forecasting model was implemented.
- A Project Management Bureau was established to assess projects against the criteria found in the previously existing Project Management Framework.
- An activity-based management system was implemented to assist with financial planning.
- A business case process was developed for all projects and initiatives to define projects and their related costs.

- The Human Resources Plan was reviewed and will be modified against emerging priorities.
- A Continuous Improvement Council was introduced to provide advisory oversight on issues of improvement and provide recommendations to the Executive Committee.
- An Integrated Service Strategy and Model was developed to analyze service from the client perspective and will be used to establish service principles upon which to base service improvements.
- The National Routing System (NRS), which will help to authenticate vital event information, is underway.
- Access to the issuance computer system IRIS has been rectified through a cleanup of user accounts and profiles, and an audit process of IRIS user accounts was established.
- Sophisticated encryption software has been installed and provides the secure electronic link to allow us to share information in a secure environment with CSC, CBSA and CIC.

Security and Identification

Passport Canada has implemented the following activities to address deficiencies in this area. The expected outcome is that we will improve our processes surrounding security at all levels of the organization, enhance information-sharing to assist in entitlement decision-making and provide passport officers with all the tools needed to make entitlement decisions.

- Security clearances for those working with the issuance system have been updated.
- An analysis has been undertaken of the clearance requirements for all positions.
- Document Identification Tools, such as magnifying glasses and black-lights, have been distributed to strengthen passport officers' ability to verify the authenticity of identity documentation.
- Training material was developed to accompany the Document Identification Tools.
- Employees received Fraud Awareness training from the RCMP.
- A job aid regarding verifying guarantors has been distributed to Operations staff.
- Negotiation of additional MOUs with partner departments (CSC, Canadian Police Information Centre (CPIC), CBSA, CIC and the RCMP) will expand our authority, ability, systems and resources to populate their system lookout list with current and appropriate data.
- The entry of data from partner departments in Passport Canada's system lookout list allows Entitlement Review Analysts to confirm eligibility of applicants.
- An analysis was undertaken of the process for the application of sections 9 and 10 of the *Canadian Passport Order*.
- A structure has been developed for the treatment and investigation of security files.
- An MOU with the RCMP is being updated to deal with security case investigations.
- A Foreign Operations Division was created within our Security Bureau to liaise with FAC and manage the passport program abroad.
- Passport production was repatriated from missions abroad to Canada.
- A Baseline Report, a primary source of information on all passport-related activities, was undertaken at each issuing mission abroad,

and will provide the information from which mission risk assessments can be produced.

- Consular training was revised to be more in line with passport officer training.
- A risk assessment has been launched to address strategic risk in the area of security.

Introduction of Fees

By implementing the following initiatives, we will be better able to assess our costs; public consultation will be used to assist in decision-making.

- A plan was developed to ensure compliance to all aspects of the new *User Fees Act* (UFA), including the client consultation requirements.
- The Activity Based Management System, which has been established, will result in better information in regards to costing and capacity.

Service to the Public

We are constantly striving to improve service while at the same time maintaining a high level of security. In the area of service to the public, we will undertake the following activities to address identified deficiencies. Additional service standards will be developed and monitored, risks associated with service delivery will be assessed and minimized and the public will be involved in setting reasonable standards for service.

- A review of passport officer rates has been undertaken and will be continually assessed through the Quality Assurance Program.
- A review of the Member of Parliament process has taken place, and procedures to better formalize the process and to reduce risk have been implemented.



TOWARDS THE FUTURE

Like many components of twenty-first century life, the passport business is in transition. Only through repeated self-assessment and adaptation can we deal with the challenges posed by more sophisticated identity theft techniques, more widespread threats to travellers and our own desire to maintain stringent service standards.

We are confident, however, that our new Strategic Management Framework will be the key to Passport Canada's successful advancement through the rest of this decade. The Framework provides a new method for planning: one that will lead to strategic results and will align activities, finance and human resources.

Over the next few years, we will use the Framework to review our current vision and mission, along with our strategic initiatives, to assess whether we are organizationally equipped to take on whatever the future holds. Are our policies in line with the current thinking on security and access issues? Is our technology keeping up with international standards? Are Passport Canada employees adequately trained for the various demands made upon them? Do our business practices meet Canadians' expectations for efficiency and effectiveness?

The Strategic Management Framework will enable us to promote the strategic alignment needed throughout the organization to resolve these issues.

Document integrity—evidence that proof of identity is valid—is a material challenge to our efforts in providing world-class travel documents. Meeting this challenge will remain a focus for this decade as we work with our domestic and international partners to achieve enduring solutions. And this is but one component of a larger security issue the world faces—identity management and authentication. We are determined to be an integral part of Canada's endeavours to develop policies that will safeguard both individual rights and our collective security.

By modernizing our legal framework, our management and our business processes, we will achieve our goals of global security, global service and global standards.

YEAR-END FINANCIAL SITUATION



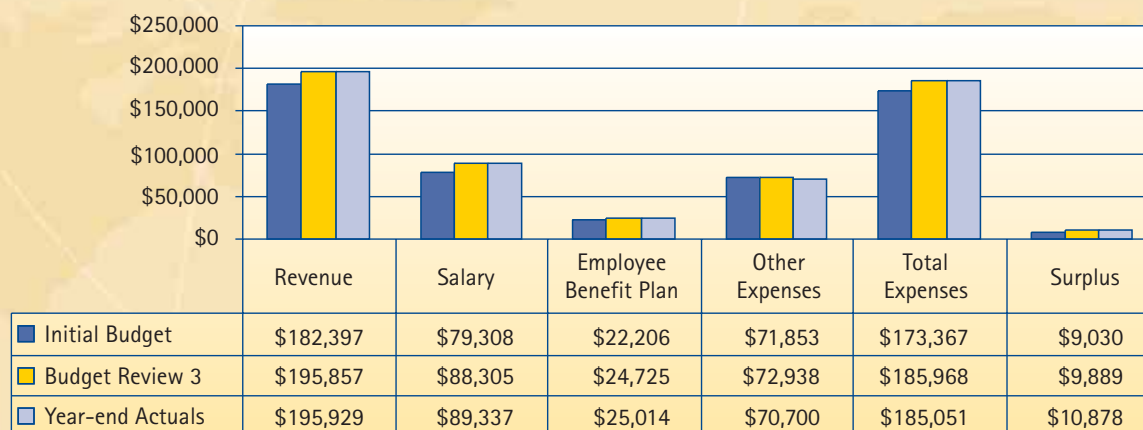
PASSPORT CANADA Year-End Financial Situation Fiscal Year 2005-2006 As at March 31, 2006 *Management Report*

PURPOSE:

Provide Passport Canada Senior Management with a final status report on the 2005-2006 financial situation based on expenditures to March 31, 2006.

Cash Accounting Basis

With the year-end financial information, Passport Canada is reporting total operating expenditures of \$185.1M versus revenues collected of \$195.9M. The net result amounts to a cash surplus of \$10.9M for fiscal year 2005-2006.



The actual year-end revenue came in slightly higher by \$72K, or less than 0.1% more than the forecasted third quarter Budget Review (BR3) approved level of \$195.8M. Meanwhile, in comparing the revised third-quarter budget with the actual operating expenses incurred, Passport Canada underspent its operating budget by \$917K or 0.5%.

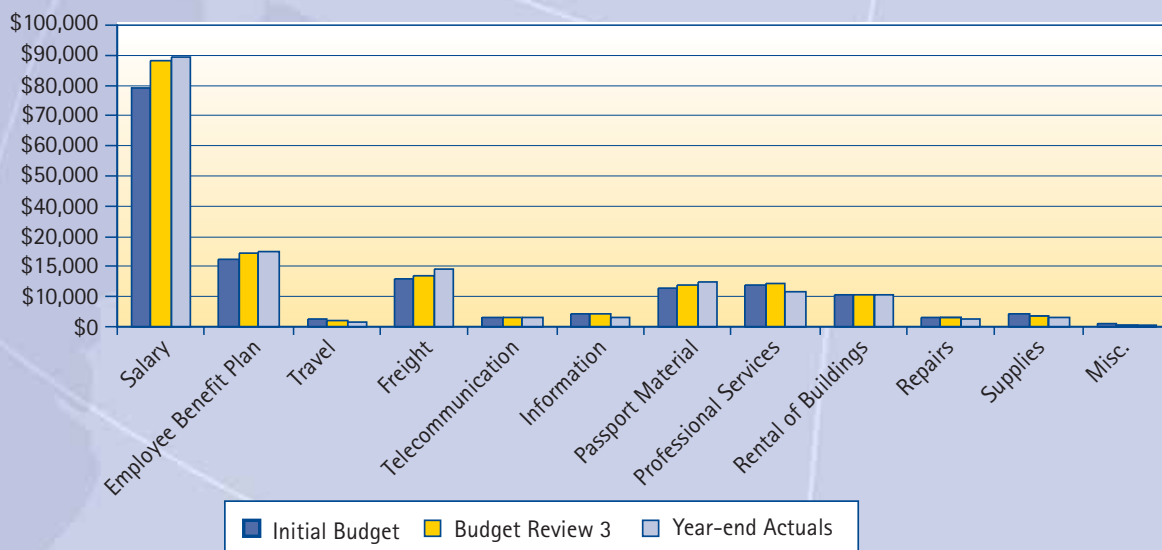
The main sources for the excess expenditures are:

- Freight, express and cartage—\$1.8M
- Passport materials—\$1.5M
- Salaries and employee benefits—\$1.3M

The above operating excess expenditures were offset by budget lapses under:

- Professional and special services—\$2.7M
- Repairs and maintenance—\$0.8M
- Printing, stationary and supplies—\$0.7M
- Information—\$0.6M
- Travel and removal—\$0.4M
- Other—\$0.3M

YEAR-ACTUALS BY GENERAL LEDGER



Accrual Accounting Basis

Taking into consideration the amortization of capital assets for \$12.6M and the provision for employee termination benefits of \$2.2M, Passport Canada is reporting a net loss of \$3.4M on an accrual accounting basis against year-end actual revenues of \$195.9M. In comparison to the original budget plan that called for a net loss of \$5.0M, the year-end result in effect reduces the net loss by \$1.6M.

REVENUES

At the end of fiscal year 2005–2006, the revenue component of Passport Canada totalled \$195.9M. This amount represents an increase of \$13.5M or 7.4% over what was originally foreseen at the start of the fiscal year, and \$28.7M or 17.2 % above the revenue numbers reported for the previous fiscal year.

This significant increase in revenue was due to an increase in application volume. Passport Canada reports having treated 3,084,737 applications in fiscal year 2005–2006, representing an increase of 406,289 applications or 15.2 % over 2004–2005.

The revenue composition is mainly made up of fees earned. The remaining portion relates to miscellaneous revenue and represents less than 0.3% of total revenue. The revenue distribution as of March 31, 2006 reads as follows:

PASSPORT CANADA REVENUE DISTRIBUTION

Revenue Type	Amount (\$,000)
Travel Documents *	183,848
Urgent Services	1,619
Express Services	7,227
Pick-up Services	2,343
Service Request	397
Miscellaneous	495
Total Revenues	195,929

* Includes \$7.953M related to Missions.

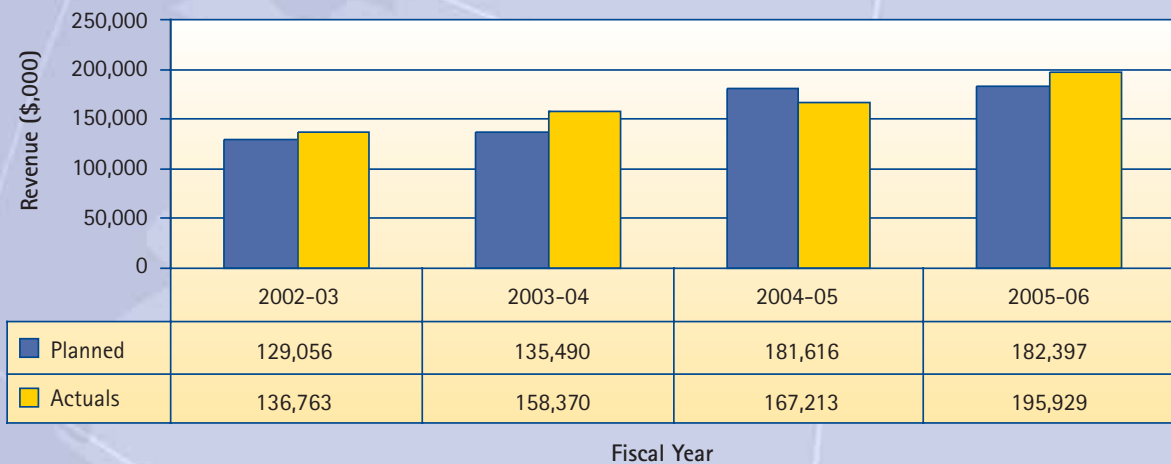
The revenue calculation is based on a percentage breakdown of the Canadian population that requested a passport in fiscal year 2005–2006.

PASSPORT CANADA FEE AGE CRITERIA

Criteria	%
Less than 3 years of age	3.5
3 to 15 years of age	13.2
16 years of age and over	83.3
	100.0

The following graph provides an indication of the revenue trend since fiscal year 2002–2003:

PASSPORT REVENUE TREND



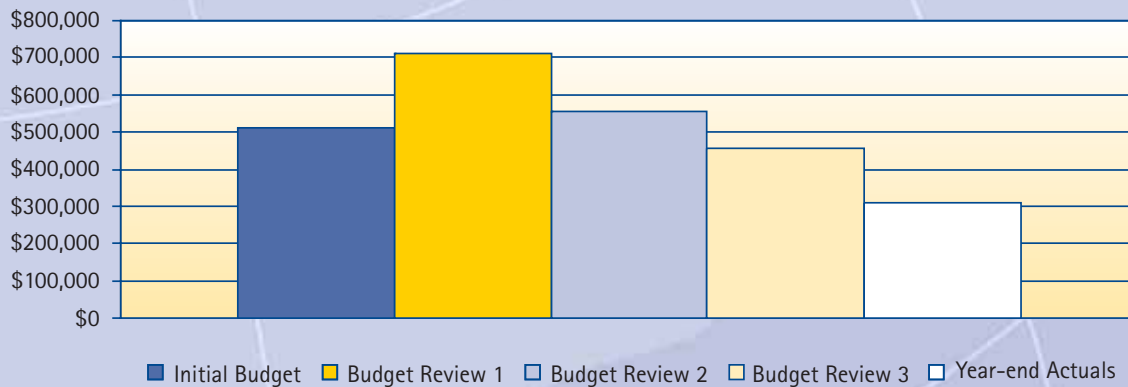
CAPITAL PROJECTS

In fiscal year 2005–2006, Passport Canada managed a large number of capital projects to help support its infrastructure and to address recommendations made in the report of the Office of the Auditor General (OAG). The funds required to support the capital projects originated from fees earned and from additional funding in the amount of \$9.0M received from Treasury Board (TB).

The original Passport Canada capital plan, at the beginning of 2005–2006, was allocated \$5.1M to carry out various capital projects, mostly in support of discretionary projects such as IT infrastructure improvements and capacity projects, for example the relocation of the Kitchener office. As the year progressed, additional funding was approved to sustain projects already being worked on and new ones in their initial stages of development.

The initial capital budget was revised through various budget reviews and the final budget revision stood at \$4.6M. As of March 31, 2006, Passport Canada capital project expenditures totalled \$3.1M, which is \$2.0M less than what was originally planned for at the start of 2005–2006. The following graph provides the budget trend in fiscal year 2005–2006 for capital projects funded by Passport Canada.

CAPITAL PROJECT BUDGETS VS ACTUALS

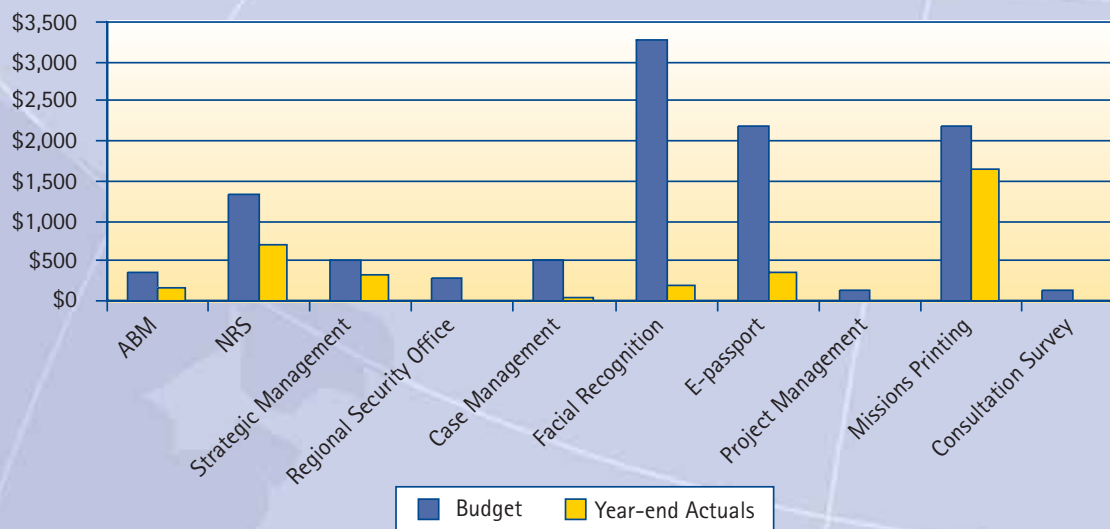


The Passport Canada project funding was topped up during the last quarter of the year with \$9M received from the TB Management Reserve to support initiatives that would provide additional assistance to Passport Canada. The TB funding was to serve in resolving problems raised by the OAG and to be in line with the National Security Policy requirements. Due to the fact that the funding was only received in the latter part of the fiscal year, only \$1.7M was spent. The National Routing System (NRS) project reports having spent almost 40% of that amount.

In addition, Passport Canada spent \$1.6M for the Mission Passport Print Solution project against separate TB funding received in previous years.

The following graph shows the 2005-2006 Treasury Board Capital Funding by project versus actual expenditures.

TREASURY BOARD CAPITAL FUNDING (\$,000)



FINANCIAL STATEMENTS



Passport Canada Revolving Fund Management Report

The accompanying financial statements of the Passport Canada Revolving Fund for 2005–2006 have been prepared 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 in accordance with the significant accounting principles for revolving funds of the Government of Canada on a basis consistent with that of the preceding year, as set out in Note 2 of the statements. Some previous year's figures have been reclassified to conform to the current year's presentation.

The primary responsibility for the integrity and objectivity of the data in these financial statements rests with the management of the Fund. Some of the information included in these financial statements is based on management's best estimates and judgements with due consideration given to materiality. To fulfil its accounting and reporting responsibilities, the Fund maintains a set of accounts that provide a centralized record of the Fund's financial transactions. Financial information contained in the ministerial statements and elsewhere in the *Public Accounts of Canada* is consistent with that in these financial statements, unless indicated otherwise.

The 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 controls which give due consideration to costs, benefits and risks. They 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.

These financial statements were presented 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

Doreen Steidle
Chief Executive Officer
Passport Canada

Signed on June 2, 2006

AUDITORS' REPORT TO THE ASSISTANT DEPUTY MINISTER, CORPORATE SERVICES, FOREIGN AFFAIRS CANADA

We have audited the statement of financial position of the Passport Canada Revolving Fund as at March 31, 2006, and the statements of operations and net assets 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 Revolving Funds Act. 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 as at March 31, 2006, and the results of its operations and its cash flows for the year then ended in accordance with the accounting principles 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 Passport Office Revolving Fund and the Treasury Board of Canada Secretariat for reporting on the use of the Fund authority. 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.

The comparative figures for March 31, 2005, were reported on by another firm of chartered accountants.

Chartered Accountants

KPMG LLP

Ottawa, Canada
May 26, 2006

Passport Canada Revolving Fund

Statement of financial position

As of March 31, 2006
(In thousands of dollars)

	2006	2005
Assets:		
Current:		
Accounts receivable:		
Government of Canada	\$ 2,173	\$ 4,109
Outside parties	592	762
Inventories	5,184	4,084
Prepaid expenses	1,314	1,509
	9,263	10,464
Long-term:		
Capital assets (Note 3)		
At cost	110,997	109,769
Less accumulated amortization	72,769	65,533
	38,228	44,236
	\$ 47,491	\$ 54,700
Liabilities:		
Current:		
Accounts payable and accrued liabilities:		
Government of Canada	\$ 1,759	\$ 6,150
Outside parties:		
Accounts payable	9,943	8,019
Vacation pay	2,940	2,627
Contractors' holdbacks	214	90
Current portion of the provision for employee termination benefits	323	226
	15,179	17,112
Long-term:		
Provision for employee termination benefits	12,459	10,913
	12,459	10,913
Net Assets (Note 4)	19,853	26,675
Commitments (Note 5)		
	\$ 47,491	\$ 54,700

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

Passport Canada Revolving Fund

Statement of Operations and Net Assets

For the year ended March 31, 2006

(In thousands of dollars)

	2006	2005
Revenues:		
Fees earned	\$ 195,434	\$ 166,843
Miscellaneous revenues	495	370
	195,929	167,213
Cost of goods sold		
Passport materials	15,033	12,107
Gross profit	180,896	155,106
Operating expenses:		
Salaries and employee benefits	133,744	92,687
Provision for employee termination benefits	2,250	1,783
Freight, express and cartage	17,931	13,559
Amortization of capital assets	12,613	11,091
Accommodation	10,438	9,875
Professional and special services	7,118	8,456
Passport operations at missions abroad (Note 6)	4,447	4,447
Information	3,450	1,920
Telecommunications	3,309	2,394
Printing, stationery and supplies	3,140	2,823
Repair and maintenance	2,630	2,679
Travel and removal	1,747	1,565
Postal services and postage	998	1,370
Rentals	341	302
Miscellaneous expenses	166	425
	184,322	155,376
Net results before extraordinary items	(3,426)	(270)
Gain on loan forgiveness (Note 7)	-	4,477
Net Results	\$ (3,426)	\$ 4,207
Net Assets beginning of the year	26,675	16,858
Net change in the accumulated net charge against the Fund's authority	(13,662)	3,380
Contributed capital	10,266	2,230
Net Assets, end of year (Note 4)	\$ 19,853	\$ 26,675

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

Passport Canada Revolving Fund

Statement of Cash Flows

For the year ended March 31, 2006
(In thousands of dollars)

	2006	2005
Operating activities:		
Net results	\$ (3,426)	\$ 4,207
Add		
Provision for employee termination benefits	1,643	1,410
Amortization of capital assets	12,613	11,091
Loss on disposal of capital assets	48	-
	10,878	16,708
Changes in current assets and liabilities (Note 8)	(829)	(1,010)
	10,049	15,698
Investing activities		
Capital assets acquired	(6,653)	(16,831)
Financing activities		
Repayment of loan payable	-	(4,477)
Contributed capital (Note 4)	10,266	2,230
Net financial resources (used) generated and net change in the accumulated net charge against the Fund's authority account, during the year	13,662	(3,380)
Accumulated net charge against the Fund's authority account, beginning of year	16,683	20,063
Accumulated net charge against the Fund's authority account, end of year (Note 4)	\$ 30,345	\$ 16,683

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

Passport Canada Revolving Fund

Notes to the Financial Statements

March 31, 2006

1. Authority and purpose:

The Passport Canada Revolving Fund (the "Fund") was established in 1969 to provide for the issue 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 were 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 fees are recognized upon application and receipt of payment rather than when passports are issued as stated in the Canadian Passport Order; 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 application and receipt of payment.

(c) Inventories:

The inventory of materials and supplies is carried at cost using the average cost method.

(d) Capital assets:

Leasehold improvements are amortized on a straight-line basis over the term of the leases. Capital assets are recorded at cost and amortized from the year of acquisition on a straight-line basis over their estimated useful lives as follows:

Asset	Years
Leasehold improvements	Term of lease
Furniture	10 years
Electronic data processing (EDP) equipment	3 - 5 years
Other machines and equipment	5 years

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 useful life of each category as follows:

Asset	Years
Technology Enhancement Plan (TEP)	
Machines and equipment	10 years
System	4 years
Furniture	10 years
Electronic data processing (EDP) equipment	4 years

All project costs for the other capital projects are amortized on a straight-line basis over the useful life of the project.

(e) Employee termination benefits:

Employees of the Fund 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 Passport Canada are covered by the Public Service Retirement Pension Plan administered by the Government of Canada. Under present legislation, contributions made by Passport Canada 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 Passport Canada and are charged to operations on a current basis. Passport Canada 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.

3. Capital assets and accumulated amortization:

(In thousands of dollars)

Capital assets	Balance, beginning of year	Acquisitions	Disposals	Balance, end of year
Technology Enhancement Plan Project	\$ 33,877	\$ –	\$ –	\$ 33,877
Capital projects	66,140	6,310	2,495	69,955
Furniture	2,360	7	2,283	84
EDP equipment	7,037	320	566	6,791
Other machines and equipment	355	16	81	290
	\$ 109,769	\$ 6,653	\$ 5,425	\$ 110,997

Capital assets	Balance, beginning of year	Acquisitions	Disposals	Balance, end of year
Technology Enhancement Plan Project	\$ 33,719	\$ 40	\$ –	\$ 33,759
Capital projects	25,166	11,242	2,448	33,960
Furniture	2,309	29	2,282	56
EDP equipment	4,098	1,248	566	4,780
Other machines and equipment	241	54	81	214
	\$ 65,533	\$ 12,613	\$ 5,377	\$ 72,769

Capital projects category includes leasehold improvements.

4. Net assets

(In thousands of dollars)

	2006	2005
Accumulated net charge against the Fund's authority	\$ (30,345)	\$ (16,683)
Accumulated surplus	39,932	41,128
Contributed capital	10,266	2,230
	<u>\$ 19,853</u>	<u>\$ 26,675</u>

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 \$10,265,692 (2005 - \$2,230,000) from Treasury Board to fund capital projects, principally for National Security Initiatives and to address Auditor General recommendations.

5. Commitments:

(In thousands of dollars)

Passport Canada rents office premises and other office equipment under long-term operating leases, which expire in 2015. Future minimum lease payments by year are approximately as follows:

2007	\$ 9,487
2008	8,053
2009	5,818
2010	2,080
2011 and thereafter	1,930
	<u>\$ 27,368</u>

Passport Canada signed a contract for the purchase of passport materials, which expires in May 2008. Future minimum payments by year are approximately:

2007	\$ 9,082
2008	4,919
	\$ 14,001

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 Foreign Affairs Canada (FAC), collects Consular fees on behalf of FAC Consular Affairs division. These fees are not recorded as revenues in the statement of operations. In fiscal year 2006, the Fund collected and remitted to FAC \$62,654,238 (2005 - \$55,816,353) in consular fees.

7. Forgiveness of loan payable:

During the 2005 fiscal year, Foreign Affairs Canada authorized the forgiveness of the balance of the loan payable in the amount of \$4,477,000. This amount had been repaid by Passport Canada in June 2004 and was returned by FAC in March 2005.

8. Changes in current assets and liabilities:

(In thousands of dollars)

	2006	2005
Changes in current assets and liabilities:		
Accounts receivable – Government of Canada	\$ 1,936	\$ (3,913)
Accounts receivable – Outside parties	170	(571)
Inventories	(1,100)	32
Prepaid expenses	195	569
Accounts payable and accrued liabilities:		
Government of Canada	(4,391)	1,765
Outside parties – accounts payable	1,924	863
Outside parties – vacation pay	313	256
Outside parties – contractors' holdbacks	124	(11)
	\$ (829)	\$ (1,010)

9. Comparative Figures

Certain amounts for the 2005 fiscal year have been reclassified to make them comparative with the current year.



POINTS OF SERVICE

Alberta

Calgary

Suite 254
Harry Hays Building
220-4th Avenue South East
Calgary, AB T2G 4X3

Calgary (South)

14331 Macleod Trail SW
Calgary, AB T2Y 1M7

Edmonton

Suite 126
Canada Place Building
9700 Jasper Avenue
Edmonton, AB T5J 4C3

British Columbia

Richmond

Suite 135
8011 Saba Road
Richmond, BC V6Y 4E2

Surrey

Suite 900
13401-108th Avenue
Surrey, BC V3T 5T3

Vancouver

Suite 200
Sinclair Centre
757 Hastings Street West
Vancouver, BC V6C 1A1

Victoria

5th Floor
Scotiabank Building
747 Fort Street
Victoria, BC V8W 3E9

Manitoba

Winnipeg

Suite 400
433 Main Street
Winnipeg, MB R3B 1B3

New Brunswick

Fredericton

Suite 430
Frederick Square
77 Westmorland Street
Fredericton, NB E3B 6Z3

Newfoundland and Labrador

St. John's

Suite 802
TD Place
140 Water Street
St. John's, NL A1C 6H6

Nova Scotia

Halifax

Suite 1508, 15th Floor
Maritime Centre
1505 Barrington Street
Halifax, NS B3J 3K5

Ontario

Brampton

Suite 401
40 Gillingham Drive
Brampton, ON L6X 4X7

Hamilton

Suite 330
Standard Life Building
120 King Street West
Hamilton, ON L8P 4V2

Kitchener

Mezzanine Level
40 Weber Street East
Kitchener, ON N2H 6R3

London

Suite 201, 2nd Floor
400 York Street
London, ON N6B 3N2

Mississauga

Suite 116, 2nd Floor
Central Parkway Mall
377 Burnhamthorpe Road East
Mississauga, ON L5A 3Y1

North York

Suite 380, 3rd Floor
Joseph Shepard Building
4900 Yonge Street
North York, ON M2N 6A4

Ottawa

Level C, East Tower
C.D. Howe Building
240 Sparks Street
Ottawa, ON K1P 6C9

Scarborough

Suite 210
200 Town Centre Court
Scarborough, ON M1P 4X8

St. Catharines

Suite 600
Landmark Building
43 Church Street
St. Catharines, ON L2R 7E1

Thunder Bay

2nd Floor
979 Alloy Drive
Thunder Bay, ON P7B 5Z8

Toronto

Suite 300
74 Victoria Street
Toronto, ON M5C 2A5

Whitby

Whitby Mall
1615 Dundas Street East
Whitby, ON L1N 2L1

Windsor

Suite 503
CIBC Building
100 Ouellette Avenue
Windsor, ON N9A 6T3

Quebec

Gatineau (Hull)

Commercial Level 2
Place du Centre
200 Promenade du Portage
Gatineau, QC K1A 0G3

Laval

Suite 500, 5th Floor
3 Place Laval
Laval, QC H7N 1A2

Montréal

West Tower
Suite 803
Complexe Guy-Favreau
200 René-Lévesque Boulevard W.
Montréal, QC H2Z 1X4

Pointe-Claire

Fairview Pointe-Claire Shopping Center
6815 Trans-Canada Highway
Pointe-Claire, QC H9R 1C4

Québec

Suite 200, 2nd Floor
Place de la Cité, Tour Cominar
2640 Laurier Boulevard
Québec, QC G1V 5C2

Saguenay

Suite 408
Immeuble Saint-Michel
3885 Harvey Boulevard
Saguenay, QC G7X 9B1

Saint-Laurent

Suite 112
3300 Côte Vertu Boulevard
Saint-Laurent, QC H4R 2B7

Saskatchewan

Regina

Suite 500
1870 Albert Street
Regina, SK S4P 4B7

Saskatoon

Suite 405
Federal Building
101-22nd Street East
Saskatoon, SK S7K 0E1

Mailed-in applications

Passport Canada
Foreign Affairs Canada
Gatineau, Canada
K1A 0G3

Applications sent by courier

Passport Canada
70 Crémazie Street
Gatineau QC J8Y 3P2
CANADA

Certificate of Identity Section

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 Canada
Gatineau, Canada
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

Receiving Agents

Alberta

Fort McMurray
Service Canada Centre
Provincial Building, Main Floor
9915 Franklin Avenue
Fort McMurray, AB T9H 2K4

British Columbia

Courtenay
Service Canada Centre
Comox Valley
130-19th Street
Courtenay, BC V9N 8S1

Kamloops
Service Canada Centre
235 Lansdowne Street
Kamloops, BC V2C 1X8

Kelowna
Canada Post Outlets
530 Gaston Avenue
Kelowna, BC V1Y 2K0

Prince George
Canada Post Outlets
1323-5th Avenue
Prince George, BC V2L 3L0

Terrace
Service Canada Centre
4630 Lazelle Avenue
Terrace, BC V8G 1S6

Manitoba

Brandon
Service Canada Centre
Suite 100
1039 Princess Avenue
Brandon, MB R7A 6E2

Flin Flon
Service Canada Centre
111 Main Street
Flin Flon, MB R8A 1J9

Thompson
Service Canada Centre
Suite 118
North Centre Mall
3 Station Road
Thompson, MB R8N 0N3

New Brunswick

Campbellton
Service Canada Centre
157 Water Street
Campbellton, NB E3N 3L3

Miramichi
Service Canada Centre
150 Pleasant Street
Miramichi, NB E1V 1Y1

Moncton
Canada Post Outlets
281 St George Street
Moncton, NB E1C 1H0

Saint John
Canada Post Outlets
125 Rothesay Avenue
Saint John, NB E2L 2B0

Newfoundland and Labrador

Corner Brook
Service Canada Centre
1 Regent Square
Corner Brook, NL A2H 4P1

Gander
Service Canada Centre
1 Markham Place
Gander, NL A1V 1W7

Nova Scotia

Bridgewater
Service Canada Centre
77 Dufferin Street
Bridgewater, NS B4V 3J1

New Glasgow
Service Canada Centre
340 East River Road
New Glasgow, NS B2H 3P7

Sydney
Canada Post Outlets
269 Charlotte Street
Sydney, NS B1P 1T0

Yarmouth
Canada Post Outlets
15 Willow Street
Yarmouth, NS B5A 1T0

Northwest Territories

Fort Simpson
Service Canada Centre
Federal Building
9606 100 Street
Fort Simpson, NT X0E 0N0

Fort Smith
Service Canada Centre
Federal Building
136 McDougal Road
Fort Smith, NT X0E 0P0

Hay River
Service Canada Centre
Suite 204
Federal Building
41 Capital Drive
Hay River, NT

Inuvik
Service Canada Centre
Phoenix Building
170 McKenzie Road
Inuvik, NT

Yellowknife
Service Canada Centre
5101 50 Avenue
Yellowknife, NT X1A 3Z4

Nunavut

Cambridge Bay
Service Canada Centre
P.O. Box 2010
Cambridge Bay, NU X0B 0C0

Iqaluit
Service Canada Centre
Iqaluit House
Suite 300
Iqaluit, NU X0A 0H0

Rankin Inlet
Service Canada Centre
P.O. Box 97
Rankin Inlet, NU X0C 0G0

Ontario

Acton
Canada Post Outlets
53 Bower Street
Acton, ON L7J 1E0

Ancaster
Canada Post Outlets
27 Legend Court
Ancaster, ON L9K 1J0

Aurora
Canada Post Outlets
20 Wellington Street East
Aurora, ON L4G 1H0

Barrie
Canada Post Outlets
150 Collier Street
Barrie, ON L4M 1G0

Belleville
Canada Post Outlets
317 Pinnacle Street
Belleville, ON K8N 3B0

Bracebridge
Canada Post Outlets
98 Manitoba Street
Bracebridge, ON P1L 1A0

Bradford
Canada Post Outlets
50 Barrie Street
Bradford, ON L3Z 1A0

Brantford
Canada Post Outlets
58 Dalhousie Street
Brantford, ON N3T 2J0

Cambridge
Canada Post Outlets
33 Water Street South
Cambridge, ON N1R 3B0

Chatham
Canada Post Outlets
120 Wellington Street West
Chatham, ON N7M 4V0

Collingwood
Service Canada Centre
44 Hurontario Street
Collingwood, ON L9Y 2L6

Georgetown
Canada Post Outlets
112 Guelph Street
Georgetown, ON L7G 3Z0

Guelph
Canada Post Outlets
88 Wyndham Street North
Guelph, ON N1H 4E0

Kanata
Canada Post Outlets
145 Roland Michener Drive
Kanata, ON K2T 1G0

Kenora
Service Canada Centre
308 Second Street South
Kenora, ON P9N 3X9

Kingston
Canada Post Outlets
120 Clarence Street
Kingston, ON K7L 1X0

Markham
Canada Post Outlets
21 Main Street North
Markham, ON L3P 1X0

Midland

Canada Post Outlets
525 Dominion Avenue
Midland, ON L4R 1P0

North Bay

Canada Post Outlets
101 Worthington Street East
North Bay, ON P1B 1H0

Oakville

Canada Post Outlets
193 Church Street
Oakville, ON L6J 1N0

Orangeville

Canada Post Outlets
216 Broadway Avenue
Orangeville, ON L9W 1L0

Orillia

Canada Post Outlets
25 Peter Street North
Orillia, ON L3V 4Y0

Oshawa

Canada Post Outlets
47 Simcoe Street South
Oshawa, ON L1H 4G0

Ottawa

Canada Post Outlets
1424 Caledon Place
Ottawa, ON K1G 1C0

Ottawa

Canada Post Outlets
2701 Riverside Drive
Ottawa, ON K1V 1J0

Owen Sound

Canada Post Outlets
901 3rd Avenue East
Owen Sound, ON N4K 2K0

Pembroke

Service Canada Centre
141 Lake Street
Pembroke, ON K8A 5L8

Peterborough

Canada Post Outlets
150 King Street
Peterborough, ON K9J 2R0

Pickering

Canada Post Outlets
1740 Kingston Road
Pickering, ON L1V 1C0

Sarnia

Canada Post Outlets
105 Christine Street South
Sarnia, ON N7T 2M0

Sault-Sainte-Marie

Canada Post Outlets
451 Queen Street East
Sault-Sainte-Marie, ON P6A 1Z0

Sault-Sainte-Marie

Service Canada Centre
22 Bay Street
Sault-Sainte-Marie, ON P6A 5S2

Stratford

Canada Post Outlets
75 Waterloo Street South
Stratford, ON N5A 4A0

Sudbury

Canada Post Outlets
1 Lisgar Street
Sudbury, ON P3E 3L0

Sudbury

Canada Post Outlets
1776 Lasalle Boulevard
Sudbury, ON P3A 2A0

Timmins

Service Canada Centre
Suite 300
273 3rd Avenue
Timmins, ON P4N 1E2

Toronto

Canada Post Outlets
2384 Yonge Street
Toronto, ON M4P 2E0

Uxbridge

Canada Post Outlets
67 Brock Street West
Uxbridge, ON L9P 1A0

Woodstock

Canada Post Outlets
480 Peel Street
Woodstock, ON N4S 1K0

Prince Edward Island**Charlottetown**

Canada Post Outlets
135 Kent Street
Charlottetown, PE C1A 1M0

Montague

Service Canada Centre
541 Main Street
Montague, PE COA 1R0

Summerside

Canada Post Outlets
57 Central Street
Summerside, PE C1N 3K0

Quebec

Anjou

Canada Post Outlets

7200 Joseph-Renaud Boulevard
Anjou, QC H1K 3W0

Baie Comeau

Service Canada Centre

235 Lasalle Boulevard, 2nd Floor
Baie Comeau, QC G4Z 2Z4

Beaconsfield

Canada Post Outlets

186 Sutton Place
Beaconsfield, QC H9W 2Y0

Boucherville

Canada Post Outlets

131 Jacques-Ménard Street
Boucherville, QC J4B 5B0

Brossard

Canada Post Outlets

10 Place du Commerce
Brossard, QC J4W 4T0

Cap Rouge

Canada Post Outlets

Suite 100
1220 Provancher Street
Cap Rouge, QC G1Y 1C0

Chibougamau

Service Canada Centre

623, 3rd Street
Chibougamau, QC G8P 3A2

Drummondville

Service Canada Centre

1525 Saint-Joseph Boulevard
Drummondville, QC J2C 2E9

Lasalle

Canada Post Outlets

7565 Newman Boulevard
Lasalle, QC H8N 2X0

La Tuque

Service Canada Centre

290, St-Joseph Street
La Tuque, QC G9X 3Z8

Lévis

Canada Post Outlets

4870 de la Rive-Sud Boulevard
Lévis, QC G6V 3P0

Pierrefonds

Canada Post Outlets

14975 Pierrefonds Boulevard
Pierrefonds, QC H9H 4K0

Pointe-Claire

Canada Post Outlets

15 Donegani Avenue
Pointe-Claire, QC H9R 2V0

Québec

Canada Post Outlets

Succursale Québec Centre
Suite 145
710 Bouvier Street
Québec, QC G2J 1C0

Québec

Canada Post Outlets

Terminus Station
300 Saint Paul Street
Québec, QC G1K 3W0

Québec

Canada Post Outlets

Haute Ville
5 Du Fort Street
Québec, QC G1R 2J0

Québec

Canada Post Outlets

Suite 119
Les Galeries de la Capitale
5401 Des Galeries Boulevard
Québec, QC G2K 1A0

Rimouski

Canada Post Outlets

136 St-Germain Street West
Rimouski, QC G5L 5H0

Saint-Bruno

Canada Post Outlets

50 de la Rabastalière Street
West
Saint-Bruno, QC J3V 1Y0

Sherbrooke

Canada Post Outlets

50 Place de la Cité
Sherbrooke, QC J1H 4G0

Trois-Rivières

Canada Post Outlets

1285 Notre Dame Street
Trois-Rivières, QC G9A 4X0

Val d'Or

Service Canada Centre

400 Central Avenue
Val d'Or, QC J9P 1P3

Saskatchewan

North Battleford

Service Canada Centre

9800 Territorial Drive
North Battleford, SK S9A 3N6

Yorkton

Service Canada Centre

214 Smith Street East
Yorkton, SK S3N 3S6

Yukon

Whitehorse

Service Canada Centre

300 Main Street, Suite 125
Whitehorse, YT Y1A 2B5

