same comment applies to the informatics applications of an organization, wherein opportunities for process re-engineering can be assessed on a proper schedule if the life cycle is pre-determined.

(c)     Facilitates the budget process in a long range strategic planning process. Absence of proper system replacement budgets in multi-year forward plans create many problems when change is finally necessary.

(d)     Actually <u>saves</u> money in the long term, since upgrade or replacement of all systems and applications must eventually be done in any case. This usually incurs much greater cost if done as a short-term or panic program, and often does not result in the most effective results for the organization.

In conclusion it seems apparent that the exploration of appropriate strategic planning directions for the Passport Office must take into consideration not just the passport application processing and printing tasks which is the principle focus today, but rather the following:

o     The growing significance of the passport in international circles, including the criminal element, for travel and identity in an increasingly sophisticated global environment.

o     The significance of the passport to Canadian Immigration programs, particularly as these may change in focus in the next 10 years.

o     The great impact of rapidly developing technologies which will create expectations for passport access and security controls, since they can so readily be accomplished.

In other words, the Passport Office is not simply a publishing shop, but rather