



The 1991-92 Business Plan outlined four objectives which the Passport Office strove to achieve during the year. These objectives served as preliminary guidelines for the effective operation of the organization. They were:

- achievement of expected financial results
- improvement of measurement systems
- productive management, and
- service efficiency.

This chapter highlights the activities of the past year and illustrates the success with which these objectives have been met.

When looking at the figures for the 1991-92 fiscal year, it is important to remember that the previous year (1990-91) was extraordinary. The Gulf War and the re-enforcement of security measures at American borders provided a very heavy volume of passport demand in a very short time.

Statistics Canada suggested that the low level of overseas trips was due to the congestion at airports, to the increase of air tariffs and to worries about security. Disposable income, the most common source of revenue Canadians use for travel, was also reported down. As a result of all these factors, the volume of passports delivered in 1991-92 was lower than that of 1990-91 by 3.7 percent in Canada and 0.2 percent outside the country.

### Performance Indicators

#### Volume

Since the 1991-92 Business Plan appeared, a number of factors have affected international travel.

The travel industry has been hit both by the recession and by Canadians' hesitance to fly. This tendency is the same for all international trips (except those to the United States) reported by Statistics Canada as down 2.5 percent from 1990. The accuracy of the Passport Office's forecasts is demonstrated by the fact that, despite these complicating factors, the volume of passports and other travel documents delivered in 1991-92 was only 0.7 percent less than the Business Plan predicted for that period.

