



The Canadian Passport Office is a leader in the field of machine-readable documents. International interest in this technology began in the early 1970s when a surge in international travel meant that air terminals were flooded with travellers trying to pass through immigration and customs quickly. In the future, processing of travellers will be further simplified by emerging technologies.

The Passport Office is interested in new technological developments. We continue to strive for improvement to the quality of our products and the service we provide to Canadians.

2.3 Market

The Passport Office has a monopoly with respect to the issuance of Canadian travel documents, but has many partners in the business of facilitating the movement of people across national borders. In this connection, we see ourselves as being in partnership with other government departments, such as Citizenship and Immigration, and Customs, in developing new products such as the wallet-sized passport card.

The strengths that the Passport Office brings to these partnerships lie in its products, which are internationally respected; the technological innovations we are incorporating into our products; and the expertise of our staff and the superior service we offer, both in Canada and abroad.

2.4 Environmental Context

In setting its objectives, the Passport Office takes into account the environment in which it finds itself. Recently, a number of factors having a significant impact on our objective-setting process have emerged. The essence of these factors is captured in the following paragraphs.

Business Renewal

Since 1993, when the Passport Office initiated its Technology Enhancement Plan, it has been pursuing the use of technological innovation to enhance its products and services. In 1994, we received Preliminary Project Approval (PPA) from Treasury Board for the renewal of our business process. The project conforms to the architectural principles of the Treasury Board *Blueprint for Renewing Government Services Using Information Technology*.

Blueprint

Today's consumer is looking for better service at lower cost from the private sector and also from government. At the same time, governments are facing shrinking budgets. The Government views