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The year of 1996-97 was a *year of motion*. The Passport Office drove towards its short- and long-term goals, and realized numerous technological, service and organizational improvements. Many long-term projects progressed as planned, and several pilot projects demonstrated early and encouraging results. As well, government and corporate-wide plans were implemented this year, including the improvement of inter-departmental and intergovernmental co-operation, liaison and information sharing—key factors in managing travel demands.

During the year, we faced an unexpected decrease in demand, but we were able to deal with the decrease in revenues and ended the year with a surplus. This was a tribute to the ability of our management team to adjust quickly to new resource and operational requirements.

Advanced technology, improved application processes, heightened security measures, alliances with other organizations...these are just some of the results of this year's efforts. Of particular note were the positive changes implemented by our employees in improving service delivery.

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It is clear from this year's Annual Report, that we have made considerable progress in meeting our goals and commitments, and I am confident that we will continue to excel at providing economical, efficient and high-quality services for all Canadians. We have proven ourselves, we have weathered change with authority and competence, and I have full confidence in our ability to continue in this direction.

This year, we learned that the more we do, the more we can do.

Michael J. Hutton
Chief Executive Officer