

An initiative designed to improve both service delivery and the quality of working life of employees was the relocation of the Regina office to more modern premises. The new location has the infrastructure needed to accommodate the on-line computerized environment being introduced through the Passport Office's Technology Enhancement Plan.

October 1995 saw the launch of the CANPASS pilot project in Vancouver – an event attended by the Prime Minister. The project is a joint initiative of Revenue Canada, the Passport Office and Citizenship and Immigration. It enables frequent travellers to clear customs quickly using an electronically encoded card. CANPASS cards are produced on-site at the Vancouver Passport Office.

## ONTARIO OPERATIONS

This branch of the Passport Office serves the needs of more than 10 million Ontario residents through issuing offices in Toronto, Hamilton, London, North York, Scarborough, Thunder Bay, Windsor, Brampton, Kitchener and St. Catharines.

During the past fiscal year, the region issued 482,853 passports, which was 9.7 per cent more than last year and more than a third of all passports issued in Canada. The Windsor office had an exceptionally busy year with record high activity throughout the year.

The region made productivity gains through a number of measures. The Scarborough office improved its ability to locate files by introducing a computerized search station. The Windsor and London offices joined St. Catharines and Kitchener in utilizing an efficient method for producing passports called the "full job" concept. Under this concept, employees are trained to perform all passport issuing tasks therefore resulting in more efficiency, flexibility and client satisfaction. Various offices also made better use of their human resources by introducing two shifts or flexible working hours and seasonal or part-time employment, where feasible.

The region continued to maintain its high standards of client service despite the need to collect a new fee for consular services and the disruptions caused by the provincial employees' strike, as evidenced by many expressions of appreciation in correspondence or over the counter. The St. Catharines office improved service through the use of a closed-circuit monitor to help ensure proper staffing of counters at all times and to increase office security.

The region demonstrated good corporate citizenry in a number of ways. Various offices provided customized outreach service to travelling seniors, students and other groups. The Thunder Bay office offered facsimile passports to children visiting a Heritage Village. Several offices collected food donations during the Thanksgiving and Christmas seasons, while the region as a whole increased its United Way contributions by 17 per cent. The St. Catharines and the Kitchener offices received special local recognition for their outstanding community service. Two offices—Kitchener and Brampton—promoted local artists by displaying their works on the premises.