

## STRUCTURE

- 4.8 The Passport Office consists of a central administration and four regional operations (Western, Ontario, Eastern and Central). Changes in organizational structure or in location of the Agency's headquarters or other offices are for the CEO to determine, in accordance with the Agency's needs.

FINANCIAL  
STRUCTURE

## FEE DEPENDENCY

- 4.9 The Passport Office finances its operations entirely from revenues generated by the fees received for travel documents and other services. The fees reflect the costs and market value of the travel documents. The fee structure is recommended by the Treasury Board and approved by the Governor in Council. Fees are adjusted whenever necessary in order to recover over time the full cost of all services.

REVOLVING FUND  
FEE DEPENDENCY

- 4.10 The Office operates under a revolving fund. The fund may accumulate surpluses or deficits up to a maximum of \$4 million in its accumulated net charge against the fund's authority account, and is authorized to carry over surplus revenue to offset future shortfalls. The spending authority of the Passport Office includes the accumulated reserves plus the \$4 million in any given year. To date the accumulated surplus reserve stands at about \$21 million.

## ACCOUNTING

- 4.11 The Office operates financial control and management accounting systems that enable management to review regularly the Agency's performance (including costs, retained earnings, profitability, cash flow and human resources consumption) against agreed budgets. The accounting system meets the standards established by the Treasury Board for the operation of a revolving fund.