

# Passport Canada's Citizen Engagement Process and the New 10-Year ePassport

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## Executive Summary

### Objective

With the introduction of a 10-year validity period option for adult passports, Passport Canada needed to understand if the resulting reduced level of contact with citizens will cause problems for the agency, the citizens it serves or stakeholders. The purpose of this report is to answer the following question:

### **Will Passport Canada's introduction of the ePassport and its new 10-year validity period option result in too little engagement with citizens and stakeholders?**

The research problem was to determine if there will be a problem and, if potential negative implications exist, make recommendations on how to reduce their frequency and magnitude.

### Methodology

The report's findings and recommendations are based on a literature review and an environmental scan of the other so-called Five Eyes' passport-issuing agencies. The literature covered a variety of subjects, ranging from stakeholder engagement to client relationship management, in both private and public sector contexts, and was not restrictive in terms of the types of sources reviewed. This included academic literature, journal articles and grey literature, as well as prior research commissioned by Passport Canada. Its aim was to locate evidence that would provide the answer to the main question, including risks or costs to maintaining existing engagement practices, benefits to changing engagement practices and smart practices employed elsewhere.

The scan of the Five Eyes-the United States, the United Kingdom, Australia and New Zealand-focused on the communication and engagement methods employed by their passport-issuing agencies, with a view to identifying smart practices that could be employed by Passport Canada.

### Findings

#### ***Finding 1 - Unable to Locate Direct Evidence of Any Negative (or Positive) Impact***

This is a confirmation of the initial view that, based on the limitations imposed upon the research methodology, it was unlikely that evidence from prior or new research into similar agencies' activities would directly identify the impact(s)-negative or positive-resulting from less-frequent contact, communication and engagement stemming from the introduction of a 10-year validity period for Canadian passports. Readers need to draw limited conclusions from this aspect of the research (see Finding 2 directly below).

***Finding 2 - Continuous Engagement Yields Benefits; Lack of Engagement Creates Potential for Problems***

The evidence indicates that continuous engagement with stakeholders will yield multiple benefits to Passport Canada, citizens and stakeholders while incurring little to no risk. It is entirely reasonable to conclude that a reduction in engagement will have the opposite effect. One should envision a continuum of engagement levels, with a tipping point. This tipping point is that level along the continuum that can only be described as “too little” engagement; where the agency incurs problems to a degree that they begin to overshadow any positive outcomes linked to that particular level of collective engagement with citizens and stakeholders.

***Finding 3 - Passport Canada Has the Greatest Breadth of Branded Platforms in its Peer Group***

Amongst its peer group in the Five Eyes, Passport Canada has the greatest degree of breadth across communications and social media platforms, and it does so under its own brand.

***Finding 4 - Effective Citizen and Stakeholder Engagement is Multi-Faceted***

An effective citizen and stakeholder engagement strategy includes two-way communication that will generate feedback and contribute to organizational learning (Pruitt & Thomas, 2007, p. 43).

***Finding 5 - The Passport Canada Website Matters***

The organization's main website is seen as a service experience and its features should include interactivity as well as links to its social media platforms (Galan & Sabadie, 2002, p. 12; Ghose & Dou, 1998, as cited by Finn, Wang & Frank, 2009, p. 216; Castronovo & Huang, 2012, p. 125).

***Finding 6 - Communication and Relationship Strength Are Linked***

There is a link between the frequency of communication and the strength of the relationship between service provider and client, particularly in the early stages of the relationship (Anderson & Weitz, 1989; and Anderson & Sullivan, 1993, as cited by Dagger, Danaher & Gibbs, 2009, p. 373, 381-382).

***Finding 7 - The Written Word Affects Relationships***

The technical qualities of an organization's written communication, which include logical structure, clarity, relevance and overall aesthetics, have a relational impact on clients (Raciti & Dagger, 2010, p. 108).

***Finding 8 - Communication and Engagement Impact Trust***

The quality and frequency of communication and engagement with clients and stakeholders is directly related to the trust they have in the organization (Rotter, 1967; and Anderson & Nams, 1984, as cited by Zeffane, Tipu & Ryan, 2011, p. 78).

***Finding 9 - Informed Clients Will Likely Perceive a High-Quality Service Experience***

Managing service expectations and educating clients with respect to their role in the transaction will increase the likelihood that they will they perceive a high-quality service experience.

***Finding 10 - Relationship Formation is Driven by Cost-Benefit Analysis***

Citizens and stakeholders will only engage in relational communication when they perceive value in exchange for their investment in the relationship with the service provider (Ashley, Noble, Donthu, & Lemon, 2011, p. 754)

**Recommendations**

***Recommendation 1***

Maintain a Simple and Recognizable Brand

***Recommendation 2***

Make Efforts to Maintain a Dialogue with Efforts Focused Upon Low-Experience Individuals

***Recommendation 3***

Invest in the Primary Website While Exploring Other Methods and Mechanisms for Engaging Citizens

***Recommendation 4***

Align Internal Capacity

***Recommendation 5***

Incorporate Feedback into Organizational Learning

***Recommendation 6***

Conduct Further Research and Evaluate the Impact

**Conclusion**

Through this research report, Passport Canada has taken a proactive approach toward the identification and mitigation of future problems that may result from a significant reduction in transaction-related engagement with citizens. Despite the limitations placed upon the methodology for this early research into this matter, the research did uncover valuable data that support a number of relevant findings and recommendations.

The evidence identifies numerous benefits resulting from sufficient levels and appropriate methods of citizen and stakeholder engagement. It is reasonable to conclude that the opposite is also true; insufficient levels of engagement will cause problems that are directly opposite to the identified benefits.

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Due to the fact that renewals of existing five-year validity passports will continue for four more years, it will be difficult to identify problems related to potentially insufficient levels of engagement. Ongoing dialogue with counterpart agencies and further research can assist with early identification of issues and development of mitigation strategies.

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## 1. INTRODUCTION

The Organization for Economic Cooperation and Development (2009) says that “public engagement will increasingly be recognised as another lever of governance – and become part of the standard government toolkit of budgeting, regulatory, e-government and performance management tools” (p. 24).

The 10-year validity period is a new context for Passport Canada. It is generally believed that effective engagement with citizens and stakeholders is necessary in order to ensure the satisfaction of passport applicants and holders, and to maintain the general security and integrity of the Canadian passport. At the outset of this project, it was unclear how to achieve effective engagement with citizens within the 10-year validity context. While three out of four of the other Five Eyes countries' passports have 10-year validity periods, this is uncharted territory for Passport Canada (see Appendix 1).

A study commissioned by Passport Canada in 2009 speaks to Canadian passport possession rates and intentions, as follows:

In total, 69% of surveyed Canadians said they currently have a valid Canadian passport. Most passport holders reported using their passport infrequently for travel outside Canada (29% use it less than once a year, 43% once or twice a year).

Regardless of frequency of use, the large majority of passport holders (88%) said they intend to ensure that they always have a valid passport, and plan to renew it before it expires (Phoenix Strategic Perspectives Inc., 2009, p. i).

Passport Canada needs to understand whether or not problems will arise if the only engagement or communication with citizens occurs once every 10 years when their passports are renewed (see Table 1 for a quantitative analysis of the impact). Assuming that a passport holder lives until his or her 80s, and renews their passport for 10-year periods (prior to expiry), they will have contact with agency 7 times in their lifetime instead of 14 times with the 5-year option. From a national perspective, there will be approximately 2.3 million fewer opportunities annually for Passport Canada to engage directly with citizens. The problem for the agency is that it does not know if that reduced frequency of contact will create problems—for the organization, Canadian citizens or other stakeholders.

The question to answer is:

**Will Passport Canada's introduction of the ePassport and its new 10-year validity period option result in too little engagement with citizens and stakeholders?**

Table 1

*Quantitative Analysis of the Impact on Interactions*

| <b>ESTIMATED REDUCTION IN THE NUMBER OF INTERACTIONS BETWEEN PASSPORT CANADA AND CITIZENS FOR PASSPORT RENEWALS AFTER THE CHANGE TO A TEN-YEAR VALIDITY PERIOD</b>                 |                   |
|--|-------------------|
| <sup>1</sup> Canadian Population   | 35,158,304        |
| <sup>2</sup> Passport Possession Rate  | 67%               |
| Total Passports Held by Canadian Citizens  | 23,556,064        |
| Total Number of Passports Renewing Annually - Five-Year Validity Period  | 4,711,213         |
| Total Number of Passports Renewing Annually - Ten-Year Validity Period   | 2,355,606         |
| <b>*Reduction in the Number of Renewal Transactions Annually</b>   | <b>-2,355,606</b> |
| Number of Renewal Transactions between the ages of 16 and 85 with a Five-Year Validity Period  | 13.8              |
| Number of Renewal Transactions between the ages of 16 and 85 with a Ten-Year Validity Period   | 6.9               |
| <sup>1</sup> (Statistics Canada, 2013, n.p.)   |                   |
| <sup>2</sup> (Passport Canada, 2012, p. 1)   |                   |
| *This does not include initial applications or replacements for lost or stolen passports and will only reach this level after all five-year passports currently held have expired. |                   |

The research question uses the words “too little” in a specific way (Bardach, 2012, pp. 1-2, 5-6). It is not an attempt to identify a specific number. Instead, it aims to identify a threshold or tipping point where the overall level of engagement with citizens and stakeholders moves from a surplus (or neutral) level to a deficit; from an engagement that has either a positive (or neutral) impact-on the agency, citizens and stakeholders-to one where problems begin to surface.

It is important to understand that this paper is attempting to identify the potential problems (or outcomes) that may or may not occur a decade from now. This project will consider evidence in an attempt to sort its way through a complex and emerging calculation; differentiating between the costs and benefits of doing *something* against those of doing *nothing* (differently from what it does today).

Communication between Passport Canada and citizens can be relational, transaction-related or incidental and may take place synchronously, in person or by phone, and asynchronously through various electronic platforms and regular mail.

The objectives of this project are:

1. To identify potential problems, for Passport Canada, Canadian citizens and/or its stakeholders, resulting from an annual reduction of 2.3 million transaction-related interactions with citizens;

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2. To identify potential benefits to Passport Canada, Canadian citizens and stakeholders resulting from a more frequent engagement regimen;
3. To summarize the review of literature relating to frequency of client contact, communicating with clients, client/citizen engagement and relationship management;
4. To conduct an environmental scan of counterpart agencies in the other Five Eyes countries-the United States, the United Kingdom, Australia and New Zealand-in order to document the methods they utilize to engage and communicate with their citizens; and
5. To provide evidence-based recommendations that will either mitigate potential problems or contribute positively to future citizen and stakeholder engagement.

## 2. BACKGROUND

Until July 1, 2013, Passport Canada, was a special operating agency of the Government of Canada, is responsible for passport security and issuance (Passport Canada, 2013). As of July 2, 2013, Citizenship and Immigration Canada (CIC) and Service Canada assumed responsibilities for Passport Canada (Citizenship and Immigration Canada, 2013). While CIC holds primary responsibility for Passport Canada, Service Canada is responsible for passport operations. Since this is a relatively new situation, one can expect relationships between departments, management and staff to evolve.

With the July 1, 2013, introduction of the new ePassport, Canadian citizens that are 16 years of age or older have the option of obtaining a passport with either five- or ten-year validity periods (Passport Canada, 2013). Previously, Canadian passports were all valid for five years.

The passport is an extremely important document for many citizens; 67 percent of Canadians have a passport (Passport Canada, 2012, p. 1). They need to understand how to obtain, renew and safeguard their passports. As new passport features and service options are introduced, Canadians will also need to be made aware of the changes and reassured about their trustworthiness, reliability and value (e.g. the ePassport; 10-year validity periods; potentially, online application options). They will continue to need access to relevant, accurate and timely communication that educates them about these matters, and it needs to come from a trusted source. Passport Canada is this source; it has primary responsibility for communicating with Canadians in this regard.

It needs to do this at a time when there are more security concerns, when the Government of Canada is introducing more rules concerning the use of the Internet and social media, reducing printed material and restricting advertising.

Passport Canada, like other government agencies and departments, as well as not-for-profit organizations and private businesses, also needs to learn from all of its stakeholders. "Given the complexity and scale of emerging governance challenges, governments cannot hope to design effective policy responses, nor to strengthen legitimacy and trust, without the input, ideas and insights of as wide a variety of citizens' voices as possible" (OECD, 2009, p. 27).

Canadians are in contact with Passport Canada when they apply for new passports, and renew and replace existing passports. These interactions are valuable opportunities to educate Canadians about the value of their passport, general international passport-related travel rules and procedures for safeguarding this important document. They are not optional interactions; Passport Canada has a responsibility to educate Canadians about their passport-related responsibilities.

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The reduction in the level of contact with passport holders will occur naturally over an extended period of time as existing five-year passports are renewed. The impact, if any, of this reduced level of contact, transaction-related communication and engagement between Passport Canada and Canadian citizens may not appear for several years. It should also be recognized that the potential impact extends beyond the agency and citizens to Passport Canada's broader stakeholder groups and partners. Canada Border Services Agency, travel agents and airlines can be negatively impacted when citizens are ill-informed about matters relating to their passports (Association of Retail Travel Agents Canada, n.d.; Air Canada, 2013; Canada Border Services Agency, 2010).

### 3. DEFINITIONS AND EXPLANATION OF KEY TERMS

#### 3.1 Clients

Passport Canada's clients are Canadian citizens that hold, or seek to hold, a Canadian passport.

#### 3.2 Communication

There are many definitions of communication. The two directly below contain elements that contribute to the definition that will be used in this paper.

1. "The formal as well as informal sharing of meaningful and timely information" (Zeffane, Tipu & Ryan, 2011, p. 78).
2. "The relational process of creating and interpreting messages that elicit a response" (Griffin, 2012, p. 6).

For this paper, communication is defined as *the formal and informal sharing of meaningful, timely and accurate information*.

Communication is a key element of the process for the next three items: deliberation, dialogue and engagement.

#### 3.3 Deliberation

Deliberation occurs when information is organized, alternatives are compared and trade-offs are considered with the idea that this process leads to better decisions (Sheedy, 2008, p. 6; Pruitt & Thomas, 2007, p. 17).

#### 3.4 Dialogue

Saunders (1999) says it "is a process of genuine interaction through which human beings listen to each other deeply enough to be changed by what they learn" (as cited by Pruitt & Thomas, 2007, p. 20). In the *Preface of Democratic Dialogue – A Handbook for Practitioners*, several key members of the international development community state emphatically that dialogue is "the means through which we engage with partners and stakeholders" (Pruitt & Thomas, 2007, p. XVI).

#### 3.5 Engagement

Engagement moves beyond a simple one-way communication event or contact between Passport Canada and a citizen or stakeholder. Sheedy (2008) suggests that the modern view of engagement "proposes a genuine dialogue and reasoned deliberation as a means for

generating new and innovative ideas (p. 5-6). This implies recurring and meaningful interaction between parties.

### **3.6 Incidental Communication**

This type of communication occurs as a result of another event. It is not related to a routine passport application or renewal nor is it a deliberate, standalone event initiated specifically to communicate a broader message. For example, incidental communication would occur when a citizen needs information because they lost their passport while travelling. This is not pre-planned by either Passport Canada or the citizen. Nonetheless, this type of communication is important and can significantly impact organizational reputation and relationship strength (Beard, 2010; Massad, Heckman & Crowston, 2006, pp. 91, 96-97).

### **3.7 Methods**

These are the mechanisms used to achieve communication and engagement with citizens and stakeholders. These include not only the platforms, mediums and partners, but also the strategies and tactics employed to achieve engagement.

### **3.8 Relational Communication**

Considered in the client and supplier context, Bendapudi and Berry (1997) say that “a relationship exists when an individual exchange is assessed not in isolation but, as a continuation of past exchanges likely to continue into the future” (p. 16).

Relational communication is the continuous formal and informal sharing of meaningful, timely and accurate information between Passport Canada and a citizen or stakeholder.

### **3.9 Smart Practices**

In his book, *A Practical Guide for Policy Analysis: The Eightfold Path to More Effective Problem Solving*, Eugene Bardach (2012) suggests using the term smart practices instead of best practices (pp. 109-123). He suggests that the term *best practices* is not really accurate because it would take an inordinate amount of research to ever confirm that a practice is indeed the absolute *best* one available. Instead, organizations can look for practices that “exploit, or take advantage of, some latent opportunity for creating value on the cheap” (Bardach, 2012, p. 114).

### **3.10 Stakeholders**

Bryson's (2011) stakeholder map for a government (see Figure 1) identifies 14 different stakeholder groups (pg. 134). In its *Grid Partners* document, Passport Canada (n.d.) lists 52 organizations that are rightly considered stakeholders (see Appendix 2).

For the purposes of this report, it is necessary to identify potential problems with respect to reduced engagement with the largest group, those that will be most directly impacted by a 10-year passport: Canadian citizens. While they are technically stakeholders, we need to differentiate them from other stakeholders. Therefore, this report will make specific reference to *citizens* as a distinct group and reserve the term *stakeholders* for all other groups, agencies, companies and partners that may be impacted by the agency's activities.

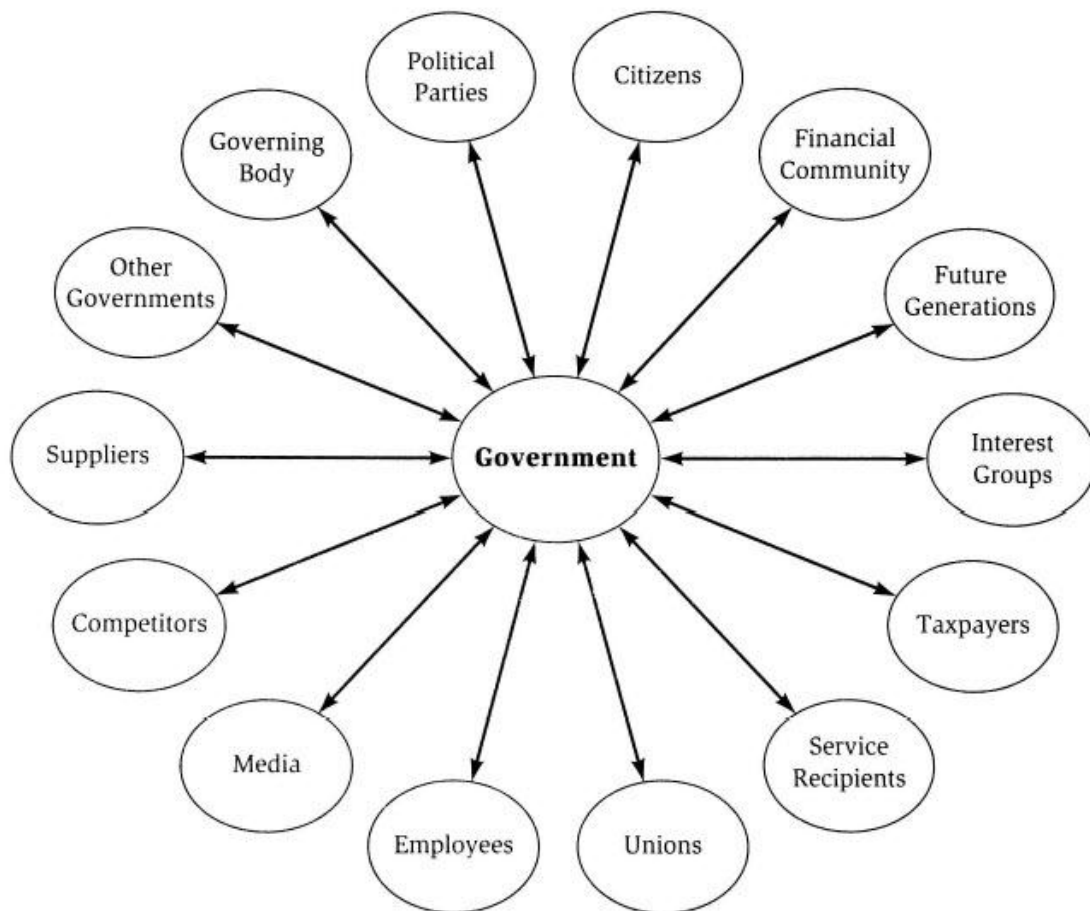


Figure 1. Stakeholder Map for a Government. From *Strategic Planning for Public and Nonprofit Organizations, Fourth Edition*, by J.M. Bryson, 2011, p. 134. Copyright 2011 by John Wiley & Sons, Inc.

### 3.11 Transaction-related Communication

This is event-driven communication between Passport Canada and a citizen that occurs when there is an application for a new passport or renewal of an existing passport. Depending upon the circumstances, this can be a singular occurrence or recurring, driven at least in part by the quality of the submission, which can be linked to the knowledge and

experience of the client and the educative communication previously provided by Passport Canada (Webb, 2000, pp. 17-18).

### **3.12 Trust**

Trust is arguably one of the most important elements of the relationships that Passport Canada has with citizens and stakeholders. Zeffane, Tipu and Ryan (2011) define trust in an organizational context as "an expectancy held by an individual or group that the word, promise, verbal or written statement of another individual or group can be relied upon" (p. 78).

It is a key relational construct that impacts clients' willingness to use certain services and their description of the service experience to others (Walz & Celuch, 2010, p. 97; Dagger, Danaher & Gibbs, 2009, p. 383; Turel, Yuan & Connelly, 2008, p. 138).

## 4. METHODOLOGY

### 4.1 Limitations

Within Government of Canada guidelines, each agency, department and office will determine the appropriate methods, topic and timing for the type of research it conducts. The client requested that no internal or external surveys or interviews were to be conducted for this project. This impacted the types of evidence that would be used to generate and support findings and recommendations.

Based upon the nature of the problem, specifically that the agency is not sure if the new validity period will create problems six to ten years down the road, it is reasonable to accept that surveys or interviews conducted today would yield very little, if any, data that was based upon anything but speculation from the participants.

Passport Canada also did not want other countries' issuing agencies contacted directly and asked that the information required for this project be sourced through publicly-available data. Based on the author's experience working for a provincial registrar general-another high-security, document-issuing agency-it is reasonable to assume that any or all of the Five Eyes' governments would impose limits on the access external researchers would have to their personnel and operational information. While some data could be gleaned from future research using such sources, it may also be limited.

The intent of this project is to develop multiple lines of evidence that, in responding to the main question, can be used collectively to form the basis for findings and key recommendations regarding Passport Canada's future citizen and stakeholder engagement strategies. In describing the role of the policy researcher (versus the social science researcher), Bardach (2012) says, "the researcher's role is pre-eminently discovering, collating, interpreting, criticizing, and synthesizing ideas and data that others have developed already" (p. 82). This description aligns well with the approach used here.

### 4.2 Literature Review

The literature review focused on uncovering prior research that could assist in answering the main question, "Will Passport Canada's introduction of the ePassport and its new 10-year-validity option result in too little engagement with citizens and stakeholders?"

The search was conducted with an understanding that there would be little, if any, scholarly research into citizen or stakeholder engagement strategies employed by this or similar agencies, in Canada or abroad. This meant looking for prior research into what might be termed pseudo-organizations; ones that were not completely similar but still bore some similarities to Passport Canada. This meant that private and public sector organizations

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with large stakeholder groups, including utilities, banks, railroads, and government departments and agencies, were all considered potentially relevant sources of information.

There was, in fact, no research that answered the main question. Instead, it was necessary to glean information and findings from a variety of sources. Individually and collectively, these would form the basis for the findings and recommendations found in this paper.

The University of Victoria's library was used extensively. In particular, the Summon search tool's capabilities allowed for sharply-focused searches. The Google search engine was also utilized, albeit to a lesser extent. Search terms included: *contact frequency, communication frequency, passport, passport agencies, passport issuer, vital events issuer, vital events certificate issuer, registrar general, customer satisfaction, client satisfaction, citizen satisfaction, communication and relationship, stakeholder engagement, citizen engagement, and government communication.*

### 4.3 Environmental Scan

Passport Canada wanted to understand what its counterpart agencies in the other Five Eyes countries were doing that might lead to satisfactory levels of engagement with citizens and stakeholders. The idea was to identify smart practices employed by others that could be readily adapted for the Canadian context and implemented by Passport Canada. The other possible outcomes were a confirmation that there are no smarter practices in place or that Passport Canada is, in fact, the agency leading the way in this respect.

## 5. LITERATURE REVIEW

As suspected might be the case prior to initiating the literature review, no scholarly research, articles or grey literature were discovered that dealt directly with citizen engagement or communication strategies employed by passport-issuing agencies or other, similar government service providers.

The review focused on discovering scholarly literature that dealt with topics and organizations where parallels could be drawn to Passport Canada's operating environment.

Five themes emerged from the review using multiple search terms, as described in 4.2. These are citizen engagement and communication, frequency of contact, methods of engaging citizens and stakeholders, relationship and client satisfaction, and evaluation and organizational learning. Each of these will be addressed in more detail here.

### 5.1 Citizen Engagement and Communication

The literature reviewed fell into two sub-categories: 1) private sector client engagement; and 2) citizen engagement in the democratic process.

One of the strongest statements about the importance of full and transparent stakeholder communication from service organizations to customers, came from Galetzka, Gelders, Verckens and Seydel (2008) when they state:

it is vital for an organization to invest in relationship management, to justify additional resources, and to communicate with its stakeholders about the organization's performances. Legitimizing purposes are often a strong motivation for internal and external communication about these performances to those 'who have a right-to-know' (Deegan, 2002) (p. 434).

Walz and Celuch (2010) wrote about the importance of communication in developing relationships with customers, saying "A recent meta-analysis by Palmatier and colleagues (2006) reports that communication is one of most effective relationship marketing enablers that a firm can employ across all relationship contexts" (p. 97).

Linking communication to trust, Galetzka et al. (2008) recommend, "to enhance trust companies must not only inform stakeholder citizens about their performances but also invest in direct communication with their stakeholders" (p. 444). They are clear that there are costs involved but conclude that they are necessary.

Walz and Celuch (2010) write about the impact that communication with customers has on their propensity to communicate about the firm to potential customers (p. 97-98). Finn, Wang and Frank (2009) underscore the importance of electronic word-of-mouth (eWOM) communication between shoppers in the online environment; that they view "online eWOM information as more credible, relevant and emphatic than corporate website information" (pp. 209-210).

Bendapudi and Berry (1997) do caution firms about what they term the "double-edged sword" in relation to efforts to build strong relationships with customers. Their position, also supported by a study they cite that was conducted by Goodman et al. (1995), is that as customers become more dedicated they also become more critical of service failures than customers with lower levels of dedication.

Castronovo and Huang (2012) write about brand communities and how they can successfully connect clients to an organization's brand and increase loyalty (p. 120). Brand communities are a form of client engagement. A Google search for images using the search term "passport canada" revealed that the Internet is replete with images of the Canadian passport (see Appendix 3). In 2009, a consultant working for Passport Canada held focus groups in cities across Canada and concluded that the Canadian passport is "routinely identified as a source of pride for Canadians" (Phoenix Strategic Perspectives Inc., 2009, p. 9). Molson Coors Brewing Company posted a video on YouTube showing them bringing a beer fridge to public places in Europe—a fridge that could only be opened with a Canadian passport (Molson Coors Brewing Company, 2013). That video was viewed more than 1.9 million times in four months. Molson could have used other iconic Canadian items, like a hockey puck or Canadian nickel, but they instead chose the Canadian passport. "The effectiveness of a brand community may be measured in terms of engagement indices, the size of the community, the loyalty garnered from members, and member-generated ideas for growing the business" (Castronovo & Huang, 2012, p. 120). This type of brand recognition represents an opportunity for Passport Canada as it considers its options for citizen engagement in the future.

Shifting over to citizen engagement in the democratic process, Sheedy (2008) includes a number of graphics that describe the process. In particular, the International Association for Public Participation's *Public Participation Spectrum* (Figure 2) and Health Canada's *Public Involvement Continuum* (Figure 3) help to define what constitutes engagement (pp. 7, 8). The characteristic that separates engagement from simple provision of information to stakeholders is two-way communication (Sheedy, 2008, p. 6)

Pruitt and Thomas (2007) write about "deliberative democracy" and cite some of Thomas' (n.d.) earlier work when they provide a list of 10 benefits derived from engaging citizens in "public deliberation," as follows:

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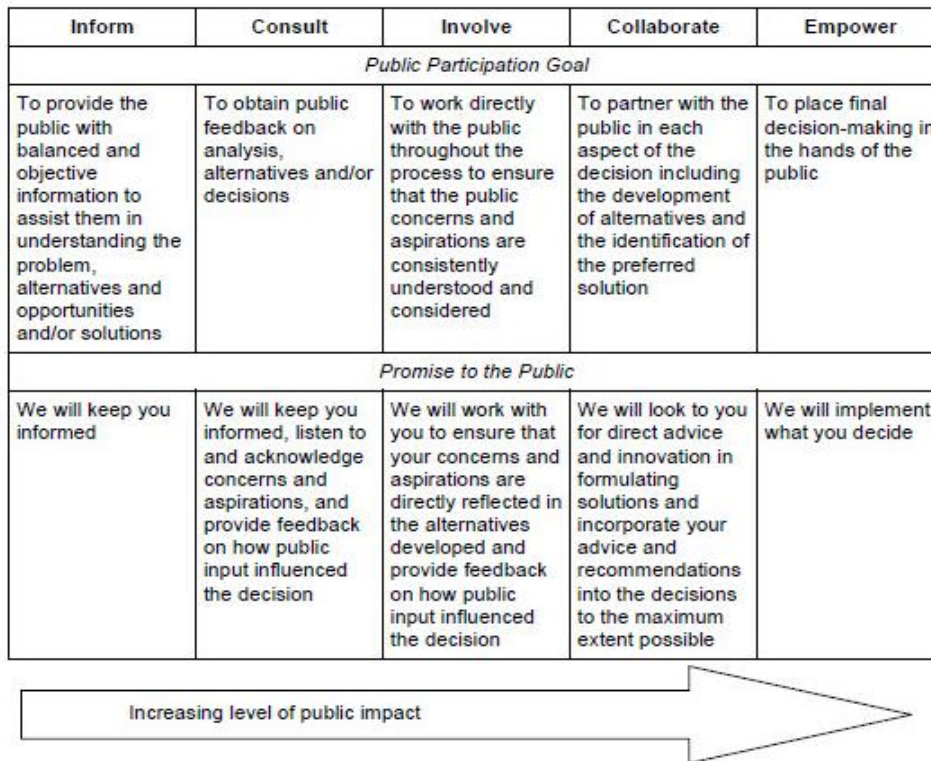


Figure 2. The *Public Participation Spectrum* shows ever-increasing involvement of citizens, moving from Inform to Empower. Sheedy (2008) believes informing and consulting do not qualify as engagement (p. 6). Adapted from *Handbook on citizen engagement beyond consultation*, by A.Sheedy, 2008, p. 6.

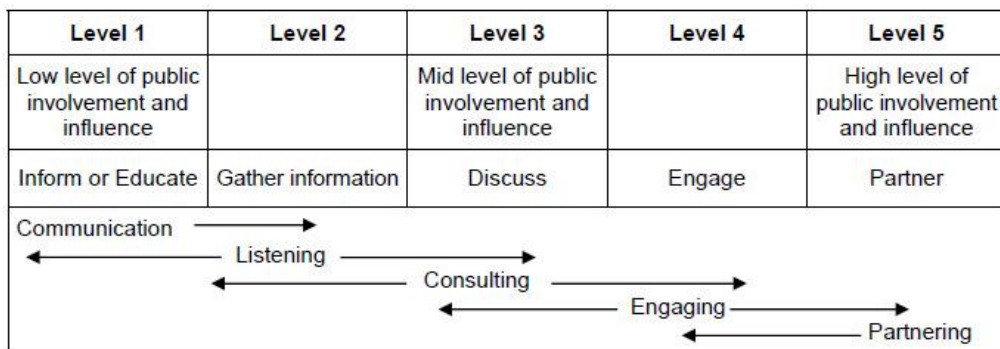


Figure 3. As in Figure 2, Sheedy (2008) believes only Levels 3 to 5 qualify as citizen engagement (p. 8). At Level 3, a discussion or dialogue takes place. Adapted from *Handbook on citizen engagement beyond consultation*, by A.Sheedy, 2008, p. 6.

1. closing the gap between 'experts' and the public
2. moving from distorted, simplistic understandings to revealing and accepting the complexity of societal challenges
3. setting higher standards for public discourse
4. shifting focus from competing interests to the common good
5. strengthening the public's capacity for reasoned decision-making
6. bringing values into deliberation and decision-making
7. increasing citizens' sense of efficacy
8. strengthening relationships among citizens, issues, institutions and the political system
9. placing responsibility for public policy with the public
10. creating opportunities for transformative learning and systemic change. (p. 43)

## 5.2 Frequency of Contact

Winer (2001) created a matrix (see Figure 4) to plot the types and frequency of customer interaction across different industries (p. 93). The context here is the construction of customer databases but it has application for engagement. Unless an organization has a high frequency of direct interaction with its customers, which will not be the case for Passport Canada going forward, there is a recognition that it will have to work harder if it wants to establish and maintain connections with its citizens. This additional work can be expected to cost more money.

|                              |      | <b>Customer Interaction</b>                      |                                     |
|------------------------------|------|--|-------------------------------------|
|                              |      | Direct   | Indirect                            |
| <b>Interaction Frequency</b> | High | Banks<br>Telecom<br>Retail                       | Airlines<br>Packaged Goods<br>Drugs |
|                              | Low  | Personal Computers<br>Internet<br>Infrastructure | Furniture<br>Autos                  |

*Figure 4.* This matrix considers the types and frequency of a firm's interaction with clients and shows the interrelationship with the type of product or service. Adapted from A framework for customer relationship management. *California Management Review*, 43(4), 89, by R. Winer, 2001, p. 93.

In their work, *Why customers won't relate: Obstacles to relationship marketing engagement*, Ashley, Noble, Donthu, and Lemon (2011) caution organizations that they need to understand consumers' preferences before moving ahead with a strategy to engage them in relational communications (p. 755). They write, "from a managerial perspective, marketers cannot assume that all satisfied consumers want to engage in relationship marketing programs" (Ashley et al., 2011, p. 755).

A study in the health care sector also struck a cautionary tone with respect to moving communications from a face-to-face to an online environment, suggesting that it may stimulate demand for interaction, thereby impacting the service provider in a manner not originally intended (McGeady, Kujala & Ilvonen, 2008, p. 19).

Firms can struggle with deciding whether or not more communication with clients is actually better. Dreze and Bonfrer (2008) say that, "the impact of intercontact duration is asymmetric in that too long intercommunication time is less problematic than too short intercommunication time" (p. 36). If an organization has not been able to determine the optimal frequency for contact with its customers, they recommend allowing longer gaps between communication events (Dreze & Bonfrer, 2008, p. 36).

After analyzing the effect of contact frequency on customer-reported relationship strength (CRRS), Dagger, Danaher and Gibbs (2009) say that,

Specifically, we observe a relationship-maturity effect: for shorter-duration relationships, contact frequency enhances CRRS, but for longer-duration relationships, contact frequency has no effect on CRRS. Furthermore, employing an iso-contact analysis, we find that for relationships with about the same number of total contacts, those with longer duration are perceived to be stronger, while those with greater contact frequency are not (p. 371).

This opens the door for organizations with limited resources available for engaging clients to segment them according to relationship duration and focus their scarce resources solely toward the shorter-length relationships without fear of what that will do to those with a longer-duration relationship.

Research by Raciti and Dagger (2010) found that both the technical quality of writing found in organizational communication and its overall aesthetics had a relational impact on clients (p. 108). Referring to the need for logical structure and clarity in written communication, they say, "These elements not only serve to establish a platform for the exchange of information but also serve a dual relational function in which they strengthen the relationship the customer perceives to exist between themselves and the service firm" (Raciti and Dagger, 2010, p. 108).

### 5.3 Methods of Engaging Citizens and Stakeholders

Incorporating feedback mechanisms into communicative processes moves them from being unidirectional information flows into the realm of dialogue and engagement. Lehr and Rice (2002) underscore the importance of doing so for both external and internal communication and also recommend the use of “multiple methods in order for the organization to ‘tell its own story’” (p. 1066). According to Ndubisi, Wah and Ndubisi (2007), communications are viewed as “an interactive dialogue between the company and its customers that takes place” not just at the time of the transaction but also before and after (p. 225). In terms of the definitions used in this paper, the authors seem to advocate for both transaction-related communication as well as relational communication.

Feedback mechanisms do not necessarily need to be private but can instead be part of a larger word-of-mouth communication model that utilizes social media where both the organization and its customers jointly participate in what Kozinets, de Valck, Wojnicki, and Wilner (2010) term a “Network Coproduction Model” (as cited by Castronovo and Huang, 2012, p. 118-119).

Building upon their recommendation to use social media, Castronovo and Huang (2012) differentiate between the various platforms according to the intended objectives for using them (see Table 2).

The use of the website figures prominently in literature regarding client satisfaction and communication. Galan and Sabadie (2002) say that “the Web site, before being a medium of communication is a service experience” (p. 12). Ghose and Dou (1998) advocate for a high level of interactivity on websites in order to increase their appeal to users (as cited by Finn, Wang and Frank, 2009, p. 216).

Turel, Yuan and Connelly (2008) discussed how users of e-customer services should be treated in order to enhance their perception of fair treatment where some form of adjudication will take place (e.g. passport and vital event certificate applications) (p. 142). They recommend providing users with “information-rich explanations about what might happen and why” during the process, and doing so through two separate channels-the website and service representatives (Turel, Yuan & Connelly, 2008, p. 142).

Within the public utility context, Beard (2010) notes a number of mechanisms that can be used for increased client and stakeholder satisfaction, including client notification processes, public education programs, feedback loops, client training and an effective refusal process (p. 14). The latter, translated into the context of government service, could be the client complaint and appeal processes, which include the following key steps: documentation by the employee; research into the specific situation; references to

Table 2

*Social Media Platforms and Their Objectives*

| <b>Tools</b> | <b>Objectives</b>   |
|--------------|---|
| Chat Rooms   | <ul style="list-style-type: none"> <li>• improve customer service</li> <li>• create sense of community</li> <li>• garner customer feedback</li> </ul> |
| Blogs        | <ul style="list-style-type: none"> <li>• drive WOM recommendations</li> <li>• build meaningful relationships</li> <li>• increase loyalty</li> </ul>   |
| You Tube     | <ul style="list-style-type: none"> <li>• harness power of video to increase embedding of content in other sites</li> </ul>                            |
| Facebook     | <ul style="list-style-type: none"> <li>• Advertising</li> <li>• develop a community</li> <li>• target specific audiences</li> </ul>                   |
| LinkedIn     | <ul style="list-style-type: none"> <li>• connect with professional communities</li> </ul>   |
| Twitter      | <ul style="list-style-type: none"> <li>• customer engagement</li> <li>• conversation propagation</li> </ul>   |

Note. Rather than taking a one-size-fits-all approach, social media platforms should be utilized according to the intended objective. Adapted from “Social media in an alternative marketing communication model” by C. Castronovo and L. Huang, 2012, *Journal of Marketing Development & Competitiveness*, 6(1), p. 123.

regulations or procedures; progression/escalation of meetings with employees, all using the same key messages; evaluation of alternatives; and follow-through with the required work.

Passport Canada appeared satisfied with its recent social media performance when it wrote in its *Annual Report 2011-2012*, “We solidified our social media presence, and demonstrated the usefulness and flexibility of these tools” (Passport Canada, 2012, p. 9). It goes on to identify how these platforms can provide passport-related education to Canadians via social media in a cost-effective manner (Passport Canada, 2012, p. 9)

With respect to assessing the most effective contact channels, Jones and Farquhar (2003) looked at satisfaction levels after bank clients attempted and achieved problem resolution using various channels (p. 75). The channel that led to the highest level of satisfaction was personal contact with a cashier in a branch, followed by personal contact with a manager in the branch, and then speaking to a customer service representative over the phone and contact online or via email which were assessed equally (Jones & Farquhar, 2003, p. 75). There was a variance between in-person contact and the telephone and electronic options but the difference was not large, ranging from one to four percent. Passport Canada says that Canadians strongly prefer in-person service, with more than 70 percent choosing that

option over service by mail, or through receiving agents or Members of Parliament (Passport Canada, 2012, p. 20).

## 5.4 Relationship Management and Client Satisfaction

Ashley et al. (2011) serve to temper expectations of those that choose to engage in relational marketing when they write, “despite the purported benefits of relationship marketing practices for both the consumer and the organization, relationship marketing practices receive criticism for their failure to yield desired results” (p. 749). They identified three factors that can impact clients' receptiveness: 1) involvement; 2) privacy concerns; and 3) shopping frequency (Ashley et al., 2011, p. 754). If customers are not engaged, are uncomfortable with the level of personal information shared and don't transact with the organization on a regular basis, relational marketing will fail. There are parallels that can be drawn to Passport Canada's situation. These authors specifically warn organizations like Passport Canada when they say, “firms offering low involvement products and services should cautiously approach relational marketing programs or the firm's costs may exceed the return” (Ashley et al., 2011, p. 755).

Kelly, Donnelly and Skinner (1990) state that clients who are involved in their transaction and are clear about their role in the process will be most satisfied with the outcome (as cited by Webb, 2000, p. 4).

With respect to self-service technologies, Meuter, Ostrom, Roundtree and Bitner (2000) identified three major categories of customer satisfaction and three that lead to dissatisfaction (as cited by Massad, Heckman and Crowston, 2006, p. 77). Factors leading to satisfaction are “solved an intensified need, better than the alternative, did its job,” while those leading to dissatisfaction are “technology failure, process failure, customer-driven failure” (Meuter et al., 2000, as cited by Massad, Heckman and Crowston, 2006, p. 77). Organizations can exercise high levels of control on all factors with the exception of customer-driven failure. They can nonetheless mitigate the risk of customer-driven failures by engaging in educational communication, paying close attention to feedback received from all sources, and implementing customer-friendly technology and processes. This is what Varey and Ballantyne (2005) write about when they talk about mechanisms “where informing and listening takes place and (*sic*) dialogical manner where both parties learn together to co-create solutions and collaborative advantage” (as cited by Raciti and Dagger, 2010, p. 105). This is relevant to Passport Canada now, as citizens currently access information through self-service mechanisms, and in the future, if the agency adopts online application services (Citizenship and Immigration Canada, 2013, para. 3).

The appropriate management of expectations is linked to customer satisfaction. Webb (2000) suggests that expectation level control messages should be communicated specifically to low-experience audiences (pp. 17-18).

Ashley et al. (2011) explain that clients conduct their own form of cost-benefit analysis when deciding whether or not to engage in relational communications with organizations, a position supported by earlier research by Bendapudi and Berry (1997) (p. 754; p. 20). With a view to increasing the benefit side of that equation, organizations can conduct additional research to determine which benefits their clients desire the most. Passport Canada can look to research it has already conducted for clues to the kinds of benefits Canadians seek. In 2010, more than 70 percent of survey respondents said that they would want the agency to remind them in advance of their passport's expiry date (Passport Canada, 2012, p. 78).

## 5.5 Evaluation and Organizational Learning

There was universal acceptance of the need for organizational learning in the literature reviewed. The need to acquire and accept feedback and external knowledge and incorporate it into current and future operations was omnipresent.

While it took place within the context of manufacturing plants, the results of a 2002 study point to the organizational benefit of incorporating mechanisms that allow for the acquisition of external feedback.

“In their empirical study of 164 manufacturing plants, investigating the impact of manufacturing capabilities on performance (Schroeder, Bates and Junttila 2002), the authors show that external learning and knowledge transfer among the firms and their suppliers and customers is the strongest contributor to manufacturing performance. In contrast, learning from within the organization (i.e., internal learning) did not significantly enhance manufacturing performance” (as cited by Wagner & Buko, 2005, p. 20).

It is important to have measures that assess the effectiveness of engagement activities taking place by way of social media platforms. In Table 3, Castronovo and Huang (2012) provide lists of metrics that align to various organizational goals. “Measurement of the success of a program contributes to a feedback loop that determines how future executions will be adjusted to increase the program's effectiveness” (Castronovo and Huang, 2012, p. 127).

In 5.1, Castronovo and Huang (2012) were cited with respect to brand communities. Fournier and Lee (2009) provide a bit of a reality check, outlining the organizational prerequisites for this type of engagement strategy when they write,

Table 3

*Social Media Goals and Recommended Metrics*

| Goals           | Related Metrics   |
|-----------------|---|
| Build Awareness | <ul style="list-style-type: none"> <li>• web traffic and web traffic referrals</li> <li>• search volume trends and volume of followers</li> <li>• social mentions</li> <li>• share of voice</li> </ul>  |
| Increase Sales  | <ul style="list-style-type: none"> <li>• web traffic and time spent on site</li> <li>• bounce rate and content acceptance rate</li> <li>• repeat visits and volume of followers</li> <li>• social mentions</li> <li>• share of voice</li> </ul>   |
| Build Loyalty   | <ul style="list-style-type: none"> <li>• time spent on site</li> <li>• repeat visits and volume of followers</li> <li>• content acceptance rate</li> <li>• repeated social mentions</li> <li>• share of voice</li> <li>• recommendations and reviews</li> <li>• social connectivity among purchasers</li> </ul> |

Note. It is important to use metrics that align with the original goals and objectives for utilizing social media. Adapted from “Social media in an alternative marketing communication model” by C. Castronovo and L. Huang, 2012, *Journal of Marketing Development & Competitiveness*, 6(1), p. 123.

Although any brand can benefit from a community strategy, not every company can pull it off. Executing community requires an organization-wide commitment and a willingness to work across functional boundaries. It takes boldness to re-examine everything from company values to organizational design. And it takes the fortitude to meet people on their own terms, cede control, and accept conflict as part of the package (p. 111).

This implies that the organization has the motivation and capability to both assess its current situation and be ready to adopt smart practices as it learns.

To a very large degree, citizen engagement will take place by way of technology-based platforms. Nariman (2011) recognizes the fluidity of that environment when he states that in order, “to improve the usability, accessibility, and effectiveness of e-Government services for citizens, it is necessary to conduct a user-centric evaluation, periodically” (p. 690).

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In making the case for citizen engagement, Sheedy (2008) explains that society is far more accepting of the notion that no single sector holds all of the knowledge and that “by drawing on the vast and diverse experiential knowledge of the public (usually in combination with other forms of knowledge), the chances of making decisions that are reflective of needs increases” (p. 21).

For organizations that have not yet implemented processes and mechanisms for engagement, Sheedy (2008) identifies potential challenges and writes about the need to develop internal capacity to make the transition successful, including role definition, skill development, getting decision makers ready for dialogue and mechanisms for incorporating externally-sourced information into its evidence base (p. 22).

The Treasury Board of Canada Secretariat's *Policy on Evaluation* governs evaluative functions with the Government of Canada and “is the government's main source of information on evaluation and its use in informing policy and expenditure management decision-making, including program improvement” (Treasury Board of Canada Secretariat, 2013, para. 9). Overall departmental evaluation is guided by a required, rolling five-year evaluation plan that the head of evaluation must update each year (Treasury Board of Canada Secretariat, 2012, para 6.1.3.a).

Persons responsible for evaluation within Passport Canada will also be guided by the *Communications Policy of the Government of Canada* when their relational communication or citizen engagement activities could be viewed as “public opinion research” (Treasury Board of Canada Secretariat, para. 6.1.2 c). That policy defines public opinion research as:

Public opinion research is the planned gathering, by or for a government institution of opinions, attitudes, perceptions, judgements, feelings, ideas, reactions, or views that are intended to be used for any government purpose, whether that information is collected from persons (including employees of government institutions), businesses, institutions or other entities, through quantitative or qualitative methods, irrespective of size or cost. (Treasury Board of Canada Secretariat, para. 8)

The same policy states that the communications aspect of evaluation must be planned on an up-front basis and that communications staff be engaged to provide advice to those that “plan, implement or evaluate an institution's consultation and citizen engagement processes” (Treasury Board Secretariat, 2013, para. 9).

## 6. ENVIRONMENTAL SCAN

### 6.1 Locating Official Websites

#### Uniform Resource Locators (URLs)

Canada: <http://www.pptc.gc.ca/> and <http://www.passportcanada.gc.ca/>

United States: <http://travel.state.gov/passport/>

United Kingdom: <https://www.gov.uk/browse/abroad/passports>

Australia: <https://www.passports.gov.au/Web/index.aspx>

New Zealand: <http://www.passports.govt.nz/>

#### Internet Search Results

All of the above websites were easily located through an Internet search using Google's search engine (see Appendices 10 to 14). None of the sites had a particularly intuitive URL (e.g. [www.passportcanada.com](http://www.passportcanada.com) or [www.passportcanada.ca](http://www.passportcanada.ca)). The ones that would work if typed directly by users in their jurisdictions; those users that are familiar with how their governments' URLs typically end (e.g. govt.nz) belong to Canada, Australia and New Zealand. This is not a significant issue given Internet users' familiarity with the use of search engines but there are some that attempt to type the URL using an intuitive approach.

When searching through Google, the United Kingdom, Australia and New Zealand all had non-government, passport-related ads appearing above the link to their respective pages. It is quite conceivable that hurried, stressed, inattentive or uneducated citizens may click on the ad links instead of those leading to the official government site. The United Kingdom posted an announcement in June, 2013, stating "Her Majesty's Passport Office is advising customers to avoid copycat websites and save themselves money by coming to the agency directly." *The Guardian* also warned citizens of this risk in an article titled, "Google Adword: beware copycat websites in paid-for search results" (Brignall, 2013).

Two sites, [www.canadianpassport.ca](http://www.canadianpassport.ca) and <http://canadapassporthehelp.ca/>, appear to have private-sector affiliations; organizations that solicit fees from clients (see Appendices 15 and 16).

### 6.2 Communication and Social Media Platforms for the Five Eyes

The Internet was used to search for each country's passport-issuing agency's website. The sites were reviewed for evidence of opportunities to engage citizens through other methods.

Then a series of Internet searches was conducted in order to locate each country's passport office's official presence on various communication and social media platforms. App-based searches were also conducted using an Apple iOS device. The result of these searches was recorded in the table found in Appendix 4. Searches were conducted on the following 12 platforms:

- Twitter
- YouTube
- MySpace
- Google+
- Pinterest
- Tumblr
- Blog (any platform)
- Vimeo
- Flickr
- Picasa
- LinkedIn
- Vine

### Platform Inventory Analysis by Country

#### *Canada*

As can be seen in the screen shots of the various agencies' websites (see Appendices 5 to 9), Passport Canada is the only one to provide links from its website to social media platforms where it maintains an official presence—Facebook, YouTube and Twitter—as well as a Multimedia page where it houses a limited series of videos about the Canadian passport and the application process. This is an important distinction for Passport Canada in its attempts to engage stakeholders. Castronovo and Huang (2012) state emphatically that “In order for social media to be an effective platform, its presence must funnel through the firm's main Website” (p. 125). There are Passport Canada pages on Google+ and LinkedIn but these are not official sites and they are not maintained by Passport Canada.

Passport Canada's Twitter account has more than 19,000 followers and is the dominant platform from a quantitative perspective. The next most prominent platform is its Facebook page with more than 4,700 likes.

The Government of Canada also advertises its Travel Smart web-based app (<http://travel.gc.ca/mobile>). There are passport-related references in this app but Passport Canada does not enjoy any particular prominence.

#### *United States*

The U.S. Department of State: Consular Affairs is the brand under which passport services are offered. The website, Facebook and MySpace pages operate under that brand. The

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Facebook page has more than 85,000 likes; a much higher multiple than the Canada-U.S. population differential.

The remainder of the platforms that have a connection to passport services operate under the Department of State brand. Its breadth of responsibility is so large that it is not realistic to link quantitative or qualitative data on those platforms to its passport-issuing office. That does not diminish the potential reach and impact of a passport-related Tweet by the Department of State by way of its @TravelGov or @StateDept accounts with 353,761 and 685,507 followers respectively.

The U.S. Department of State also has an app titled Smart Traveler, available for Apple iOS and Google Android devices. It offers various travel-related services but it has no particular focus on passports.

### *United Kingdom*

Her Majesty's Passport Office, formerly the Identity and Passport Service, has its own website and a Facebook page. The website is nondescript but functional. The Facebook page has a mere 21 likes. The Home Office maintains an official presence on Twitter, YouTube, Google+ and Flickr but, like the U.S. Department of State, its responsibilities cover far more than passport issuance and it is not realistic to link quantitative or qualitative data to the passport-issuing office.

### *Australia*

The Australian Passport Office has its own website but does not have any unique, official presence on any social media platforms. The Department of Foreign Affairs and Trade operates Twitter and YouTube accounts but, as in the U.S. and U.K. circumstances, it is not realistic to link quantitative or qualitative data for those accounts to the passport-issuing office.

### *New Zealand*

New Zealand passport has its own website and a YouTube account with eight subscribers. It does not have any unique, official presence on any other social media platforms.

### *Common Platforms*

The most common platforms were websites, Twitter accounts and Facebook pages but even those were not universal across all of the Five Eyes countries.

### *Least-Utilized Platforms*

The following social media platforms did not have any official presence from any of the Five Eyes' passport-issuing agencies or their parent departments:

- Tumblr
- Vine

Only the United States had a presence on these platforms:

- MySpace
- Pinterest
- Blog (on any platform)
- Vimeo
- Picasa

Only the United States and United Kingdom had a presence on the Flickr platform.

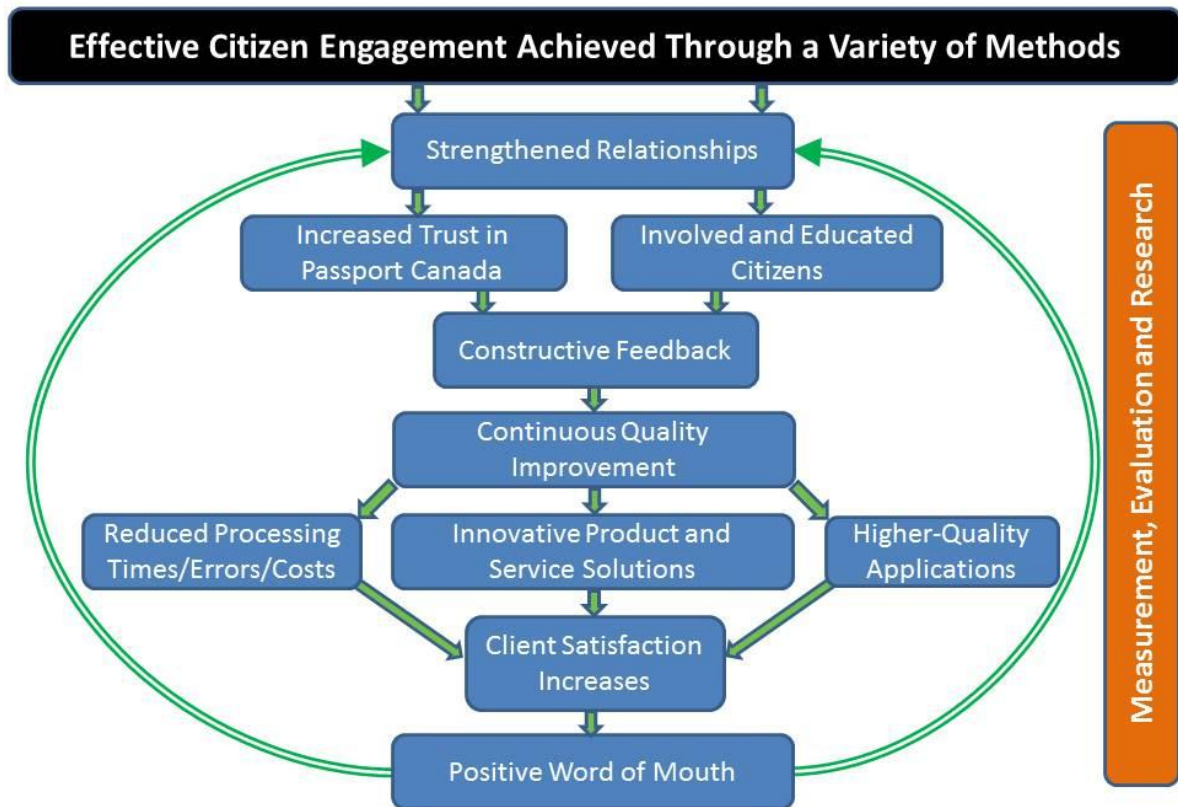
### 6.3 Grid Partners

Passport Canada maintains a listing of Grid Partners (see Appendix 2). As stated in the definition found earlier (at 3.8), these are all stakeholders; they can be placed into the various categories in the *Stakeholder Map* (Figure 1). While not the focus of the report, they all have contact with Canadian passport holders and, collectively, they represent an important albeit indirect method of engaging with citizens.

When it comes to educating clients and managing their expectations, Webster (1991) says that “segmentation at the basic demographic level may also warrant consideration” (as cited by Webb, 2000, pp. 17-18). At least some partner organizations can be segmented by demographic (e.g. *Canadian National Geographic*, photographers) or, if they service a broad population, they probably already engage in demographically-specific marketing. This collective provides Passport Canada with a method for targeted, indirect engagement with citizens.

There are, however, benefits to maintaining a dialogue with these 52 organizations that go beyond simply employing them as engagement partners. Citing three other studies, Galetzka, Gelders, Verckens and Seydel (2008) state that “The quality of an organization’s relationships with citizen (*sic*), customers and other stakeholder communities is vital for quality management and business performance” (p. 435).

## 7. CONCEPTUAL FRAMEWORK



*Figure 5.* Concept Map for Effective Citizen Engagement at Passport Canada. By effectively engaging citizens through a variety of methods, the agency can create a virtuous circle of continuously strengthening relationships and quality improvement. The model contemplates measurement and evaluation mechanisms for the components, individually and as a collective, as well as further research.

## **8. FINDINGS**

### **8.1 Unable to Locate Direct Evidence of Any Negative (or Positive) Impact**

This is a confirmation of the initial view that it was unlikely that direct evidence from prior or new research into similar agencies' activities would directly identify the impact(s)-negative or positive-resulting from less-frequent contact, communication and engagement stemming from the introduction of a 10-year validity period for Canadian passports. Readers need to draw limited conclusions from this finding (see Finding 8.2 directly below, as well as Recommendation 9.6).

### **8.2 Continuous Engagement Yields Benefits; Lack of Engagement Creates Potential for Problems**

The evidence indicates that continuous engagement with citizens will yield multiple benefits for Passport Canada, citizens and stakeholders while incurring little to no risk. It is entirely reasonable to conclude that a reduction in engagement will have the opposite effect. One should envision a continuum of engagement levels, with a tipping point, as outlined earlier. This tipping point is that level that can only be described as "too little" engagement; where the agency incurs problems to a degree that they begin to overshadow any positive outcomes linked to that particular level of collective engagement with citizens and stakeholders.

### **8.3 Passport Canada Has the Greatest Breadth of Branded Platforms in its Peer Group**

Amongst its peer group in the Five Eyes, Passport Canada has the greatest degree of breadth across communications and social media platforms, and it does so under its own brand.

### **8.4 Effective Citizen and Stakeholder Engagement is Multi-Faceted**

An effective citizen and stakeholder engagement strategy includes two-way communication that will generate feedback and contribute to organizational learning (Pruitt & Thomas, 2007, p. 43).

### **8.5 The Passport Canada Website Matters**

The organization's main website is seen as a service experience and its features should include interactivity as well as links to its social media platforms (Galan & Sabadie, 2002, p. 12; Ghose & Dou, 1998, as cited by Finn, Wang & Frank, 2009, p. 216; Castronovo & Huang, 2012, p. 125).

### **8.6 Communication and Relationship Strength Are Linked**

There is a link between the frequency of communication and the strength of the relationship between service provider and client, particularly in the early stages of the relationship (Anderson & Weitz, 1989; and Anderson & Sullivan, 1993, as cited by Dagger, Danaher & Gibbs, 2009, pp. 373, 381-382).

### **8.7 The Written Word Affects Relationships**

The technical qualities of an organization's written communication, which include logical structure, clarity, relevance and overall aesthetics, have a relational impact on clients (Raciti & Dagger, 2010, p. 108).

### **8.8 Communication and Engagement Impact Trust**

The quality and frequency of communication and engagement with clients and stakeholders is directly related to the trust they have in the organization (Rotter, 1967; and Anderson & Nams, 1984, as cited by Zeffane, Tipu & Ryan, 2011, p. 78).

### **8.9 Informed Clients Are More Likely to Perceive a High-Quality Service Experience**

Managing service expectations and educating clients with respect to their role in the transaction will increase the likelihood that they will they perceive a high-quality service experience.

### **8.10 Relationship Formation is Driven by Cost-Benefit Analysis**

Citizens and stakeholders will only engage in relational communication when they perceive value in exchange for their investment in the relationship with the service provider (Ashley, Noble, Donthu, & Lemon, 2011, p. 754).

## 9. RECOMMENDATIONS

### 9.1 Maintain a Simple and Recognizable Brand

*Passport Canada* is intuitive. It communicates everything that it needs to about what the agency does and the words are consistent with what the average person would use as search terms when trying to locate the its official website through an Internet search engine.

The latter point is particularly important when we are considering circumstances where a passport holder has chosen not to engage the agency at all over the entire 10-year lifespan of their passport. It is realistic to assume that there will be many people in that situation. They will choose not to participate in relational communications or other forms of engagement with Passport Canada but they will expect the agency to be there for them when they need it (e.g. for a passport renewal or the replacement of a lost/stolen passport). They will expect to be able to locate Passport Canada easily, presumably through the Internet, and expect to land on a site that is clearly recognizable as the official site, robust with information and communicative capabilities.

There was an earlier reference to brand communities. It becomes the *means* to a broader *end*-citizen and stakeholder engagement-linking Passport Canada to interested audiences. With all due respect to the U.S., they lack what Passport Canada has: a brand. Neither “travel.state.gov” or “U.S. Department of State: Consular Affairs” roll off of the tongue easily nor are they intuitive. People get attached to brands. A simple search through Google will show that the Internet is replete with images of the Canadian passport. “Canada,” “Canadian” and “passport” seem to resonate with Canadians. The YouTube video referenced in 5.1 is an example of the strength of the physical passport's brand recognition; the agency that issues it-Passport Canada-enjoys recognition not simply because of its obvious association to the document but also due to its clear, simple and logical name. It enjoys recognition in its own right and Canadians are very proud of it. This attachment to the brand increases the likelihood that citizens and stakeholders will want to participate in a deeper level of relational communication, dialogue, deliberation and engagement with the agency. In order to prevent brand degradation, when Canadian citizens access information or service in relation to their passport, wherever possible, they should continue to see themselves as dealing with “Passport Canada.”

Passport Canada should routinely scan the environment for signs of non-government operators looking to engage citizens in fee-based services related to passport applications and renewals (see Appendices 15 and 16). The agency should aggressively defend its brand by taking all possible measures to interrupt those operators' activities and by reminding citizens of the official mechanisms for obtaining passport-related information and service. The agency should also take steps to acquire “ownership” of the Passport Canada pages on

LinkedIn and Google+. Without a disclaimer on those pages stating that they are not operated or maintained by Passport Canada, citizens might assume that they are official sites.

The agency should maintain ownership of the *www.passportcanada.gc.ca* domain and investigate options for acquiring any others that may be confused with the official one. Those potentially confusing domains can simply be left dormant or programmed to seamlessly redirect visitors to the official site.

## **9.2 Make Efforts to Maintain a Dialogue with Efforts Focused Upon Low-Experience Individuals**

Passport Canada should continue general efforts to engage citizens and stakeholders; in particular, current and future passport holders. All of its citizens and stakeholders will benefit from continued and proactive engagement but it has been shown that relational communication focused on new relationships with citizens will have the biggest impact.

There are risks to mitigate with respect to setting and meeting appropriate service expectations and having sufficient organizational capacity to nurture relationships with clients but these are dealt with in subsequent recommendations.

The key is to provide citizens with options for different levels of engagement and allow them to move back and forth between them over the course of their relationship with Passport Canada. A first-time applicant can be very excited at the prospect of getting a passport and may want to receive transaction-related communication at the time of the application. After enjoying a positive service experience and now in possession of their passport, this person may want to receive relational communication and engage in dialogue with Passport Canada and other passport holders. This could lead them to *Like* the *Facebook* page, follow Passport Canada on *Twitter* and go to the website to see if they can sign up for travel-related email alerts. After getting their passport stamped on an international vacation, they may want to post a picture of themselves holding the stamped passport in front of a well-known landmark with a comment about the great service they received when they visited a Passport Canada office to get help with their application.

This may not be the case with all passport holders and that is to be respected. It is up to Passport Canada to provide the options for citizens that want to engage, to participate in a relationship with the agency, and ensuring that those options are low in *cost* (e.g. time, effort, learning) and high in *benefit* (e.g. passport expiry reminders, easy service access points). If, at some point, the agency moves to an online application and/or renewal process, clients should be offered, as part of that process, opportunities to opt into such a relationship. This can be as simple as a checkbox authorizing the agency to notify them in

advance of their passport's expiry date (e.g. by email and/or text message). Citizens that are inclined to use online application or renewal services are also likely predisposed to accepting this kind of technology-based engagement strategy.

The evidence clearly shows that proactive engagement will generate benefits. It can also help to mitigate the risk of future problems resulting from the reduced level of transaction-related communication and engagement with citizens.

### **9.3 Invest in the Primary Website While Exploring Other Cost-Effective Methods and Mechanisms for Engaging Citizens**

The technology that supports and presents websites will change, sometimes on a frequent basis, but the research identified key attributes that need to be incorporated into current and future versions of Passport Canada's official website.

The research made it clear that the main website is of primary importance. It is seen not as a product but as a service experience. The site also serves as the gateway to Passport Canada's social media sites, which the research identified as a smart practice. Passport Canada was the only passport-issuing agency in the Five Eyes that had clear links to its official social media sites from the home page. Based on the research, it should maintain that approach.

Recognizing that the Government of Canada sets standards for its websites, every effort should be made to continue investing in a high-quality site. The research outlined the need for content to be relevant, logical in structure, clear and concise, and aesthetically pleasing. It also showed that there will always be a need for the agency to clearly articulate its service standards, realistic (applicant) expectations related to those standards, as well as an explanation of the role of the applicant or passport holder in the service transaction.

Technology will undoubtedly drive platform change, which will impact both the way that Passport Canada engages citizens and stakeholders generally and the way that it delivers its services. Anybody who has owns a personal computer, tablet and/or cellular telephone experiences frequent changes in hardware and software, as well as the applications and Internet sites that create the user experience. The environmental scan showed that Passport Canada is well positioned amongst its Five Eyes peers in terms of the engagement options offered to stakeholders. It should be willing to experiment with other options to see which ones resonate with its citizens and not be overly concerned when one option or another is not successful in this regard.

The costs of establishing an official presence on various social media platforms is generally related to content maintenance and supervision. Expenses can be minimized when content

is repurposed across all platforms, an approach that is consistent with the Government of Canada's *Standard on Web Interoperability* (2012, para. 5.1.1). For example, an article may be written and posted on a blog. A link to the blog article can be posted on the main website. Either the article, or a link to it, can then be posted on the *Facebook* page with an accompanying image. An excerpt from the article, the link to the blog and the image could be sent as a *Tweet*. Finally, the image can be uploaded to *Flickr*.

Social media platforms can be used for relational communication aimed at engaging those individuals that have had little experience with Passport Canada. The research showed that these people are likely to have a high degree of willingness to engage in relational communications with the agency. Cohort-focused platforms are an option to consider, as is cohort-based, relational communication distributed through the main, official sites. The cohort approach would look and feel much like the method utilized by universities when they are dealing with alumni, where everybody is identified by their graduation year.

While most of the attention is geared toward citizens, there should be continuing efforts to engage stakeholders (e.g. the Grid Partners) that are impacted by passport-related issues. There will be occasions where they can positively impact the agency's operations; they will have perspectives and knowledge that the agency does not. Maintaining a robust dialogue with these groups will benefit Passport Canada. The partner list could be expanded to include secondary schools and post-secondary educational institutions. The educators can provide access to future passport cohorts, ones that will be connecting with the agency for their first time; the ones that the research predicts will be receptive to relational communication from Passport Canada.

### 9.4 Align Internal Capacity

As time passes and more 10-year passports find their way into the system, lower numbers of people will be coming into Passport Canada offices for service. In addition, it is conceivable that the agency will look to implement online service options. Changing organizational circumstances will likely cause capacity realignment to figure prominently in the minds of the agency's human resource planners over the next decade.

Should Passport Canada choose to adopt a more robust, proactive citizen and stakeholder engagement strategy, employing new methods and platforms, it will need to plan for changes to the knowledge and skills of its workforce. To support new practices, there will be a need for staff skilled in online customer service delivery and complaint resolution; internal communication; policy and procedure development; content development, review and posting; discussion forum invigilation; partnership liaison and evaluation.

In order to maintain high citizen and stakeholder satisfaction levels, it is necessary to have human resource and technological capacity aligned/realigned prior to implementing any ambitious engagement strategies.

While the Policy, Communications and Research Bureau holds the primary responsibility for citizen and stakeholder relations, the adoption of new engagement practices would involve other bureaus:

- Operations (responsible for staff in regional offices and call centres);
- Legislation and International Relations (*User Fees Act* consultations and research on best practices outside of Canada);
- Enterprise Alignment (strategy management); and
- Human Resources (training) (Passport Canada, 2012, pp. 20-22).

Such organization-wide involvement would require support for the initiatives at the most senior levels, as well as an internal communications plan to outline the intent, the expected benefits and to provide role clarity.

### **9.5 Incorporate Feedback into Organizational Learning**

The research clearly showed the need for organizations to acquire feedback from clients and stakeholders and use it as part of a continuous quality improvement process. Increased knowledge can lead to enhanced client service, reduced costs, and the development of new policies and products.

While this sounds very good in theoretical terms, implementation can be a different story. Even within a single organization, the capacity to absorb feedback and incorporate it into future practice can differ widely. There may even be policies about developing policy that do not contemplate incorporating feedback into the development cycle.

Getting feedback incorporated into the organization's business practices starts with the development of the mechanisms by which feedback will be sought and accepted. Then there needs to be a formal process for vetting feedback received so that it gets to the right place inside organization (i.e. functional responsibility and place in the organizational hierarchy) in a timely fashion. Depending upon the volume of feedback received, this may involve one person that has quality assurance responsibilities or it may all go to an internal committee. Feedback that is accepted as valid and ready for incorporation into future practice must first find its way into the organization's policy cycle. This does not mean that changes need to go to the most senior person (e.g. it might be a change to an office-level procedure).

Once feedback has found its way into new or enhanced processes, technology or products, it must be evaluated to determine if it is having the intended (or a different) effect. Those results are fed back into the organization to inform the continuous improvement process. The research related to communication, dialogue and engagement was clear on the need for regular, relevant and transparent information flows between an organization and all of its stakeholders.

### 9.6 Conduct Further Research and Evaluate the Impact

This report discussed methodology and limitations. While it nonetheless yielded data from which actionable findings and recommendations were drawn, Passport Canada should conduct or commission further, broader research in an effort to determine the optimal level and methods of citizen and stakeholder engagement. Internal and external interviews and surveys cannot guarantee answers to all or any of the agency's research questions; they simply create opportunities to locate additional lines of evidence. In addition to formal research, Passport Canada should maintain an ongoing dialogue with its counterpart agencies, including the other Five Eyes and other jurisdictions that issue passports with 10-year validity periods.

Based on the findings outlined in this paper, specific areas of research interest could include comparisons of metrics between different groups-based on age, experience, the tenure of their relationship with Passport Canada, the length of time between transactions, the types of social media connections they have with Passport Canada and the degree to which they participate in relational communication.

Initial research based upon age and experience could include direct interviews with secondary and post-secondary students, new Canadian citizens and senior citizens. Each group has unique needs with respect to communication, engagement and support. Students need to know about the process for obtaining a passport and, perhaps more importantly, the responsibilities that go with being a passport holder (e.g. safeguarding the document while travelling). New Canadian citizens may have prior experiences with passport-issuing agencies in other jurisdictions that vary significantly with what they will experience in Canada. Seniors may also fall into the low-experience group. Some may be travelling and applying for a passport for the first time since *new* security requirements have come into place (e.g. the Western Hemisphere Travel Initiative). The research should be aimed at acquiring an understanding of the groups' existing knowledge levels, communication styles, social media platform usage, communication frequency preferences, special service requirements (e.g. translation services) and comfort with technology. Passport Canada's Grid Partners could also be surveyed about their experiences with each of these groups with a view to understanding passport-related issues and obtaining their recommendations for

potential remedies. The individual and collective findings from this research can be used to inform future engagement and communication strategies.

There are two aspects to "Evaluate the Impact." Firstly, because the impact of the move to a 10-year validity period is not known in the Canadian context, Passport Canada should incorporate evaluation mechanisms and metrics that will identify any untoward trends (e.g. public opinion of the agency) and incorporate them in its rolling five-year department evaluation plan (Treasury Board Secretariat, 2012, para. 6.1.3 a). It may be possible to use data that is already routinely captured for this purpose. The second aspect is attempting to determine the impact of any alterations to the agency's existing communication and engagement strategies that are focused on either enhancing its connection with clients or mitigating any negative trending in that regard.

Measurement and evaluation (and research) are built into the *Concept Map for Effective Stakeholder Engagement at Passport Canada* (see Figure 5). The elements of the concept map to be evaluated are:

- Relationship strength
- Processing time, error frequency and cost
- Application quality (e.g. number of complete/incomplete/incorrect applications received)
- Satisfaction with service encounters

Other metrics that can be monitored include:

- Awareness of passport options
- Awareness of passport information access points
- Trust in Passport Canada
- Trust in the passport document
- Volume of lost and stolen passports
- Volume of complaints about fees, requirements or processing time
- Volume of incomplete and/or incorrect applications for both new passports and renewals

## 10. CONCLUSION

Due to the nature of the problem, this project was somewhat unique. Passport Canada was not faced with a clearly-defined problem—a situation where there was obviously too much or too little of something (e.g. passport production costs are too high or difficulty recruiting sufficient numbers of qualified candidates for specialty roles). The project did not begin with a search for options leading to a recommendation to adopt the one deemed most effective for solving the specified problem.

Passport Canada's problem was that it did not know if it will eventually have a problem. The introduction of a 10-year validity period fundamentally altered the circumstances that determine the frequency of Passport Canada's contact, communication and engagement with a large segment of the Canadian population. It is estimated that its interactions with citizens will decline by 2.3 million annually by the time all existing five-year passports have been renewed. The research question became:

### **Will Passport Canada's introduction of the ePassport and its new 10-year validity period option result in too little engagement with citizens and stakeholders?**

Passport Canada is being proactive in wanting to know if it will face a problem (or problems) at some point in the future. There was, however, no expectation of finding the research equivalent of the Holy Grail—the body of previously-conducted, peer-reviewed, scholarly research supported by empirical evidence that would definitively answer the question. That initial view was confirmed. No prior or new research into similar agencies activities was located; nothing was discovered that would directly identify the impact(s)—negative or positive—resulting from less-frequent contact, communication and engagement stemming from the introduction of a 10-year validity period for Canadian passports. Since there were limitations placed upon the methodology for this initial research, readers should draw limited conclusions from this aspect of the report.

Despite the aforementioned limitations to the research methodology, there was clearly merit in going through this process. It was a search for lines of evidence in an attempt to answer the research question, collectively identify the risk of future problems and, possibly, present ideas for mitigating that risk on a cost-effective basis. The research did uncover valuable data that support a number of relevant findings and recommendations.

The evidence shows that appropriate engagement will generate benefits for Passport Canada, citizens and stakeholders. It is also reasonable to infer the opposite effect; that all of the areas that enjoy benefits from engagement will experience some form of negative consequence as result of too little engagement.

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Even without that inference, the knowledge that continued, proactive engagement will have a positive impact upon Passport Canada, citizens and stakeholders should provide sufficient motivation to conduct those types of activities wherever they can be implemented on a cost-effective basis.

Passport Canada is well positioned to participate in citizen and stakeholder engagement activities. Its website and social media platforms are robust and fare quite well when compared with its Five Eyes counterparts. The Passport Canada brand is intuitive and recognizable. The agency should take all necessary steps to ensure private sector firms are not in a position to capitalize upon the brand by purposefully creating confusion amongst citizens through the use of trade names and website domains that closely resemble "Passport Canada."

Citizens conduct their own form of cost-benefit analysis when deciding if they want to participate in any form of relational communication or engagement with the agency. All engagement methods employed should require little effort (cost) on the part of the citizen while providing relevant, concise and valuable information (benefit) in return for their participation.

Passport Canada's Policy, Communications and Research bureau has responsibility for citizen and stakeholder engagement. Any significant changes to engagement methodology, including but not limited to the adoption of any or all of the recommendations outlined in this report, will require support from senior leaders and strong partnerships between most of its bureaus.

Regardless of whether its strategy changes or not, Passport Canada needs to monitor a number of indicators and be mindful of changes that may signal problems resulting from the gradual reduction in transaction-related contact, communication and engagement. Future research into the activities and experiences of the other Five Eyes countries with 10-year validity periods can provide additional insight. By recognizing any detrimental impact early, Passport Canada can make timely decisions about further research as well as enhancements to its current approach to citizen and stakeholder engagement.

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# Passport Canada's Citizen Engagement Process and the New 10-Year ePassport

## Appendix 1: Passport Fees and Validity Periods Around the World

| Issuing Country     | Adult: Price for Standard Passport (local currency) | Adult: Validity of Standard Pasport (years) | Child: Price for Standard Passport (local currency) | Child: Validity of Standard Passport (years) | ePassport? | Member of Schengen Acquis? |
|---------------------|---|---|---|--|------------|----------------------------|
| United Kingdom      | £77.50  | 10  | £49   | 5yrs for <16                                 | Yes        | No                         |
| Argentina           | \$130   | 5   | \$130   | 5 yrs  | Pending    | No                         |
| Australia           | A\$208  | 10  | A\$104  | 5yrs for <18                                 | Yes        | No                         |
| Austria             | 69.90 €   | 10  | 30 €  | 2 yrs for < 2, 5yrs for 2-12; 10yrs for 12+  | Yes        | Yes                        |
| Belgium             | 71 €  | 5   | 41 €  | 5yrs for <18                                 | Yes        | Yes                        |
| Brazil              | US\$70  | 5   | X   | 1-4 years for under 4s                       | Yes        | No                         |
| Bulgaria            | 30LV  | 5   | 7LV   | 5yrs for <15                                 | Yes        | Yes*                       |
| Canada              | Can\$87   | 5   | Can\$37   | 5yrs for 3-15                                | No         | No                         |
| China               | 200 yuan  | 10  | X   | X  | Yes        | No                         |
| China Hong Kong SAR | HK\$370   | 10  | HK\$185   | 5yrs for <16                                 | Yes        | No                         |
| Croatia             | 320kuna   | 10  | X   | 5yrs for <21                                 | Yes        | No                         |
| Cyprus              | 50 €  | 10  | 50 €  | 10   | Pending    | Yes*                       |
| Czech Republic      | 600CZK  | 10  | 100CZK  | 5yrs for 5-15                                | Yes        | Yes                        |
| Denmark             | 600kr   | 10  | 115kr   | 5yrs for 2-18                                | Yes        | Yes                        |
| Estonia             | 450e  | 10  | 225e  | 5yrs for <15                                 | Yes        | Yes                        |
| Finland             | 48 €  | 5   | 48 €  | 5yrs   | Yes        | Yes                        |
| France              | 89 €  | 10  | 20 €  | 5yrs for <18                                 | Yes        | Yes                        |
| Germany             | 59 €  | 10  | 37.50 €   | 6yrs for < 24                                | Yes        | Yes                        |
| Greece              | 26.40 €   | 5   | 15.60 €   | 3yrs for <15                                 | Yes        | Yes                        |
| Hungary             | HUF14000  | 10  | HUF2500   | 3yrs for < 6, 5 yrs for 6-12                 | Yes        | Yes                        |
| Iceland             | 7700kr  | 5   | 2900kr  | 5yrs   | Yes        | Yes                        |
| India               | 1000Rs  | 10  | 600Rs   | 5 yrs for <18                                | No         | No                         |
| Indonesia           | 250000 rupiah                                       | 5   | X   | X  | Pending    | No                         |
| Ireland             | 80 €  | 10  | 26.50 €   | 5yrs for 3-17                                | Yes        | No                         |
| Israel              | NIS 220   | 10  | NIS 75  | 5yrs for <18                                 | Pending    | No                         |
| Italy               | 42.50 €   | 10  | 42.50 €   | 3yrs for 0-3; 5yrs for 3-18                  | Yes        | Yes                        |
| Japan               | 16,000 yen  | 10  | 1,200 yen   | 5yrs for <12                                 | Yes        | No                         |
| Latvia              | Ls 15   | 5   | Ls5   | 5yrs for <20; 1 yr for <5                    | Yes        | Yes                        |
| Lithuania           | 100 Litas   | 10  | 50 Litas  | 5 yrs for 5-18; 2 years for <5               | Yes        | Yes                        |
| Luxembourg          | 30 €  | 5   | 30 €  | 5yrs for 4+                                  | Yes        | Yes                        |
| Malaysia            | RM300   | 5   | RM150   | 5yrs (<12yrs)                                | Yes        | No                         |
| Malta               | 70 €  | 10  | 35 €  | 5yrs for 10-15                               | Yes        | Yes                        |
| Mexico              | \$1795  | 10  | \$850   | 3yrs (3-18)                                  | Yes        | No                         |
| Netherlands         | 56.90 €   | 5   | 56.90 €   | 5yrs   | Yes        | Yes                        |
| New Zealand         | NZ \$150  | 5   | NZ \$80   | 5yrs for <16                                 | Yes        | No                         |
| Norway              | 450 Kr  | 10  | 270 Kr  | 5yrs for <16                                 | Yes        | Yes                        |
| Poland              | 140 zł  | 10  | 60 zł   | 5yrs for 5-13                                | Yes        | Yes                        |
| Portugal            | 60 €  | 5   | 40 €  | 5yrs for <12; 2 for <4                       | Yes        | Yes                        |
| Republic of Korea   | 55000 won   | 5-10 yrs                                    | 47000 won   | 5yrs   | Yes        | No                         |
| Romania             | 276lei  | 5   | X   | 3yrs for <6                                  | Yes        | Yes*                       |
| Russian Federation  | 2500 rubles   | 10  | 1200 rubles   | 10yrs  | Yes        | No                         |
| Singapore           | S\$80   | 5   | S\$80   | 5yrs   | Yes        | No                         |
| Slovakia            | 33 €  | 10  | 13 €  | 5yrs for 3-15                                | Yes        | Yes                        |
| Slovenia            | 37.49 €   | 10  | 32.17 €   | 5yrs for 3-18                                | Yes        | Yes                        |
| South Africa        | R190  | 10  | R145  | 5 for age <16                                | Pending    | No                         |
| Spain               | 20.20 €   | 5 for <30 or 10                             | 20.20 €   | 2yrs for <5; 5yrs for 5-14                   | Yes        | Yes                        |
| Sweden              | 400 SEK   | 5yrs  | 400 SEK   | 5yrs   | Yes        | Yes                        |
| Switzerland         | 140CHF  | 10  | 60CHF   | 5yrs for under 18                            | Yes        | Yes                        |
| Thailand            | 1,000 baht  | 5   | X   | X  | Yes        | No                         |
| Trinidad & Tobago   | TT\$ 250  | 5   | TT\$ 250  | 5yrs   | No         | No                         |
| Turkey              | 50 lira   | 5   | X   | X  | Pending    | No                         |
| USA                 | \$135   | 10  | \$105   | 5yrs for <16                                 | Yes        | No                         |

\* Bulgaria, Cyprus and Romania are not yet fully-fledged members of the Schengen area; border controls between them and the Schengen area are maintained until the EU Council decides that the conditions for abolishing internal border controls have been met.  
[\[http://europa.eu/legislation\\_summaries/justice\\_freedom\\_security/free\\_movement\\_of\\_persons\\_asylum\\_immigration/l33020\\_en.htm\]](http://europa.eu/legislation_summaries/justice_freedom_security/free_movement_of_persons_asylum_immigration/l33020_en.htm)

### Notes:

- Only those countries for which we have reliable information are included in the table. 'X' indicates that the information is unavailable.
- Information collected from official sources in July 2010 and believed correct at the time. There may be more age or validity variations available, but the intention is to compare the standard variants only.
- UK passport operations (both in the UK and overseas) are self-financing. Most countries subsidise through taxation.
- ePassports, also known as Biometric Passports, include a chip that stores your personal details (these are visible on biodata page of the passport).
- Passports containing fingerprints are compulsory for the Schengen Member States. The UK passport does not contain fingerprints.
- Fees are given in the original currency as exchange rates vary more often than the passport fees.

## Appendix 2: Passport Canada Grid Partners

| Partenaire / Stakeholder  | Publications  |
|---|---|
| Photographes professionnels du Canada / Professional Photographers of Canada<br><a href="http://www.ppoc.ca/">http://www.ppoc.ca/</a><br>Courriel : <a href="mailto:chair@ppoc.ca">chair@ppoc.ca</a><br>1-888-643-7762  | -Site Web national<br>-Blogue<br>-Site Web des associations provinciales<br>-Événements |
| Photographes professionnelles du Québec<br><a href="http://ppdq.ca/a-propos-de-nous/contactez-nous/coordonnees/">http://ppdq.ca/a-propos-de-nous/contactez-nous/coordonnees/</a><br>Courriel : <a href="mailto:web@ppdq.ca">web@ppdq.ca</a><br>Tel : 450-451-5393             | -Site Web<br>-Blogue<br>-Événements   |
| Directeur de l'état civil du Québec<br><a href="http://www.etatcivil.gouv.qc.ca/fr/default.html">http://www.etatcivil.gouv.qc.ca/fr/default.html</a><br>Courriel: <a href="mailto:etatcivil@dec.gouv.qc.ca">etatcivil@dec.gouv.qc.ca</a><br>Tel : 1 877 644-4545 (sans frais) | -Site Web<br>-Dans les bureaux régionaux  |
| British Columbia Vital Statistics Agency<br><a href="http://www.vs.gov.bc.ca/">http://www.vs.gov.bc.ca/</a><br>Courriel: N/A<br>Tel: 1-800-663-7867   | -Site Web<br>-Dans les bureaux régionaux  |
| Manitoba Vital Statistics Agency<br><a href="http://vitalstats.gov.mb.ca/">http://vitalstats.gov.mb.ca/</a><br>Courriel: <a href="mailto:vitalstats@gov.mb.ca">vitalstats@gov.mb.ca</a><br>Tel : 1-866-949-9296   | -Site Web<br>-Dans les bureaux régionaux  |
| Statistique de l'état civil du Nouveau Brunswick<br><a href="http://www.snb.ca/f/1000/1000-01/f/index-f.asp">http://www.snb.ca/f/1000/1000-01/f/index-f.asp</a><br>Courriel :<br>Tel : 506-453-2385   | -Site Web<br>-Dans les bureaux régionaux  |
| Alberta Vital Statistics<br><a href="http://www.servicealberta.gov.ab.ca/785.cfm">http://www.servicealberta.gov.ab.ca/785.cfm</a><br>Courriel: <a href="mailto:registry.connect@ara.ca">registry.connect@ara.ca</a><br>Tel : 780-427-7013                                     | -Site Web<br>-Dans les bureaux régionaux  |
| Newfoundland Vital Statistics<br><a href="http://www.servicenl.gov.nl.ca/birth/birth_certificate/index.html">http://www.servicenl.gov.nl.ca/birth/birth_certificate/index.html</a><br>Courriel: <a href="mailto:vstats@gov.nl.ca">vstats@gov.nl.ca</a><br>Tel : 709-729-3308  | -Site Web<br>-Bureaux régionaux   |
| Northwest Territories Vital Statistics<br>Web : <a href="http://www.hss.gov.nt.ca/vital-statistics/birth-certificate">http://www.hss.gov.nt.ca/vital-statistics/birth-certificate</a><br>Courriel : <a href="mailto:hsa@gov.nt.ca">hsa@gov.nt.ca</a><br>Tel : 867-777-7400    | -Site Web<br>-Bureaux régionaux   |
| Service Nova Scotia and Municipal Relations Registrar<br>General Division of Vital Statistics<br><a href="http://www.gov.ns.ca/snsmr/access/vitalstats/birth-">http://www.gov.ns.ca/snsmr/access/vitalstats/birth-</a>  | -Site Web<br>-Bureau régionaux  |

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|  |   |
|--|---|
| <p><a href="#">certificates.asp</a><br/>                 Courriel: <a href="mailto:vstat@gov.ns.ca">vstat@gov.ns.ca</a><br/>                 Tel: 902-424-4381</p>   |   |
| <p>Registrar General of Vital Statistics Nunavut Health and Social Services<br/> <a href="http://www.gov.nu.ca/en/birth.aspx">http://www.gov.nu.ca/en/birth.aspx</a><br/>                 Courriel: <a href="mailto:nhip@gov.nu.ca">nhip@gov.nu.ca</a><br/>                 Tel: 1-800-661-0833</p>                              | <p>-Site Web<br/>                 -Bureau régionaux</p>   |
| <p>Office of the Registrar General Service Ontario<br/> <a href="http://www.ontario.ca/government/birth-certificates">http://www.ontario.ca/government/birth-certificates</a><br/>                 Courriel: N/A<br/>                 Tel: 416-325-8305</p>  | <p>-Site Web<br/>                 -Bureau régionaux</p>   |
| <p>Prince Edward Island Vital Statistics<br/> <a href="http://www.gov.pe.ca/health/index.php3?number=1020358">http://www.gov.pe.ca/health/index.php3?number=1020358</a><br/>                 Courriel:<br/>                 Tel: 1-877-320-1253</p>  | <p>-Site Web<br/>                 -Bureau régionaux</p>   |
| <p>Saskatchewan Vital Statistics<br/> <a href="https://www.isc.ca/VitalStats/Pages/default.aspx">https://www.isc.ca/VitalStats/Pages/default.aspx</a><br/>                 Courriel: <a href="mailto:ask@isc.ca">ask@isc.ca</a><br/>                 Tel: 306-787-2288</p>   | <p>-Site Web<br/>                 -Bureau régionaux</p>   |
| <p>Yukon Department of Health and Social Services<br/> <a href="http://www.hss.gov.yk.ca/vitalstats.php">http://www.hss.gov.yk.ca/vitalstats.php</a><br/>                 Courriel: <a href="mailto:Vital.Statistics@gov.yk.ca">Vital.Statistics@gov.yk.ca</a><br/>                 Tel: 867-667-5207</p>                        | <p>-Site Web<br/>                 -Bureaux régionaux</p>  |
| <p>Association canadienne des agences de voyages<br/> <a href="http://www.acta.ca/">http://www.acta.ca/</a><br/>                 Courriel : <a href="mailto:ACTAcan@ACTA.ca">ACTAcan@ACTA.ca</a><br/>                 Tel : 1-888-257-2282</p>   | <p>-Site Web<br/>                 -Bureaux régionaux</p>  |
| <p>CAA National<br/> <a href="http://www.caa.ca/">http://www.caa.ca/</a><br/>                 Courriel : <a href="mailto:generalenquiry@national.caa.ca">generalenquiry@national.caa.ca</a><br/>                 Ian Jack, Managing Director, Communications and Government Relations<br/>                 Tel: 613-247-0117</p> | <p>-Site Web<br/>                 -Bureaux régionaux<br/>                 -Publications<br/>                 -Agence de voyage<br/>                 -Assurance voyage</p> |
| <p>CAA British Columbia<br/> <a href="http://www.bcaa.com/">http://www.bcaa.com/</a><br/>                 Courriel :<br/>                 Tel : 604-268-5500</p>   | <p>-Site Web<br/>                 -Bureaux régionaux<br/>                 -Publications<br/>                 -Agence de voyage<br/>                 -Assurance voyage</p> |
| <p>CAA South Central Ontario<br/> <a href="http://www.caasco.com/">http://www.caasco.com/</a><br/>                 Courriel: <a href="mailto:info@caasco.ca">info@caasco.ca</a><br/>                 Tel : 1-800-268-3750</p>  | <p>-Site Web<br/>                 -Bureaux régionaux<br/>                 -Publications<br/>                 -Agence de voyage<br/>                 -Assurance voyage</p> |

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|   |   |
|---|---|
| <p>CAA Alberta Motor Association<br/> <a href="http://www.ama.ab.ca/">http://www.ama.ab.ca/</a><br/>                 Courriel:<br/>                 Tel: 780-430-5555</p>   | <p>-Site Web<br/>                 -Bureaux régionaux<br/>                 -Publications<br/>                 -Agence de voyage<br/>                 -Assurance voyage</p> |
| <p>CAA Niagara<br/> <a href="http://www.caaniagara.ca/#">http://www.caaniagara.ca/#</a><br/>                 Courriel:<br/>                 Tel: 905-984-8585</p>   | <p>-Site Web<br/>                 -Bureaux régionaux<br/>                 -Publications<br/>                 -Agence de voyage<br/>                 -Assurance voyage</p> |
| <p>CAA Saskatchewan<br/> <a href="http://caask.ca/">http://caask.ca/</a><br/>                 Courriel:<br/>                 Tel: 1-800-564-6222</p>  | <p>-Site Web<br/>                 -Bureaux régionaux<br/>                 -Publications<br/>                 -Agence de voyage<br/>                 -Assurance voyage</p> |
| <p>CAA Québec<br/> <a href="https://www.caaquebec.com/">https://www.caaquebec.com/</a><br/>                 Courriel:<br/>                 Tel: 418-624-2424</p>  | <p>-Site Web<br/>                 -Bureaux régionaux<br/>                 -Publications<br/>                 -Agence de voyage<br/>                 -Assurance voyage</p> |
| <p>CAA Manitoba<br/> <a href="http://www.caamanitoba.com">www.caamanitoba.com</a><br/>                 Courriel: <a href="mailto:contact@caamanitoba.com">contact@caamanitoba.com</a><br/>                 Tel: 204-262-6161</p>  | <p>-Site Web<br/>                 -Bureaux régionaux<br/>                 -Publications<br/>                 -Agence de voyage<br/>                 -Assurance voyage</p> |
| <p>CAA Atlantic<br/> <a href="https://www.atlantic.caa.ca/">https://www.atlantic.caa.ca/</a><br/>                 Courriel:<br/>                 Tel: 1-800-561-8807</p>  | <p>-Site Web<br/>                 -Bureaux régionaux<br/>                 -Publications<br/>                 -Agence de voyage<br/>                 -Assurance voyage</p> |
| <p>CAA North &amp; East Ontario<br/> <a href="http://caaneo.ca/">http://caaneo.ca/</a><br/>                 Korey Kennedy, Manager, Public and Government<br/>                 Affairs<br/>                 Courriel: <a href="mailto:kkennedy@caaneo.on.ca">kkennedy@caaneo.on.ca</a><br/>                 Tel: 1-800-267-8713</p> | <p>-Site Web<br/>                 -Bureaux régionaux<br/>                 -Publications<br/>                 -Agence de voyage<br/>                 -Assurance voyage</p> |
| <p>Travel and Tourism Research Association (TTRA)<br/> <a href="http://www.ttracanada.ca/">http://www.ttracanada.ca/</a><br/>                 Courriel: <a href="mailto:info@ttracanada.ca">info@ttracanada.ca</a><br/>                 Tel: 613-238-6378</p>   | <p>-Site Web<br/>                 -Publications</p>   |
| <p>Pacific Blue Cross<br/> <a href="http://www.bluecross.ca/">http://www.bluecross.ca/</a><br/>                 604-419-2000</p>  | <p>-Site Web</p>  |
| <p>Alberta Blue Cross<br/> <a href="https://www.ab.bluecross.ca/">https://www.ab.bluecross.ca/</a></p>  | <p>-Site Web</p>  |

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|  |                           |
|--|---------------------------|
| Courriel:<br>1-800-661-6995  |                           |
| Saskatchewan Blue Cross<br><a href="http://www.sk.bluecross.ca/">http://www.sk.bluecross.ca/</a><br>Tel: 1-800-667-6853  | -Site Web                 |
| Manitoba Blue Cross<br><a href="http://www.mb.bluecross.ca/">http://www.mb.bluecross.ca/</a><br>Courriel:<br>Tel: 1-800-873-2583   | -Site Web                 |
| Croix Bleue de l'Ontario<br><a href="http://www.useblue.com/index.en.html">http://www.useblue.com/index.en.html</a><br>Courriel : <a href="mailto:bco.travel@ont.bluecross.ca">bco.travel@ont.bluecross.ca</a><br>Tel: 1-866-732-2583  | -Site Web                 |
| Croix Bleue du Québec<br><a href="http://www.qc.croixbleue.ca/index.en.html">http://www.qc.croixbleue.ca/index.en.html</a><br>Courriel : <a href="mailto:info@qc.bluecross.ca">info@qc.bluecross.ca</a><br>Tel : 1-877-909-7686  | -Site Web                 |
| Croix Bleue Medavie (Canada Atlantique)<br>Courriel<br>Tel : 1-800-667-4511  | -Site Web                 |
| Assurance voyage Desjardins<br><a href="http://www.desjardins.com/fr/particuliers/produits_services/cartes/or_odyssee/assurance_voyage/index.jsp">http://www.desjardins.com/fr/particuliers/produits_services/cartes/or_odyssee/assurance_voyage/index.jsp</a><br>Courriel :<br>514-281-7070 | -Site Web                 |
| Assurance Protection-Voyage RBC<br><a href="http://www.rbcbanqueroyle.com/assurancevoyage/">http://www.rbcbanqueroyle.com/assurancevoyage/</a><br>Courriel :<br>1-800-565-3129   | -Site Web                 |
| Assurance voyage BMO<br><a href="http://www.bmo.com/accueil/particuliers/services_bancaires/assurance/voyage">http://www.bmo.com/accueil/particuliers/services_bancaires/assurance/voyage</a><br>Courriel : <a href="mailto:remarque@bmo.com">remarque@bmo.com</a><br>Tel : 1-877-225-5266   | -Site Web                 |
| Assurance voyage La Capitale<br><a href="http://www.lacapitale.com/fr/particuliers/assurances/assurance-voyage">http://www.lacapitale.com/fr/particuliers/assurances/assurance-voyage</a><br>Courriel :<br>Tel : 1-888-522-5260  | -Site Web                 |
| Westjet<br><a href="http://www.westjet.com/guest/en/travel/index.shtml">http://www.westjet.com/guest/en/travel/index.shtml</a><br>Robert Palmer, Manager, Public Relations<br><a href="mailto:media@westjet.com">media@westjet.com</a><br>Tel : 1-888-954-6397                               | -Site Web<br>-Publication |
| Air Canada<br><a href="http://www.aircanada.com/en/travelinfo/index.html">http://www.aircanada.com/en/travelinfo/index.html</a>  | -Site Web<br>-Publication |

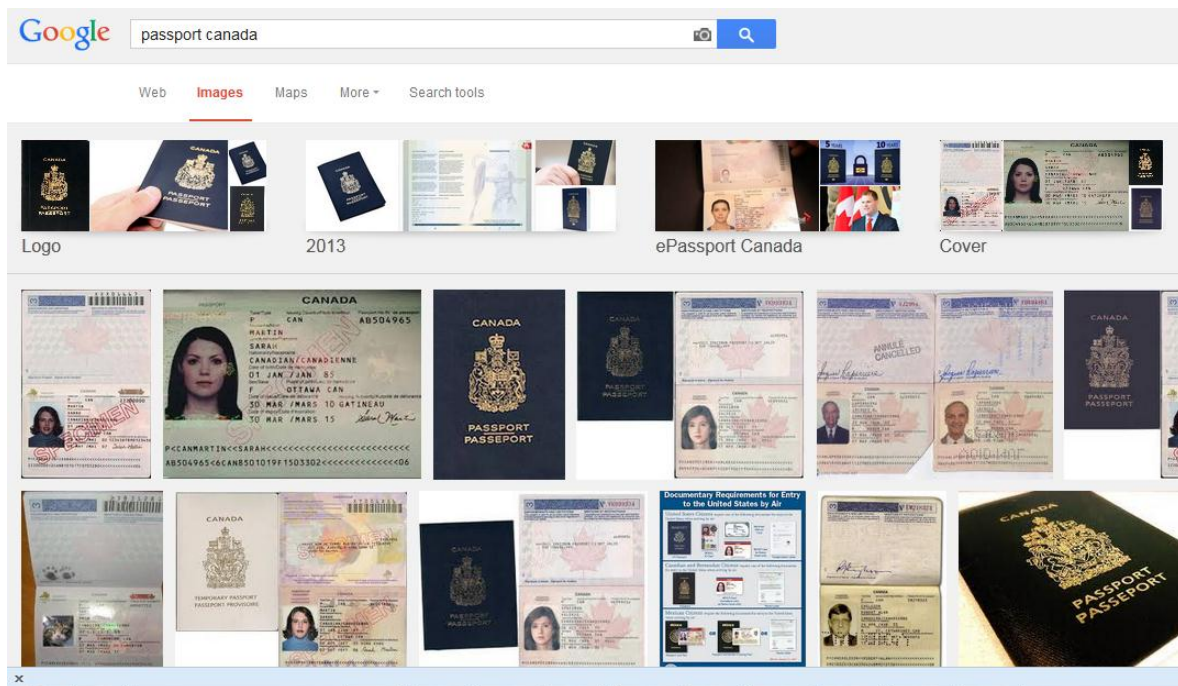
Passport Canada's Citizen Engagement Process and the New 10-Year ePassport

|   |  |
|---|--|
| <p>Courriel : <a href="mailto:media@aircanada.ca">media@aircanada.ca</a><br/>         Tel : 1-888-247-2262</p>  |  |
| <p>Porter airlines<br/> <a href="http://www.flightnetwork.com">http://www.flightnetwork.com</a><br/>         Courriel :<br/>         Tel : 1-877-496-4815</p>   | <p>-Site Web<br/>         -Publication</p>       |
| <p>Air transat<br/> <a href="http://www.airtransat.ca/en/Information-for-travellers/reasons-to-fly-Air-Transat?ID=135&amp;type=voyageur&amp;tmpl=GEN">http://www.airtransat.ca/en/Information-for-travellers/reasons-to-fly-Air-Transat?ID=135&amp;type=voyageur&amp;tmpl=GEN</a><br/>         Debbie Cabana<br/>         Communications and Media Relations Advisor<br/>         Courriel : <a href="mailto:Debbie.Cabana@transat.com">Debbie.Cabana@transat.com</a><br/>         Tel : 1-514-987-1616</p> | <p>-Site Web<br/>         -Publication</p>       |
| <p>CanJet<br/> <a href="http://www.canjet.com/en/home/default.aspx">http://www.canjet.com/en/home/default.aspx</a><br/>         Courriel :<br/>         Tel : 1-800-809-7777</p>  | <p>-Site Web<br/>         -Publication</p>       |
| <p>Pharmacie Jean Coutu<br/> <a href="http://www.jeancoutu.com/en/photo/id-photos/">http://www.jeancoutu.com/en/photo/id-photos/</a><br/>         Courriel :<br/>         Tel : 450-646-9760</p>  | <p>-Site Web<br/>         -Bureaux de postes</p> |
| <p>Shoppers Drugmart<br/> <a href="http://www1.shoppersdrugmart.ca/en/Food-And-Home/Travel/canadian-passport-photos.aspx">http://www1.shoppersdrugmart.ca/en/Food-And-Home/Travel/canadian-passport-photos.aspx</a><br/>         Courriel :<br/>         Tammy Smitham<br/>         Vice President, Communications &amp; Corporate Affairs<br/>         416-490-2892</p>  |  |
| <p>Outpost Magazine<br/> <a href="http://www.outpostmagazine.com/contact-us/">http://www.outpostmagazine.com/contact-us/</a><br/>         Courriel: <a href="mailto:info@outpostmagazine.com">info@outpostmagazine.com</a><br/>         Tel: 416-972-6635</p>   |  |
| <p>Canadian Geographic Travel Magazine<br/> <a href="http://www.canadiangeographic.ca/help/contact.asp">http://www.canadiangeographic.ca/help/contact.asp</a><br/>         Courriel:<br/>         Tel : 613-745-4629</p>  |  |
| <p>Dreamscapes<br/> <a href="http://www.dreamscapes.ca/contact_us.php">http://www.dreamscapes.ca/contact_us.php</a><br/>         Courriel : <a href="mailto:dreamscapesmagazine@rogers.com">dreamscapesmagazine@rogers.com</a><br/>         Tel: 1-888-700-4464</p>   |  |
| <p>Travel-Press<br/> <a href="http://travelpress.com/CTP_KIT/">http://travelpress.com/CTP_KIT/</a><br/>         Courriel :<br/>         Tel : 416-968-7252</p>  |  |
| <p>Canada Scope</p>   |  |

Passport Canada's Citizen Engagement Process and the New 10-Year ePassport

|   |  |
|---|--|
| <a href="http://www.canadascope.com/contactus.aspx">http://www.canadascope.com/contactus.aspx</a><br>Courriel : <a href="mailto:info@canadascope.com">info@canadascope.com</a><br>Tel : 514-879-1711  |  |
| Travelweek.ca<br><a href="http://www.travelweek.ca/contact-us">http://www.travelweek.ca/contact-us</a><br>Courriel : <a href="mailto:travelweek@travelweek.ca">travelweek@travelweek.ca</a><br>Tel : 1-855-392-8820   |  |
| Expressvoyage.ca<br><a href="http://www.expressvoyage.ca/Contact/">http://www.expressvoyage.ca/Contact/</a><br>Courriel : <a href="mailto:marie@logimonde.com">marie@logimonde.com</a><br>Marie-Klaude Gagnon<br>Tel : 450-689-5060 ext : 227   |  |
| Postes Canada<br><a href="http://www.postescanada.ca/cpo/mc/personal/support/helppcentre/sending/passpost_application.jsf">http://www.postescanada.ca/cpo/mc/personal/support/helppcentre/sending/passpost_application.jsf</a><br>Nicole Gauthier<br><a href="mailto:nicole.gauthier@canadapost.postescanada.ca">nicole.gauthier@canadapost.postescanada.ca</a> |  |
| Salons mortuaires / Funeral homes   |  |

### Appendix 3: Google image search result for "passport canada"



## Appendix 4: Communications and social media platforms for the Five Eyes countries

| Country           | Canada                    | United States                              | United Kingdom                | Australia                  | New Zealand          |
|-------------------|---------------------------|--|-------------------------------|----------------------------|----------------------|
| Organization Name | Passport Canada           | U.S. Department of State: Consular Affairs | Her Majesty's Passport Office | Australian Passport Office | New Zealand passport |
| Platform          |                           |  |                               |                            |                      |
| Website           | Y                         | Y  | Y                             | Y                          | Y                    |
| Facebook          | 4,719                     | 85,345                                     | 21                            | N                          | N                    |
| Twitter           | 19,235                    | N <sup>1</sup>                             | N <sup>2</sup>                | N <sup>3</sup>             | N                    |
| YouTube           | 345                       | N <sup>1</sup>                             | N <sup>2</sup>                | N <sup>3</sup>             | 8                    |
| MySpace           | N                         | Y  | N                             | N                          | N                    |
| Google+           | *7                        | N <sup>1</sup>                             | N <sup>2</sup>                | N                          | N                    |
| Pinterest         | N                         | N <sup>1</sup>                             | N                             | N                          | N                    |
| Tumblr            | N                         | N  | N                             | N                          | N                    |
| Blog              | N                         | N <sup>1</sup>                             | N                             | N                          | N                    |
| Vimeo             | N                         | N <sup>1</sup>                             | N                             | N                          | N                    |
| Flickr            | N                         | N <sup>1</sup>                             | N <sup>2</sup>                | N                          | N                    |
| Picasa            | N                         | N <sup>1</sup>                             | N                             | N                          | N                    |
| LinkedIn          | *415                      | N <sup>1</sup>                             | N                             | N                          | N                    |
| Vine              | N                         | N  | N                             | N                          | N                    |
| App               | Travel Smart <sup>4</sup> | Smart Traveler <sup>1</sup>                | N                             | N                          | N                    |

Y - indicates a presence located but numbers of followers were unavailable.

N - indicates no presence could be located.

A number indicates the quantity of people identified as connected to, or following, the organization on a particular platform.

\*While these sites bear the Passport Canada name, and each has followers, Passport Canada did not create them nor does it maintain or support them in any way.

<sup>1</sup>The U.S. Department of State was the title organization but it's breadth of responsibility is so large that it is not realistic to link this to Consular Affairs.

<sup>2</sup>The Home Office was the title organization but it's breadth of responsibility is so large that it is not realistic to link this to Her Majesty's Passport Office.

<sup>3</sup>Department of Foreign Affairs and Trade was the title organization but its breadth of responsibility is so large that it is not realistic to link this to the Australian Passport Office.

<sup>4</sup>This is a Government of Canada web-based app but it is not specific to Passport Canada and its scope is so wide that it is not realistic to link this to the agency.

## Appendix 5: Passport Canada Website

The screenshot displays the Passport Canada website interface. At the top, there are logos for the Government of Canada and the word 'Canada' with a red maple leaf. A navigation menu includes 'Apply or renew', 'Service locations', 'ePassport', 'Travellers', and 'Security'. A search bar is located on the right. Below the navigation, there is a large graphic showing a computer monitor displaying the website and a passport application form. To the right of this graphic is a list of 'Important changes you should be aware of', including 'Renew a passport', 'Name changes', 'Urgent travel', 'Fees', 'Passport photos', 'Interactive forms', 'Lost or stolen passports', and 'Travelling to the United States'. Below this list is a 'Pause' button. The main content area is divided into three columns: 'Headlines' with links to 'New online step-by-step application guide' and 'New passport application forms in place since July 2013'; 'Processing times' with a table of wait times for different application methods; and 'Priorities' with a 'Fraud alert' section. A 'Service locations' section includes a search box for postal codes. At the bottom, there are social media links and a footer with 'Terms and conditions' and 'Transparency'.

**Government of Canada / Gouvernement du Canada**  
Canada.gc.ca | Services | Departments | Français

**Passport Canada** Canada

Apply or renew | Service locations | ePassport | Travellers | Security

Search

Important changes you should be aware of

- Renew a passport
- Name changes
- Urgent travel
- Fees
- Passport photos
- Interactive forms
- Lost or stolen passports
- Travelling to the United States

Interactive forms  
There are many benefits to filling out the form on your computer.

**Headlines**

[New online step-by-step application guide](#)  
Our new online step-by-step application guide will help you apply for a passport. Straightforward and easy to follow, this new page walks you through each step of the passport application process. Plus, it lets you choose the process that is right for you based on your age and current location.

[New passport application forms in place since July 2013](#)  
With the introduction of the new fees and the 10-year passport for adults, Passport Canada has put out new application forms, which are available on our website. Use these most recent forms to ensure your application is processed without unnecessary delays.

[Did you know?](#)  
Early in the morning on a Wednesday or Thursday tends to be less busy in [Passport Canada offices](#).

**Service locations**  
Search by postal code:

**Stay connected**

**Processing times**

If you plan to travel within the next 20 business days, please apply in person at a **Passport Canada office**.

|   |
|---|
| <b>In person at a Passport Canada office:</b><br>10 business days                       |
| <b>In person at a receiving agent (Service Canada or Canada Post):</b> 20 business days |
| <b>By mail in Canada:</b> 20 business days  |
| <b>By mail from the United States:</b> 20 business days                                 |
| <b>In person at a Government of Canada office abroad:</b> 20 business days              |

Not including postal delivery times.

**Video**

**Tips for completing your application**  
Tips to help you submit a complete and correct adult general passport application.

**Priorities**

Canada-European Union Comprehensive Economic and Trade Agreement #CETA  
**SEIZING CANADA'S MOMENT**

Our wireless policy is clear. **More choice. Lower prices.**

**Fraud alert!**


- No third-party person or organization can speed up the processing of your passport application.
- Only authorized service locations are allowed to collect passport processing fees.
- Contact [Passport Canada](#) free of charge for help with any questions you have about your passport application.
- Protect yourself against identity theft. Never post any images of your passport online.

Date modified: 2013-10-21

Terms and conditions | Transparency

About us | Contact us | News | Stay connected

## Appendix 6: United States Department of State Passport Website



# TRAVEL.STATE.GOV

A SERVICE OF THE BUREAU OF CONSULAR AFFAIRS  
U.S. Department of State

[Newsroom](#) | [About Us](#) | [U.S. Embassies & Consulates](#) | [Help & Contacts](#)

INTERNATIONAL TRAVEL
PASSPORTS
VISAS
CHILD ABDUCTION
LAW & POLICY

GO

**Passports**

- [Apply for a Passport](#)
- [Renew Passport](#)
- [Processing Times](#)
- [Fees](#)
- [Forms](#)
- [Photo Requirements](#)
- [Get a Passport in a Hurry](#)
- [Parents' Corner](#)
- [Application Status](#)
- [Passport Card](#)
- [Change or Correct Passport](#)
- [Lost or Stolen Passports](#)
- [FAQs](#)
- [Contact Us](#)
- [Policy and Announcements](#)
- [About Our Office](#)


## Passports

[Print](#) | [Email](#)

**Passport Announcements**


- Houston Passport Agency is Temporarily Closed to the Public
- Apply Now for Faster Service
- Information on Compromised Identities

**Apply for a U.S. Passport**




- First Time Adult Applicant (Age 16 and Older)
- Minor Applicant (Under Age 16)
- Where to Apply in the U.S.

**Renew By Mail**



- Renew a Passport Have a Passport Book?
- Apply for a Passport Card by Mail


**Lost or Stolen U.S. Passport**



- Report and/or Replace a Passport Lost or Stolen in the U.S.

*NOTE: For overseas help with a lost or stolen passport, contact the nearest U.S. Embassy or Consulate.*

**Correct or Change U.S. Passport Information**



- Change Your Name
- Correct an Error or Typo
- Add Visa Pages
- Replace Your Limited Passport (see restrictions)

**Information & Assistance**

**National Passport Information Center**

1-877-487-2775  
1-888-674-7793 (TDD/TTY)

[Send an E-Mail](#)

**Travel Warnings**


**Sudan** 10/11/2013  
**Burundi** 10/11/2013  
**Colombia** 10/11/2013


[More >](#)

**Other Government Websites**

[USA Gov Service Locator](#)  
[Department Of Homeland Security](#)  
[The White House](#)

[More >](#)





Global Entry is a U.S. Customs and Border Protection (CBP) program that allows expedited clearance for pre-approved, low-risk travelers upon arrival in the United States. Though intended for frequent international travelers, there is no minimum number of trips necessary to qualify for the program. Participants may enter the United States by using automated kiosks located at select airports. [More](#)

[Privacy](#) | [Copyright & Disclaimer](#) | [FOIA](#) | [Office of the Inspector General](#) | [No Fear Act Data](#) | [U.S. Department of State](#) | [Other U.S. Government Information](#) | [USA.gov](#)

This site is managed by the Bureau of Consular Affairs, U.S. Department of State. External links to other Internet sites should not be construed as an endorsement of the views contained therein.

## Appendix 7: United Kingdom – Her Majesty's Passport Office Website

Passports - GOV.UK

<https://www.gov.uk/browse/abroad/passports>

[Skip to main content](#)



1. [Home \(https://www.gov.uk/\)](https://www.gov.uk/)
2. [Passports, travel and living abroad \(https://www.gov.uk/browse/abroad\)](https://www.gov.uk/browse/abroad)

### Passports from GOV.UK

---

- [Renew or replace your adult passport \(https://www.gov.uk/renew-adult-passport\)](https://www.gov.uk/renew-adult-passport)  
How to apply, how long it takes, how much it costs, track your application, unexpired visas
- [Passport fees \(https://www.gov.uk/passport-fees\)](https://www.gov.uk/passport-fees)  
How much it costs to renew or get a new adult or child passport and ways you can pay
- [Get a passport for your child \(https://www.gov.uk/get-a-child-passport\)](https://www.gov.uk/get-a-child-passport)  
Get a passport for your child - renewals and first child passports, application form, supporting paperwork, eligibility, costs, passport for a baby
- [Track your passport application status \(https://www.gov.uk/track-passport-application\)](https://www.gov.uk/track-passport-application)  
How to track the status of your passport after applying for a new passport or to renew or replace an existing passport
- [Apply for your first adult passport \(https://www.gov.uk/apply-first-adult-passport\)](https://www.gov.uk/apply-first-adult-passport)  
Apply for your first adult British passport - how and when to apply, how long it takes, costs
- [Get a passport urgently \(https://www.gov.uk/get-a-passport-urgently\)](https://www.gov.uk/get-a-passport-urgently)  
Renew or amend a passport urgently with the Premium 1-day service or the Fast Track 1-week service
- [Apply for, renew or update a UK passport online \(https://www.gov.uk/apply-renew-passport\)](https://www.gov.uk/apply-renew-passport)  
You can apply for, update or renew a passport online
- [Passport photo requirements \(https://www.gov.uk/photos-for-passports\)](https://www.gov.uk/photos-for-passports)  
Photo rules for passport applications: size, format, dos and don'ts
- [Passport Check & Send service \(https://www.gov.uk/how-the-post-office-check-and-send-service-works\)](https://www.gov.uk/how-the-post-office-check-and-send-service-works)  
How to use the Post Office passport Check & Send service for passport applications and renewals, what it

# Passport Canada's Citizen Engagement Process and the New 10-Year ePassport

Passports - GOV.UK

<https://www.gov.uk/browse/abroad/passports>

costs, where you can use the service

- **[Find a Passport Customer Service Centre \(https://www.gov.uk/ips-regional-passport-office\)](https://www.gov.uk/ips-regional-passport-office)**

Find a Passport Customer Service Centre for Fast Track and Premium service passport applications - offices are in Belfast, Durham, Glasgow, Liverpool, London, Newport and Peterborough

- **[Countersigning passport applications and photos \(https://www.gov.uk/countersigning-passport-applications\)](https://www.gov.uk/countersigning-passport-applications)**

Who can sign (countersign) passport photos and application forms and what they need to do

- **[Passports: change your name and personal details \(https://www.gov.uk/changing-passport-information\)](https://www.gov.uk/changing-passport-information)**

To change your name or other personal details on your passport, send the standard passport application form with evidence about the change

- **[British passport eligibility \(https://www.gov.uk/british-passport-eligibility\)](https://www.gov.uk/british-passport-eligibility)**

British passport eligibility - types of British nationality, eligibility by marriage or civil partnership, who to contact if you're not sure

- **[Report a lost or stolen passport \(https://www.gov.uk/report-a-lost-or-stolen-passport\)](https://www.gov.uk/report-a-lost-or-stolen-passport)**

Find out what you need to do if your passport has been lost or stolen and how to get a replacement

- **[Passport advice and complaints \(https://www.gov.uk/passport-advice-line\)](https://www.gov.uk/passport-advice-line)**

Contact the Her Majesty's Passport Office (previously the Identity and Passport Service) advice line - telephone, text relay, textphone, opening hours

- **[Find a passport interview office \(https://www.gov.uk/passport-interview-office\)](https://www.gov.uk/passport-interview-office)**

Find a passport interview office for your application interview

- **[Passport renewals if you're registered as British National \(Overseas\) \(https://www.gov.uk/bno-passports\)](https://www.gov.uk/bno-passports)**

Renew your British passport if you registered as a British National (Overseas) before July 1997 - forms, cost, how to apply

- **[Free passports for British nationals born before 2 September 1929 \(https://www.gov.uk/free-passport\)](https://www.gov.uk/free-passport)**

How to get your free passport - costs, how to apply

# Passport Canada's Citizen Engagement Process and the New 10-Year ePassport

Passports - GOV.UK

<https://www.gov.uk/browse/abroad/passports>

- **[Apply for or renew a British passport if you're visiting the UK \(https://www.gov.uk/passport-application-while-visiting-uk\)](https://www.gov.uk/passport-application-while-visiting-uk)**

You can apply for or renew a British passport while you're visiting the UK - as long as you expect to be in the UK for long enough

- **[Passport services for disabled customers \(https://www.gov.uk/passport-services-disabled\)](https://www.gov.uk/passport-services-disabled)**

There are free services and facilities to help you with your passport application if you're disabled

- **[Collective \(group\) passports \(https://www.gov.uk/collective-group-passports\)](https://www.gov.uk/collective-group-passports)**

Collective (group) passports - who they're for, how to apply and how to get a collective passport changed

- **[Get an emergency travel document \(https://www.gov.uk/emergency-travel-document\)](https://www.gov.uk/emergency-travel-document)**

Apply for an emergency travel document if you're outside the UK and haven't got a valid British passport - application form, how to apply, fee, timings

- **[Overseas British passport applications \(https://www.gov.uk/overseas-passports\)](https://www.gov.uk/overseas-passports)**

Renew, replace or apply for an adult or child British passport if you're living abroad or working overseas - forms, prices, how long it takes

## Appendix 8: Australian Passport Office

The screenshot shows the Australian Passport Office website. At the top, there is a navigation bar with the Australian Government logo and the Department of Foreign Affairs and Trade. The main header includes the text "AUSTRALIAN PASSPORT OFFICE" and a search bar. Below the header, there is a warning message about Internet Explorer version 10. The main content area is divided into three columns: "Apply for a passport", "Resume a passport application", and "Report a lost or stolen passport". A central banner asks "Need a passport urgently?". The left sidebar contains sections for "Adult passport information", "Child passport information", "General passport information", and "About us". The right sidebar features "Enquiries", "Your passport", "Related Services", and "Passport news". At the bottom, there is a footer with links for "Privacy | Copyright | Disclaimer | Freedom of Information" and an "Information Publication Scheme" logo.

**Australian Government**  
Department of Foreign Affairs and Trade

**AUSTRALIAN PASSPORT OFFICE**

Home | Apply for a passport | Passport news | Frequently Asked Questions | Embassies | Travel advice | Visas

Search site... search

**Australian Passport Office - INTERNET EXPLORER VERSION 10**  
Please use "Compatibility View" for online passport applications. To find out more please read "Passport News"

**Apply for a passport** | **Resume a passport application** | **Report a lost or stolen passport**

**Need a passport urgently?**

**Adult passport information**  
[Applying for an adult passport](#)  
[Applying for an adult passport while overseas](#)  
[Renewing an Australian adult passport](#)

**Child passport information**  
[Applying for a child passport](#)  
[Applying for a child passport while overseas](#)  
[Parental consent for a child](#)  
[Completing a child alert form](#)

**General passport information**  
[Eligibility for an Australian passport](#)  
[General photograph guidelines](#)  
[Passport fees](#)  
[Interview requirements](#)  
[Where to attend an interview](#)  
[Change of name guidelines](#)  
[Damaged passports](#)  
[Lost and stolen passports](#)  
[Sending your passport](#)  
[Information index](#)  
[Information Publication Scheme](#)  
[Travel Related Documents](#)

**About us**  
[Passport office locations](#)  
[Enquiries](#)  
[Brochures and publications](#)  
[We speak your language](#)  
[Client service charter](#)  
[Australian ePassports](#)  
[Passport News](#)  
[Proposed new passport issuing system](#)  
[The history of Australian passports](#)

**Enquiries**  
[Frequently Asked Questions \(FAQ\)](#)  
**For assistance in Australia call the Australian Passport Information Service**  
on 131 232  
8am-8pm Mon-Fri  
8:30am-5pm Weekends  
Closed national public holidays  
**For assistance overseas contact an Australian diplomatic mission or consulate**

**Your passport**  
[Apply for a passport](#)  
[Resume a passport application](#)  
[Track a passport application](#)  
[Report a lost or stolen passport](#)  
[View current passport details](#)  
[Apply for a priority passport](#)  
[Pay a priority passport fee](#)

**Related Services**  
Visas

**Passport news**   
Flooding in Central Australia (NT) in March 2012 - waiver of fees  
Tropical Low in the Top End (NT) in March 2012 - waiver of fees  
Tropical Low in Western QLD in January 2012 - waiver of fees  
Heavy Rainfall and flooding in South East QLD in January 2012

**Information Publication Scheme**

Privacy | Copyright | Disclaimer | Freedom of Information

## Appendix 9: New Zealand Passport Office

The screenshot displays the homepage of the New Zealand Passport Office website. At the top, there is a navigation bar with a search box and a 'SEARCH' button. Below this is the main header with the logo 'passports.govt.nz' and the text 'New Zealand passports | Uruwhenua Aotearoa' and 'The Department of Internal Affairs | Te Tari Taiwhenua'. A secondary navigation menu includes links for 'PASSPORT PHOTOS', 'FEES AND CHARGES', 'APPLY OR RENEW', 'URGENT TRAVEL', 'NAME CHANGES', 'LOST OR STOLEN PASSPORTS', 'BEFORE YOU TRAVEL', 'EMERGENCIES OVERSEAS', and 'CONTACT THE PASSPORT OFFICE'. The main content area features a large green banner with the text 'Need to renew your passport?' and a sub-headline 'The easiest way to renew your New Zealand passport is to apply online, you won't need to print off forms, mail us anything or visit a Passport office.' A prominent blue button labeled 'APPLY NOW!' is overlaid on an image of a computer keyboard. Below the banner, there are four blue buttons with white text: 'Renew your adult passport', 'Apply for your first adult passport', 'Child passports', and 'Emergency travel documents'. An orange section titled 'Important Passport Information' contains three paragraphs: 'Passport Office Labour Weekend Opening Hours', 'Passport Fee changes and the Online Renewal Service', and 'Five year passports - some important information'. Below this, there are two columns of information: 'Fees, processing and delivery times' and 'Saved an incomplete online application?'. The footer includes a list of links, the text 'This site is managed by the Department of Internal Affairs', the 'INTERNAL AFFAIRS' logo with 'Te Tari Taiwhenua' underneath, and the 'SAFETRAVEL.GOV.TZ' logo. At the bottom right, the URL 'newzealand.govt.nz' is displayed.

## Appendix 10: Google search result for "passport and Canada"

passport and canada - Google Search

https://www.google.ca/search?q=canada+and+passport&ie=utf-8&oe=utf-8

passport and canada +Marshall Share

[Web](#) [Images](#) [Maps](#) [More](#) [Search tools](#)


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About 52,200,000 results (0.21 seconds)

**Passport Canada: Home**  
[www.ppt.gc.ca/index.aspx](http://www.ppt.gc.ca/index.aspx)  
7 days ago - This page contains information about **Passport Canada**.

|  |   |
|--|---|
| <p><b><a href="#">Steps to complete a passport ...</a></b><br/>Follow these steps to ensure a complete passport application.</p>   | <p><b><a href="#">Contact Us</a></b><br/>Here are four convenient ways to contact us: Contact us ...</p>                        |
| <p><b><a href="#">Forms</a></b><br/>Electronic forms in PDF format can be completed interactively ...</p>  | <p><b><a href="#">Service locations</a></b><br/>This page contains information about our offices and how to ...</p>             |
| <p><b><a href="#">Simplified Renewal ...</a></b><br/>... is eligible for the Simplified Renewal Application Process.<br/><a href="#">More results from ppt.gc.ca »</a></p> | <p><b><a href="#">Changes coming soon to the ...</a></b><br/>This year, changes are coming to the passport program that ...</p> |

**Images for passport and canada** - Report images



**Passports - Service Canada**  
[www.servicecanada.gc.ca/eng/goc/passport.shtml](http://www.servicecanada.gc.ca/eng/goc/passport.shtml)  
Jul 29, 2013 - The **Passport** Services issue, refuse, revoke, withhold and recover regular, frequent traveller, special and diplomatic **passports** in accordance ...

**Canada's new passport fees - Passport Canada**  
[passport.gc.ca/publications/consultations/index.aspx?lang=eng](http://passport.gc.ca/publications/consultations/index.aspx?lang=eng)  
Jul 1, 2013 - **Canada's Passport** and Other Travel Document Services Fees Regulations was approved by the **Canadian** Governor General in Council on ...

**Submitting your application - Passport Canada**  
[www.passportcanada.gc.ca](http://www.passportcanada.gc.ca) > Home > Apply or renew  
Aug 14, 2013 - To avoid delays, make sure your application is complete before you submit it by mail, by courier or in person. **Canadian** abroad.

**PDF | Adult General Passport Application - Passport Canada**  
[www.pptc.gc.ca/form/pdfs/pptc153.pdf](http://www.pptc.gc.ca/form/pdfs/pptc153.pdf)  
ADULT GENERAL **PASSPORT** APPLICATION for **Canadians** 16 years of age or over applying in **Canada** or from the USA. INFORMATION. PROTECTED.

**Fees - Passport Canada**  
[www.pptc.gc.ca](http://www.pptc.gc.ca) > Home > Apply or renew  
Aug 27, 2013 - All **passport** service fees must be paid upon application; any application that is not accompanied by full fee payment shall be considered ...

**PDF | Child general passport application form - Passport Canada**  
[www.pptc.gc.ca/form/pdfs/pptc155.pdf](http://www.pptc.gc.ca/form/pdfs/pptc155.pdf)  
CHILD GENERAL **PASSPORT** APPLICATION for **Canadians** under 16 years of age applying in **Canada** or from the USA. INFORMATION. PROTECTED.

**Searches related to passport and canada**

|  |   |
|--|---|
| <a href="#">infant canadian passport</a>               | <a href="#">passeport canada</a>              |
| <a href="#">bc passport forms</a>                      | <a href="#">canadian passport application</a> |
| <a href="#">what do you need for canadian passport</a> | <a href="#">passport renewal application</a>  |
| <a href="#">passport canada renewal</a>                | <a href="#">passeport</a>                     |

## Appendix 11: Google search result for "passport and United States"

passport and united states - Google Search

https://www.google.ca/search?q=canada+and+passport&ie=utf-8&oe=utf...

passport and united states +Marshall Share

**Web** Images Maps More Search tools

About 112,000,000 results (0.56 seconds)

### [Passports - Bureau of Consular Affairs - US Department of State](#)

travel [state.gov/passport/](#)

Global Entry is a **U.S.** Customs and Border Protection (CBP) program that allows expedited clearance for pre-approved, low-risk travelers upon arrival in the ...

First Time Applicants - Apply for a Passport - Renew Passport - Application Status

### [Renew Passport - Bureau of Consular Affairs - US Department of State](#)

travel [state.gov/passport/renew/renew\\_833.html](#)

Is undamaged and can be submitted with your application. Was issued when you were age 16 or older. Was issued within the last 15 years. Was issued in the ...

### [Apply for a Passport - Bureau of Consular Affairs - US Department of ...](#)

travel [state.gov/passport/get/get\\_4855.html](#)

More About Getting Your **Passport**. Applying for a **U.S. Passport** from Outside the **United States** - Find out about processing times - Find out about **passport** fees ...

### [Images for passport and united states](#) - Report images



### [Travelling in North America - Passport Canada](#)

[www.ppt.gc.ca](#) > Home > Travellers

Mar 26, 2012 - It is recommended that you consult your travel agent, the embassy or consulate of the country you plan to visit or Foreign Affairs and ...

### [United States passport - Wikipedia, the free encyclopedia](#)

[en.wikipedia.org/wiki/United\\_States\\_passport](#)

**United States passports** are **passports** issued to citizens and non-citizen nationals of the **United States of America**. They are issued exclusively by the **U.S.** ...

### [Passport Requirements | Embassy of the United States Ottawa ...](#)

[canada.usembassy.gov](#) > Citizen Services > Traveling To Canada

by US Embassy - 2010

Beginning June 1, 2009, it was established that travelers entering the **U.S.** through a land or sea border must present a **passport** or WHTI-compliant document.

### [Passports | Embassy of the United States Ottawa, Canada](#)

[canada.usembassy.gov/passports.html](#)

by US Embassy - 2010

Effective July 13, 2010 several important consular fees changed, including the fees for **U.S. passports** and **passport** cards. For a complete list of consular fees, ...

### [Renewing Your Passport | Embassy of the United States Ottawa ...](#)

[canada.usembassy.gov](#) > Citizen Services > Passports

by US Embassy - 2010

The DS-82 form is not correct where it states that **passports** may be renewed by mail only if the applicant is using a **U.S.** mailing address. In fact, an exception is ...

### [Apply for a U.S. Passport | Homeland Security](#)

[www.dhs.gov](#) > How Do I?

The Department of Homeland Security provides information on the **passport** application process, obtaining a visa, border crossing documents, and general ...

### [Passports and Citizenship | Consulate General of the United States ...](#)

[toronto.usconsulate.gov/service/passports-and-citizenship.html](#)

We welcome American residents in Ontario to seek **passports** and register with **us**. Please see **Passport** Services and Information for general information before ...

## Appendix 12: Google search result for "passport and United Kingdom"

passport and united kingdom - Google Search

https://www.google.ca/search?q=canada+and+passport&ie=utf-8&oe=utf...

passport and united kingdom +Marshall Share

[Web](#) [Images](#) [Maps](#) [More](#) [Search tools](#)

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About 31,400,000 results (0.35 seconds)

Ads related to **passport and united kingdom**

[Renew Your UK Passport - Don't Wait In Line Do It All Online](#)  
uk.downloadpassports.com/ ▼  
Easy Fast Secure - Instant Download

[United Kingdom Passport - UK Applicant Resource Download](#)  
application-download.com/UKpassport ▼  
Get Your Passport Application Kit!

[Passports - GOV.UK](#)  
<https://www.gov.uk/browse/abroad/passports> ▼  
20+ items - Home · **Passports**, travel and living abroad. **Passports**.  
Renew or replace your adult passport. How to apply, how long it ...  
Apply for, renew or update a UK passport online. You can apply for, update or ...

[Overseas British passport applications - GOV.UK](#)  
<https://www.gov.uk/overseas-passports> ▼  
Renew, replace or apply for an adult or child British passport if you're living abroad or working overseas - forms, prices, how long it takes.

[HM Passport Office - GOV.UK](#)  
<https://www.gov.uk/government/organisations/hm-passport-office> ▼  
HM Passport Office is the sole issuer of UK passports and responsible for civil registration services through the General Register Office.

[British passport - Wikipedia, the free encyclopedia](#)  
[en.wikipedia.org/wiki/British\\_passport](en.wikipedia.org/wiki/British_passport) ▼  
In the United Kingdom, British passports (United Kingdom of Great Britain and Northern Ireland) are issued by HM Passport Office. In conjunction with the Post ...

[Canadian Offices in the United Kingdom - Canada](#)  
[www.canadainternational.gc.ca/united\\_kingdom.../contact-contactez.asp...](www.canadainternational.gc.ca/united_kingdom.../contact-contactez.asp...) ▼  
Mar 20, 2013 - Full consular and passport services are provided at Canada House, Trafalgar ... High Commission of Canada to the United Kingdom in London.

[Passports and Services - Canada](#)  
[www.canadainternational.gc.ca/united\\_kingdom-royaume.../index.aspx](www.canadainternational.gc.ca/united_kingdom-royaume.../index.aspx) ▼  
Sep 26, 2013 - Full consular and passport services are provided at the Canadian High ... Canadian Clubs and Associations in the United Kingdom. Canadian ...

[British passports - Australia Post](#)  
<auspost.com.au> > Passports & ID > Passports ▼  
Apply for or renew a British passport at a participating retail outlet.

[UK Border Agency | How do I apply for a British passport?](#)  
<www.ukba.homeoffice.gov.uk> > British citizenship ▼  
This page contains information about applying for a British passport if your application for British nationality is successful. British passports are issued by the UK ...

[UK passport | New Zealand Post](#)  
<www.nzpost.co.nz/realme-id-apply/uk-passports> ▼  
British passport applications are often delayed due to an incomplete or incorrect application. Get it right first time when you submit your UK passport applications ...

[Passport Services by Mail | Embassy of the United States - London](#)  
<london.usembassy.gov> > ... > Passports, Reports of Birth & Citizenship ▼  
by US Embassy - 2011  
You must renew your passport by mail if you meet all of the following ... online, then print it and submit in the U.K. Before you begin, see our YouTube video for ...

# Passport Canada's Citizen Engagement Process and the New 10-Year ePassport

## Appendix 13: Google search result for "passport and Australia"

passport and australia - Google Search

https://www.google.ca/search?q=canada+and+passport&ie=utf-8&oe=utf...

passport and australia

+Marshall Share

Web Images Maps More Search tools

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About 21,200,000 results (0.32 seconds)

Ads related to **passport and australia**

[Australian Passport - au.downloadpassports.com](#)  
au.downloadpassports.com/ ▾  
Don't Wait In Line, Do It All Online Easy Fast Secure - Instant Download

[Australia's Official Site - Australia.com](#)  
www.australia.com/ ▾  
Find Everything You Need to Know About Beautiful Australia!

[Passport Services - Canada](#)  
www.canadainternational.gc.ca/australia.../passports-passeports.aspx?... ▾  
Mar 28, 2013 - Canadians residing in or travelling in the ACT, Victoria, Tasmania, South Australia, Western Australia, Papua New Guinea, Vanuatu, Solomon ...

[New or Replacement Passports for Adults - Canada](#)  
www.canadainternational.gc.ca/australia.../passports-passeports\_adults.as... ▾  
Jul 2, 2013 - Applications to obtain new or replacement **passports** can either be downloaded and printed from the internet, picked up from our offices, or may ...

[Australian Passport Office](#)  
https://www.passports.gov.au/ ▾  
**Australian Passport Office** - INTERNET EXPLORER VERSION 10. Please use "Compatibility View" for online **passport** applications. To find out more please read ...

[Passports - Apply for a passport - Australian Passport Office](#)  
https://www.passports.gov.au/web/forms/entrypoint.aspx ▾  
Apply for a **passport**. To determine which form you should complete, you will need to answer the following questions and then press the "Next" button. BLANK ...

[Australian passport - Wikipedia, the free encyclopedia](#)  
en.wikipedia.org/wiki/Australian\_passport ▾  
**Australian passports** are issued by the Department of Foreign Affairs and Trade, both in **Australia** and overseas. Since 1984, **Australian passports** are issued ...  
History - Types of passports - Physical appearance - Technology

[Passports - Embassy of Australia](#)  
www.usa.embassy.gov.au/whwh/passportsus.html ▾  
How to obtain an **Australian passport** in the United States of America. 1. ... **Australian passport** photos are different to US **passport** photos so please check the ...

[\[PDF\] 929 - Change of address and/or passport details - Department of ...](#)  
www.immi.gov.au/allforms/pdf/929.pdf ▾  
**passport details**. Telephone 131 881 during business hours in **Australia** to speak to an operator (recorded information available outside these hours). If you are ...

[Contact Us - Change of Address, Name or Passport Details](#)  
www.immi.gov.au/contacts/visa-enquiries/change.htm ▾  
Please also provide a certified copy of the Bio-data page of both the previous **passport** and new **passport** or an endorsement in the current **passport** with the new ...

[ETA \(Visitor\) \(Subclass 976\)](#)  
www.immi.gov.au/visitors/tourist/976/eligibility.htm ▾  
If you hold a citizen **passport** issued by one of the countries or regions listed below, you can apply for an ETA online while outside **Australia**. If you hold a ...

[Apply for a new Australian passport - Australia Post](#)  
auspost.com.au > Passports & ID > Passports ▾  
Apply for your **Australian passport** at over 1700 **Australia Post** retail outlets.

## Appendix 14: Google search result for "passport and New Zealand"

passport and new zealand - Google Search

https://www.google.ca/search?q=canada+and+passport&ie=utf-8&oe=utf...

passport and new zealand

+Marshall Share

Web Images Maps News More Search tools

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About 40,600,000 results (0.42 seconds)

**[New Zealand Passports](#)**  
[www.passports.govt.nz/](http://www.passports.govt.nz/)  
Apply for an adult **New Zealand passport**, a child **passport**, or renew an existing **New Zealand passport**.  
Adult passport renewal - form - Apply or renew - Child passport - form - Urgent travel

**[Adult passport renewal - form - New Zealand Passports \(passports...](#)**  
[www.passports.govt.nz/Adult-passport-renewal-form](http://www.passports.govt.nz/Adult-passport-renewal-form)  
Getting a **passport** renewed can take up to 10 working days using the standard service, or up to 3 days using the urgent service, not including delivery times ...

**[Passport Application Procedure - Canada](#)**  
[www.canadainternational.gc.ca/new\\_zealand.../procedures-formalites.asp...](http://www.canadainternational.gc.ca/new_zealand.../procedures-formalites.asp...)  
Oct 8, 2013 - The High Commission of Canada in Wellington, **New Zealand** provides **passport** services to Canadians living and travelling in **New Zealand**, ...

**[New Zealand passport - Wikipedia, the free encyclopedia](#)**  
[en.wikipedia.org/wiki/New\\_Zealand\\_passport](http://en.wikipedia.org/wiki/New_Zealand_passport)  
**New Zealand passports** (in Māori: Uruwhenua Aotearoa) are issued to **New Zealand** citizens for the purpose of international travel. The Department of Internal ...  
History - Entitlement to a passport - Types - Obtaining a passport

**[Becoming a citizen - Immigration New Zealand](#)**  
[www.immigration.govt.nz](http://www.immigration.govt.nz) > ... > I'm already in New Zealand > Residents  
Sep 12, 2013 - If you are a **New Zealand** citizen but you wish to travel on a non-**New Zealand passport**, you can apply to INZ for an endorsement of your New ...

**[London Passport Office | New Zealand documents | New Zealander...](#)**  
[www.nzembassy.com](http://www.nzembassy.com) > ... > New Zealand Documents  
**New Zealand** High Commission London, United Kingdom. **London Passport Office**. The Department of Internal Affairs Identity Services Office in London - often ...

**[renewing a New Zealand passport | Applying ... - NZEmbassy.com](#)**  
[www.nzembassy.com](http://www.nzembassy.com) > ... > New Zealand Documents  
The Embassy does not issue **passports**. **New Zealand** passports can only be issued in Wellington, London or Sydney (applications from Viet Nam are processed ...

**[News for passport and new zealand](#)**

**[Racing: Gath gets passport ready](#)**  
[New Zealand Herald](#) - 5 hours ago  
One of the few genuine challengers to Christen Me and Terror To Love's domination of the **New Zealand** Trotting Cup may be clawing his way ...

**[Stamp of approval: Some passports are more valuable than others](#)**  
[Bangkok Post](#) - 14 hours ago

**[Passports - Australian High Commission](#)**  
[www.newzealand.embassy.gov.au/wltn/passports.html](http://www.newzealand.embassy.gov.au/wltn/passports.html)  
The Australian High Commission in Wellington provides **passport** services to Australian citizens in **New Zealand** (south of Lake Taupo), Cook Islands, Niue and ...

**[New Zealand - Bureau of Consular Affairs - US Department of State](#)**  
[travel.state.gov/travel/cis\\_pa\\_tw/cis/cis\\_984.html](http://travel.state.gov/travel/cis_pa_tw/cis/cis_984.html)  
Oct 8, 2013 - You must have a valid **passport**. Visit the **New Zealand** Embassy website for the most current visa information. The U.S. Department of State is ...

**[Passports — Search newzealand.govt.nz](#)**  
[newzealand.govt.nz](http://newzealand.govt.nz) > ... > New Zealanders overseas  
Check your **passport** is valid, apply for or replace a **passport** from overseas.

## Appendix 15: Canada Passport Help Website

This site is not affiliated with Passport Canada or the Government of Canada.

The banner features a woman in a headset on the left. To her right, a large '\$99' is displayed above a yellow 'GET STARTED' button. Further right, the text reads 'We make the Canadian Passport application and renewal process easy and stress-free'. Below this, five categories are shown in white boxes: 'adult', 'child', 'EXPIRED renewal', 'name CHANGE', and 'lost'. Each category has a small passport icon above it. At the bottom of the banner, it says 'We offer group services for all of the above' with a 'Learn more' link.

**APPROVED**

We make sure your application is done right the first time.

Why? Because more than half of the Canadian passport applications received by the government are **rejected**. We will assist you with filling out the proper forms, arrange an appointment with a qualified photographer that specializes in the new Canadian passport photo standards, and assess your photos prior to submission.

### Why Canadians Living In The United States Choose Canada Passport Help

- ✔ **Application Rejection:** Over 50% of Canadians living in the United States are having their passport renewal applications rejected – with an even higher rejection rate for new applications. We will assist you with filling out the proper forms, arrange an appointment with a qualified photographer that specializes in the new Canadian passport photo standards, and assess your photos prior to submission. [Government Forms](#) are available for free at [Passport Canada](#).
- ✔ **Photo Awareness:** Passport Canada has transitioned to a higher international photo standard called biometric photography. There are 20 different points to be assessed for a conforming [Canadian passport photo](#). Most U.S.-based commercial photographers aren't aware of them. We are.
- ✔ **Avoid Travel Delay:** if your application is rejected by Passport Canada, this could result in your passport delivery being delayed by a minimum 3 months and maybe a lot longer.
- ✔ **Your Canadian Passport Photo Resource:** We help you find a local photographer that is able to take the new higher standard [Canadian passport](#) photo and assess your photos prior to submission.
- ✔ **Our Personal Guarantee:** Canada Passport Help has a 100% success rate in assisting our clients' to submit applications that won't get rejected. We email the application directly to you. You then email the application to us for assessment by one of our specialists.
- ✔ **We Make it Easy:** We are your personal [Canadian Passport](#) coaches and are available to answer all of your questions immediately – via phone, [email](#), or our [contact form](#).
- ✔ **Responsiveness:** No long phone wait times or automatic answering service that you need to yell "Agent" to. We're here for you 24/7.
- ✔ **Trust:** Our customers trust us – and that's as important as the service we provide. We are registered with the Better Business Bureau and employ SSL encryption on our website. Securing and protecting our customers' information is priority one.



"Thank you Canada Passport Help! You saved our trip in the nick of time and choosing your service made our application process stress free. Excellent customer service and your staff saved us a lot of grief!"

### Recent Blog Posts

[Passport Canada introduces A Fee Increase](#)

Posted March 23, 2012

[How The Canada Post Strike Affects Your Application Submission](#)

Posted June 14, 2011

[Am I Required To Report A Lost, Damaged, or Stolen Canadian Passport?](#)

Posted April 27, 2011

[The Canada Passport Help Blog »](#)

## Appendix 16: canadianpassport.ca Website

This site is not affiliated with Passport Canada or the Government of Canada.

This domain is listed at [DomainBrokers.com](#) **BUY** or **RENT**

Welcome to **canadianpassport.ca**

Related Links: [Passports Canada](#) [New Passport](#)

Related Links

- ➔ [Renewing My Passport](#)
- ➔ [Renewing Passport](#)
- ➔ [Renew Passport on Line](#)
- ➔ [Apply Passport](#)
- ➔ [Passport Forms](#)
- ➔ [Passport Application](#)
- ➔ [Fast Passport Renewal](#)
- ➔ [Instant Passport](#)
- ➔ [Fast Passport Renewal](#)
- ➔ [Renewing Passport](#)

Related Links

- ▶ [Expired Passport](#)
- ▶ [Passport Application](#)
- ▶ [Applying for a Passport](#)
- ▶ [Passport Offices](#)
- ▶ [Passport UK](#)
- ▶ [Apply for Passport](#)
- ▶ [Passport Requirements](#)
- ▶ [Passport and Visa](#)
- ▶ [Philippine Passport](#)
- ▶ [Expedited Passport](#)
- ▶ [US Passport Renewal Locations](#)
- ▶ [Passport Lost](#)

Related Links: [DFA Passport Appointment](#) [Renewal of British Passport](#) [Form for Passport Renewal](#) [Passport Renewal on Line](#) [Passport Renewal by Mail](#)

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[Privacy](#)