



Canadian Grain Commission
Commission canadienne
des grains

Canadian Grain Commission Report on Plans and Priorities

2004-2005

The Honourable Andy Mitchell
Minister, Agriculture and Agri-Food

Canada

Table of Contents

Section 1	Messages	
	Minister's Message	1
	Chief Commissioner's Message	2
	Management Representation Statement	3
Section 2	Department Overview	
	Mandate, Vision, and Department Description	4
	Accountability	4
	Planning Overview	4
	Department Planned Spending	7
Section 3	Department Plans, Results, Related Activities and Resources	8
	A grain quality assurance system that addresses the changing requirements of domestic and international grain markets	9
	A grain quantity assurance system that addresses the changing needs of the grain industry	14
	Research and development that supports the grain quality assurance system	16
	The protection of producers' rights	19
Annex 1	CGC Partnerships	22
Annex 2	Organizational Structure	24
Annex 3	Financial Information	
	Summary of Capital Spending by Program and Business Line	25
	Source of Respendable and Non-Respendable Revenue	25
	Net Cost of Program(s) for the Estimates Year	26
	Revolving Fund – Statement of Operations	26
	Revolving Fund – Statement of Cash Flows	27
	Revolving Fund – Projected Use of Authority	27
Annex 4	Government Wide Initiatives	28
Annex 5	Corporate Infrastructure	30
Annex 6	Links to the 2002-3 Report on Plans and Priorities	32

Section 1: Messages

Minister's Message

Welcome to the Canadian Grain Commission's *Report on Plans and Priorities 2004-05*. The Report details how the Canadian Grain Commission (CGC) intends to use its resources to discharge its responsibilities to protect grain producers' interest and to ensure a dependable commodity for Canada's foreign and domestic markets. The report also sets the standards by which the CGC's performance in meeting its objectives can be assessed.

Canada is known around the world for the quality, consistency, reliability and safety of its grain and grain products. This is a key factor in permitting Canadian exporters to market effectively in competitive international grain markets.

These continue to be challenging economic times for many Canadian farmers, including grain producers. An effective quality assurance system is essential for producers to be able to realize maximum value from their farms.

The CGC has a long-term commitment to building and maintaining a strong quality assurance system for the Canadian grain industry from producers to customers. In order to do this, the CGC must not only deal effectively with the historical challenges to the grain quality assurance system, but must also anticipate and respond to significant technological and other changes in the grain industry. The CGC operations connect directly to the Agricultural Policy Framework pillars of food safety and food quality, science and innovation, renewal, business risk management and the environment.

The *Report on Plans and Priorities* highlights the CGC plans to continue to provide an effective grain quality assurance system that enhances the marketing of Canadian grain in the interests of producers.

The Honorable Andy Mitchell
Minister, Agriculture and Agri-Food

Chief Commissioner's Message

Welcome to the Canadian Grain Commission's (CGC) *Report on Plans and Priorities* (RPP) for the fiscal year 2004-05.

The CGC is the federal agency responsible for setting standards of quality and regulating Canada's grain handling system. Our vision is to be a leader in delivering excellence and innovation in grain quality and quantity assurance, research, and producer protection. The quality assurance program delivered by the CGC assures consistent and reliable grain quality that meets the needs of foreign and domestic markets.

Today, competitive markets, and international standards and legislation are increasing demands for grain quality and grain safety assurances. The CGC is continuing to build on the grain quality assurance system to maintain market competitiveness and Canada's reputation as a consistent supplier of quality grain. The CGC is working alongside the Minister of Agriculture and Agri-Food's portfolio and the grain industry to add value to Canadian producers and Canada's grain quality assurance system.

I am confident that our strategies will improve the grain quality assurance system and achieve results for Canadians.

Chris Hamblin
Chief Commissioner

Management Representation Statement

I submit, for tabling in Parliament, the 2004-05 *Report on Plans and Priorities* (RPP) for the Canadian Grain Commission.

This document has been prepared based on the reporting principles and disclosure requirements contained in the *Guide to the Preparation of the 2004-2005 Report on Plans and Priorities* and:

- Accurately portrays the organization's plans and priorities.
- Is consistent with the directions provided in the Minister of Finance's Budget and by the Treasury Board Secretariat regarding planned spending information.
- Is comprehensive and accurate.
- Is based on sound underlying departmental information and management systems.

The reporting structure on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

Gord Miles
Chief Operating Officer

Section 2: Department Overview

Mandate

The Canadian Grain Commission (CGC) derives its authority from the *Canada Grain Act*. The CGC's mandate as set out in this Act is to, in the interests of producers, establish and maintain standards of quality for Canadian grain and regulate grain handling in Canada, to ensure a dependable commodity for domestic and export markets.

Vision

The CGC vision is to be “A leader in delivering excellence and innovation in grain quality and quantity assurance, research, and producer protection.”

Department Description and Accountability

The Honourable Andy Mitchell, Minister of Agriculture and Agri-Food is the Minister responsible for the CGC. The CGC is headed by a Chief Commissioner, an Assistant Chief Commissioner, and a Commissioner who are all appointed by the Governor in Council. The Chief Commissioner reports to the Minister. The Chief Operating Officer reports to the Chief Commissioner and co-ordinates the activities of the CGC's operating divisions.

The CGC is organized into the Executive, Corporate Services, Grain Research Laboratory (GRL), Industry Services, and Finance. Its head office is located in Winnipeg, Manitoba. Industry Services comprises five regions: Bayport, Eastern, Pacific, Prairie and Thunder Bay. As of March 31, 2003, the CGC employed 674 full-time equivalents.

The CGC may have up to six Assistant Commissioners for the main grain producing areas of Canada, also appointed by the Governor in Council. At present, the CGC has five Assistant Commissioners. The Assistant Commissioners deal with producer and grain industry complaints and inquiries, and publicize the activities of the CGC at the farm level.

Planning Overview

The Canadian grain industry operates in a climate of constant change. Canada's quality assurance system must be able to adapt. This is particularly important considering Canada exported more than \$25.9 billion dollars worth of food products in 2002. This accounted for 6.5% of Canada's total exports. About 35% of these exports were grains and related products with an estimated value of \$9 billion.

The plans and priorities of the CGC must respond to the continual changes in the industry and meet the industry's current needs. The work of the CGC contributes to meeting the goals of the Agricultural Policy Framework. The CGC is confident that the activities listed throughout the *Report on Plans and Priorities* illustrate how the CGC is working in the long-term interests of the Canadian grain industry.

The following outlines some of the major challenges confronting the CGC.

1. Pressures on Canada's visual grading system

Canada's kernel visual distinguishability (KVD) system allows quick and cost effective segregation of wheat into quality classes based on appearance. While KVD has given Canada a competitive advantage that has served it well over the years, there are pressures to move away from wheat segregation based on KVD:

- There are increasing demands for new varieties with different agronomic, disease resistance and end-use qualities to meet human (food), livestock (feed) and industrial (e.g., ethanol) needs. The visual requirements of KVD impede the development and handling of such new varieties.
- Nonregistered, visually indistinguishable wheat varieties are sometimes grown in Canada when these varieties have agronomic advantages such as higher yield. This presents a challenge because KVD on its own is not effective in detecting their presence. Visually indistinguishable nonregistered varieties have the potential to compromise the quality of Canadian wheat shipments if they are misrepresented as a registered variety. This is a particular concern for western Canada's premier milling wheats: Canada Western Red Spring (CWRS) and Canada Western Amber Durum (CWAD).
- Buyers of Canadian grains are becoming more quality conscious and increasingly sophisticated. They are asking for a wider range of quality types. In order to augment the traditional visual grading system, it is necessary to develop faster, more flexible, and more precise instrumental methods to analyze intrinsic quality characteristics and to certify grain quality and safety.
- Visually indistinguishable grains developed for non-milling uses, such as animal feed, pharmaceutical, fuel and industrial purposes, will also require effective instrumental tools to analyze quality parameters and certify quality and safety. Effective segregation of these grains from the food supply will be essential.

2. The development of genetically modified grains

Canada must address the marketing challenges presented by genetically modified (GM) grains. With increasing consumer concerns, many countries are establishing GM labelling and traceability requirements. This means that the ability to segregate GM and non-GM varieties is critical to maintaining Canada's international market share and meeting the requirements of the International Biosafety Protocol.

The ability to segregate GM from non-GM grains will benefit exporters of Canadian food products as well, given that there is a growing requirement to label their products.

Since GM varieties may not be visually distinguishable from non-GM varieties, the pressures on the visual grading system and the need to find an alternative method of segregation are intensified.

3. Trade issues

The World Trade Organization (WTO) panel has provided a ruling with respect to Canada's policies on non-Canadian grain. A federal strategy to meet the WTO requirements will be a critical development during the planning period; the CGC will need to contribute to this initiative.

4. Increased consumer concerns about grain safety assurance

Buyers of Canadian grain increasingly demand more rigorous, timely testing for chemical residues and trace elements on cargoes. These international buyer requirements increase the importance of research aimed at developing new or adapting existing analytical methods. The CGC has also identified the need to review the necessity of bacterial and microbial testing of grain and to expand the testing capacity for chemical components.

To ensure there are no gaps in domestic grain safety, there is a need to examine shared and overlapping responsibilities with such agencies as the Canadian Food Inspection Agency, Environment Canada and Health Canada.

5. Increased domestic consumption and value-adding

The trend is away from exports of grain as a raw commodity and toward increased domestic consumption and value-added production. It is necessary for Canada to maintain export competitiveness while meeting the anticipated growth for feed, energy, industrial, and pharmaceutical uses of grain. Meeting these needs will require a corresponding change in the segregation systems that assure the quality of grain and keep the commodity separate from food channels.

Department Planned Spending

	Forecast Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007
(\$ Thousands)				
Budgetary Main Estimates (gross)	62,259	63,473	48,176	48,176
Non-budgetary Main Estimates (gross)	0	0	0	0
Less: Respendable revenue	41,706	42,180	42,180	42,180
Total Main Estimates	20,553	21,293	5,996	5,996
Adjustments*				
Carry-forward	1,122	0	0	0
Modern Comptrollership	125	0	0	0
APF transfer from AAFC	180	0	0	0
Internal Audit	140	68	0	0
Program Integrity	15,000	0	0	0
Total Adjustments	16,567	68	0	0
Net Planned Spending	37,120	21,429	5,996	5,996
Less: Non-respendable revenue	0	0	0	0
Plus: Cost of services received without charge	3,025	2,319	3,403	3,478
Net Cost of Program	40,145	23,748	9,399	9,474
Full Time Equivalents	674	675	675	675

*Adjustments are to accommodate approvals obtained since Main Estimates are to include Budget initiatives, Supplementary Estimates, etc.

** Note: Fiscal year 2004-2005 is the final year that the CGC receives Program Integrity appropriation.

This table illustrates the relationship of the Revolving Fund Respendable Revenue to the total amount of Appropriation Revenue available.

Section 3: Department Plans, Results, Related Activities and Resources

The CGC has reorganized and improved the *Report on Plans and Priorities* around four strategic outcomes to better reflect the future direction of the CGC as well as the daily delivery of the CGC mandate. Note that the work itself has not changed but the new format provides an improved understanding of all CGC activities and how they contribute to the four strategic outcomes. Annex 6 provides a table illustrating where the priorities and activities of previous *Reports on Plans and Priorities* can now be found.

Corporate infrastructure and government wide initiatives are integral to achieving results. Corporate infrastructure and government wide initiative costs are factored into the costs of delivering the strategic outcomes using the CGC's costing model. The discussion and activities relevant to the CGC's plans and priorities on government wide initiatives and corporate infrastructure can be found in Annexes 4 and 5.

The CGC has one business line and primary objective: *a grain quality assurance system that enhances grain marketing in the interest of producers.*

In pursuit of this objective, the CGC has organized its plans and priorities around the following four strategic outcomes:

1. A grain quality assurance system that addresses the changing requirements of domestic and international grain markets
2. A grain quantity assurance system that addresses the changing needs of the grain industry
3. Research and development that supports the grain quality assurance system
4. The protection of producers' rights

To illustrate the significance of each strategic outcome, the CGC has identified key priorities and resources required. Each priority has associated ongoing and new activities with planned results. All priorities are equal. Measurements for each strategic outcome are indicated in the narrative.

Strategic Outcome 1: A grain quality assurance system that addresses the changing requirements of domestic and international grain markets

Number of full-time equivalents employed: 431

Planned Resources: \$ 40.6 million

Priorities

1. Delivery of inspection services that meet the legislative mandate of the Canada Grain Act and the requirements of the grain industry from producers to customers
2. Scientific and technical support of the quality assurance system
3. A grain quality assurance system able to deal with both visually distinguishable and indistinguishable varieties; and the capacity to segregate grain by specific characteristics

An effective grain quality assurance system ensures the enhanced marketing of Canadian grain, which benefits producers and the grain industry. Daily provision of grain inspection services form a major part of the quality assurance system that is supported by a strong scientific and technical base, including testing of grain, milling, and baking, cooking or making various end use products. The grading system and services are adapted to the end-use needs of international and domestic buyers of Canadian grain.

There are major challenges facing the CGC and the grain quality assurance system due to the changing needs of the Canadian grain industry. There is a major shift in the type of crops grown and export volumes have dropped 20% since the elimination of the Crow Rate. There is increasing emphasis on end-use functionality and sustainable competitiveness. A grain quality assurance system that can support the expanding number of end-uses of grain in the domestic industry is essential.

The pressure to register new cereal grain varieties which do not meet Kernel Visual Distinguishability(KVD) requirements, the production of non-registered, visually indistinguishable wheat varieties in Canada, the development of genetically modified grains and oilseeds, and other pressures on the visual grading system are critical issues that the CGC must continue to respond to during the planning period. While the CGC adapts to these and other changes, it must maintain KVD until it can be replaced with some other method to segregate grain.

During the 2002-03 planning period, the CGC conducted extensive consultation and studies on a proposal for a Variety Eligibility Declaration (VED) system. The proposal was intended to address the challenges of visually indistinguishable non-registered wheat varieties entering the handling system and the constraints KVD imposes on the development and handling of non-milling wheats, such as high yielding feed varieties. The CGC concluded that the potential benefits from a compulsory VED system were not sufficient to justify implementation at this time. The CGC has, however, initiated a Wheat Quality Assurance Strategy (WQAS), with three elements, to address these issues.

To measure its success in meeting this strategic outcome, the CGC plans to track buyer complaints on the accuracy of CGC certification and the number of grade changes on official re-inspections. Other measures include the number of samples inspected, a monitoring and verification process for inspection of grain, and the number of certificates and records issued. Feedback from the annual standards meeting with producers and the industry measures satisfaction with the standards samples and process. The CGC will track buyers' satisfaction with the consistency of Canadian grain quality through the regular feedback its scientists and technical experts receive from buyers when on overseas missions, from cargo complaints, and through the CGC's cargo-monitoring program.

Priority #1 Delivery of inspection services that meet the legislative mandate of the Canada Grain Act and the requirements of the grain industry from producers to customers

Planned Spending
2004-05
\$30,782,637
FTEs: 327

Planned Spending
2005-06
\$30,638,601
FTEs: 327

Planned Spending
2006-07
\$30,638,601
FTEs: 327

Related Activities	Planned Results and Timeframe
Inspect grain prior to receipt at licensed terminal elevators or prior to export from terminal or transfer elevators	A grain quality assurance system that enhances marketing in the interest of producers and industry Ongoing
Develop, change and set grain quality standards in partnership with the grain industry through the Western and Eastern Grain Standards Committee meetings	Producer and industry involvement into the setting of grain standards Annually
Prepare and use standards to grade grain	Effective grading using regularly updated standards Ongoing
Administer a national grain sanitation program	Assure that grain in the licensed elevator system and exported grain is free from infestation Ongoing

Manage a complaint resolution process for quality of grain cargoes	Customer satisfaction with the Canadian grain quality assurance system Ongoing
Re-inspection of samples on industry request	Mediating and resolving complaints concerning grain transactions Ongoing
Manage the Grain Appeal Tribunal	Neutral CGC and industry review panel of grade of official samples delivered to a terminal elevator Ongoing
Conduct unload investigations on shipper and producer request	Customer satisfaction with the Canadian grain quality assurance system Ongoing
Issue grade quality certificates on submitted samples	Meet domestic and international requirements for third party unbiased government test results On Request
Deliver a Quality Management System (maintain ISO certification)	Effective delivery of inspection and weighing services Ongoing
Generate, collect and distribute grain quality data and information	Support the quality assurance system by meeting specific industry and buyer needs Daily
Issue official memoranda to trade on grade quality issues	Effective management of the grain quality assurance system Ongoing
Monitor the grading system and verification processes	Increased consistency of grading. Ongoing
Manage the grain accounting system	Ensure accuracy of terminal and transfer transactions Ongoing
Dispose of contaminated grain	Effective disposal of contaminated grain Ongoing
Offer technical training to the industry	An effective Canadian grain quality assurance system On request
Increase the number of routine analytical tests available in regional offices and service centres	Meet growing industry demands for consistent, accurate analytical testing services in all regions of Canada. Ongoing
Transfer technology in the form of validated methods to industry and producers	Validated methods are transferred to industry where they can support and improve the overall efficiency of grain grading, handling and segregation, and IP systems Ongoing
Develop resources and optional services for the evolving domestic industry, e.g., feed, pulses, oilseeds	Support domestic industry Ongoing

Priority #2 Scientific and technical support of the quality assurance system

Planned Spending
2004-05
\$6,143,370
FTEs: 65

Planned Spending
2005-06
\$6,114,623
FTEs: 65

Planned Spending
2006-07
\$6,114,623
FTEs: 65

Related Activities	Planned Results and timeframe
Assess new crop quality (harvest survey) specific to each grain type and relevant to the marketing of each crop	Optimal management of the grain quality assurance system and support for effective marketing of Canadian grain Annually
Monitor the crop quality of all types of cargoes	Quality data for average shipments of Canadian grain over a specified period of time to marketers and buyers Ongoing
Screen and monitor grain shipments to ensure that Canadian grain meets tolerances for toxic contaminants. Provide information on geographical distribution for toxic contaminants.	Provision of grain safety assurances on Canadian grain to marketers and buyers. Ensure Canadian grain shipments meet strict international food safety tolerances. Ongoing
Analyze incidence and frequency of bacterial contamination in grains	Develop database to assess if there is an issue. 2005
Develop strategy to meet international standards and legislation on grain safety, e.g., Japanese Food Sanitation Law and the new European Union tolerances for pesticides	Continued marketability of Canadian grain to Japan and the European Union 2004
Assess variety specific malting quality in barley	Meet requirements of buyers in Canadian brewing industry Ongoing
Evaluate technology to measure metabolic energy of feed grains	Improved utilization of grain for animal feeds 2006
Conduct ongoing surveys of the weed seed content of harvest survey and export cargo samples	Ensure compliance with national and international standards for noxious weeds Ongoing
Provide new and existing quality information on buyer's request, e.g., impact of annual quality factors such as disease and weather damage	Increase marketability of Canadian grain Annually and on request
Provide technical advice and complaint resolution on grain quality and end uses to buyers, industry and producers	Increase and maintain marketability of Canadian grain Ongoing

Priority #3 A grain quality assurance system able to deal with both visually distinguishable and indistinguishable varieties; and the capacity to segregate grain by specific characteristics

Planned Spending
2004-05
\$3,694,288
FTEs: 39

Planned Spending
2005-06
\$3,677,002
FTEs: 39

Planned Spending
2006-07
\$3,677,002
FTEs: 39

Related Activities	Planned Result and Timeframe
Wheat Quality Assurance Strategy Element 1. Increase monitoring of railcar and vessel shipments for nonregistered wheat varieties	Increased detection of the presence and source of nonregistered wheat varieties 2004
Wheat Quality Assurance Strategy Element 2. Develop effective, timely, affordable variety identification technology	Improved capacity to identify the variety composition of wheat shipments and enable segregation for variety specific shipments 2007
Wheat Quality Assurance Strategy Element 3. Develop a proposal to restructure the western wheat classes	Enable development of non-milling wheats, such as high-yielding feed wheats, while continuing to protect the integrity of milling classes and grades 2004
Develop technology and testing processes for monitoring grain in transit	Ensure that the identity of grains shipped under IP systems is preserved, and that non-visually distinguishable varieties have not contaminated bulk shipments Ongoing
Continue to develop and implement methods for identifying genetically modified grains and oilseeds. (Soybeans complete)	Capacity to certify all grain shipments as to GMO status. Meet the needs of the Biosafety Protocol. 2006
Validate GMO detection methods for Round-up Ready wheat	Capacity to test for Round-up Ready wheat by the time it is introduced Current estimate 2005
Continue to develop and implement methods for protein-based and DNA-based variety identification	Improved variety identification testing Ongoing
Provide grain inspection services on behalf of the U.S. Federal Grain Inspection Service in Eastern Canada as per the Memorandum of Service	Facilitate movement of grain Ongoing
Implement and operate the Canadian IP Recognition System	Enhance marketing of Canadian identity preserved grains Ongoing

Develop a strategy to address WTO Panel ruling with respect to Canada's policies on non-Canadian grain.	Improved protocol for non-Canadian grains. 2005
---	---

Strategic Outcome 2: A grain quantity assurance system that addresses the changing needs of the grain industry

Number of full-time equivalents employed: 127

Planned Resources: \$12 million

Priorities

1. Delivery of weighing services that meet the legislative mandate of the Canada Grain Act and the requirements of the grain industry from producers to customers
2. Technical support of the quantity assurance system

The Canadian grain quantity assurance system assures the weight of grain in conveyances and in storage in the licensed elevator system, which benefits producers and the grain industry. Daily provision of grain weighing services forms a major part of the quantity assurance system that is supported by a strong technical base.

The challenges for the grain quantity assurance system include increased demand for services at primary elevators; increased requirements for quantity information to manage grain stocks; and increasingly sophisticated technology in grain elevators.

To measure its success in meeting this strategic outcome, the CGC plans to monitor unload investigations, develop a strategy to monitor weighing processes, and continue to monitor satisfaction with the dispute resolution process.

Priority #1 Delivery of weighing services that meet the legislative mandate of the Canada Grain Act and meet the requirements of the grain industry from producers to customers

Planned Spending
2004-05
\$11,333,879
FTEs: 120

Planned Spending
2005-06
\$11,280,846
FTEs: 120

Planned Spending
2006-07
\$11,280,846
FTEs: 120

Related Activities	Planned Results and Timeframes
Weigh grain prior to receipt at licensed terminal elevators or prior to export from terminal or transfer elevators	A grain quantity assurance system that enhances marketing in the interest of producers and industry Ongoing
Weigh grain prior to receipt or upon shipment from primary elevator	Increased grain quantity information and management of grain stocks in the primary elevator system Ongoing
Manage a dispute resolution process	Customer satisfaction with the Canadian grain quantity assurance system Ongoing
Conduct unload investigations on shipper and producer request	Customer satisfaction with the Canadian grain quantity assurance system Ongoing
Provide official weighover of all stocks in store at licensed terminal and transfer elevators	Verify that there is no overage or shortage of grain, grain products or screenings in the elevator outside the permissible tolerances stipulated in the Canada Grain Act Ongoing
Deliver a Quality Management System (maintain ISO certification)	Effective delivery of inspection and weighing services Ongoing
Continue to develop processes for grain flow verification	Ensure that the identity of grains shipped under IP systems is preserved Ongoing
Management of grain accounting systems	Ensure accuracy of terminal and transfer transactions Ongoing
Develop a system to monitor weighing processes	Increased effectiveness of the quantity assurance system 2004

Priority #2 Technical support of the quantity assurance system

Planned Spending
2004-05
\$664,206
FTEs: 7

Planned Spending
2005-06
\$661,098
FTEs: 7

Planned Spending
2006-07
\$661,098
FTEs: 7

Related Activities	Planned Results and timeframe
Generate, collect and distribute grain quantity data and information	Support the quantity assurance system by meeting specific industry and buyer needs. Daily
Conduct scale inspections	Accuracy of terminal and transfer elevator equipment. Ongoing

Provide technical advice and complaint resolution on grain quantity	Increase marketability of Canadian grain Ongoing
---	---

Strategic Outcome 3: Research and development that supports the grain quality assurance system

Number of full-time equivalents employed: 89

Planned Resources: \$8.4 million

Priorities

1. Research that supports the grain quality assurance system
2. Research that supports emerging issues in the grain quality assurance system
3. Evolution of grain standards that meet changing industry needs

The *Canada Grain Act* requires the CGC to undertake, sponsor and promote research related to grains. The CGC conducts research directly related to supporting the quality assurance system that permits the effective marketing of Canadian grain in the interests of producers. The Grain Research Laboratory (GRL) researches new methods for quality, new measurement factors to determine quality, end-use applications of Canadian grain, and quality of new breeder's varieties. The GRL through its research supports the continual improvement of the grain quality assurance system.

There are major challenges facing the CGC's research and the grain quality assurance system due to the changing needs of the Canadian grain industry. There is a major shift in the type of crops grown, increased demand for variety identification by objective non-visual methods, and the arrival of genetically modified (GM) grains and oilseeds. Research focus has shifted increasingly into pulses, oilseeds, variety identification and GM grains and oilseeds. There has been no increase in resources. Research related to traditional crops, such as wheat and barley, is still essential, as these crops make up a significant amount of the export market. There is increasing emphasis on end use functionality especially new end-uses in the domestic industry. Grain is increasingly being sold based on specifications requiring objective non-visual testing of quality or safety factors and the provision of grain quality and safety assurances.

To measure its success in meeting this strategic outcome, the CGC plans to track the number of methods adapted into the grading system, the number of new measures for quality that are developed, the number of research papers published, the satisfaction of customers with the end-use quality as measured by client feedback during foreign missions, the amount of external funding, and the success of the quality of new breeder's varieties.

Priority #1 Research that supports the grain quality assurance system
--

Planned Spending
2004-5
\$3,767,375
FTEs: 40

Planned Spending
2005-6
\$3,749,747
FTEs: 40

Planned Spending
2006-7
\$3,749,747
FTEs: 40

Related Activities	Planned Results and Timeframe
Develop new and improved methods for evaluating and measuring end-use quality factors for all grains and oilseeds, e.g., near-infrared spectroscopy (NIR) and digital imaging	Support of the current grain quality assurance system to meet international marketing requirements Ongoing
Research new methods for assessing intrinsic grain quality	Improved measurement of grain quality Ongoing
Evaluate quality profiles of breeder's new varieties	Third party unbiased evaluation of quality of new varieties before registration Ongoing
Research which varieties of Canadian grain function most effectively to make various international end products	Increase marketability of Canadian grain in the interests of producers Ongoing
Increase use of immuno assay diagnostics to identify mycotoxins	Fast, accurate, economical, and meaningful methods for evaluating grain quality 2005
Develop internationally recognized methods for evaluation of pulse quality in collaboration with other national and international labs	Increase the marketability of Canadian pulses 2006
Expand research on computer-assisted image enhancement and measurement to assess grain quality	Develop rapid accurate tests to measure visual quality factors Ongoing
Assess the use of tests to increase efficiency, reduce costs and enhance the testing capabilities of the CGC	Fast, accurate, economical, and meaningful methods for evaluating grain quality Ongoing

Priority #2 Research that supports emerging issues in the grain quality assurance system

Planned Spending
2004-05
\$3,767,375
FTEs: 40

Planned Spending
2005-06
\$3,749,747
FTEs: 40

Planned Spending
2006-07
\$3,749,747
FTEs: 40

Related Activities	Planned Results and Timeframe
Research new measures for assessing grain quality. Continue collaborative and jointly funded research nationally and internationally	Respond to the evolution of a new, value-added stream in commercial crop production, handling and marketing to meet the demand for specific end-use quality demands Ongoing
Research factors and develop methods relevant to grain safety assurance.	Provision of grain safety assurances on new factors to international and domestic market. 2006
Validate research for a new method to evaluate sprout damage in wheat	Improved evaluation of wheat in the grading system 2006
Validate research on chlorophyll in canola	Improved evaluation of canola in the grading system 2006
Research wheat and barley DNA fingerprinting methods to develop tests for identifying and quantifying varieties of grains in shipments	Capacity to identify multiple variety composition of shipment and to enable segregation of specific variety shipments 2007

Priority #3: Evolution of grain standards that meet changing industry needs

Planned Spending
2004-05
\$837,195
FTEs: 9

Planned Spending
2005-06
\$833,277
FTEs: 9

Planned Spending
2006-07
\$833,277
FTEs: 9

Related Activity	Planned Results and Timeframe
Develop specifications, measurement protocols and potentially standards	Assist diversification of end use of Canadian grains Ongoing
Increase amount of objective testing, e.g., digital image analysis	Replace subjective factors by numerical tolerances Ongoing
Expand awareness of end-use traits (e.g., ethanol)	Assist in the diversification of end uses of grain Ongoing

Strategic Outcome 4: The protection of producers' rights

Number of full-time equivalents employed: 26

Planned Resources: \$2.5 million

Priorities:

- 1. Administer a licensing and security system**
- 2. Fair treatment of producers by grain companies and dealers**
- 3. Fair administration of producer car delivery options**
- 4. Provision of grain quality information to producers**

The CGC is an impartial third party that provides a grain quality assurance system that enhances the grain marketing in the interests of producers. The CGC is mandated to serve producer interests by upholding the *Canada Grain Act*.

Grades that have strict standards allow buyers to identify end-use value without the need for end-use tests or direct examination of individual lots of grain. This helps to ensure that producers receive payment that reflects the value of their grain to the marketplace. The CGC's inspection, weighing and arbitration services are essential to the efficient and fair operation of grain markets because producers and the grain industry will be paid for the quality and quantity of grain delivered and shipped.

The CGC licenses and regulates the prairie primary elevators, grain dealers and process elevators. This regulatory activity contributes to the fair treatment of western Canadian producers. The number of unlicensed facilities presents a challenge, as producers using these facilities are not protected in case of default. The CGC will develop and implement strategies to increase the number of licensees.

The CGC allocates producer cars for producers and producer groups that wish to ship their own grain. The CGC will develop and implement strategies to address producer car issues, including the increasing demand for producer cars.

The CGC plans to measure its success in protecting producers' rights by conducting periodic surveys of producers, and by tracking producer complaints about unfair treatment by grain companies and producers' use of the quality arbitration system.

Priority #1 Administer a licensing and security system

Planned Spending
2004-05
\$790,786
FTEs: 8

Planned Spending
2005-06
\$787,087
FTEs: 8

Planned Spending
2006-07
\$787,087
FTEs: 8

Related Activities	Planned Results and Timeframe
License eligible grain dealers and elevator companies	Effective licensing program Ongoing
Obtain security to protect producers in case of default by a licensee	Ensure producers receive compensation Ongoing
Conduct audits of licensees' liabilities to producers	Ensure compliance with the Canada Grain Act Ongoing
Conduct information campaigns that promote the benefits of dealing with CGC licensed grain companies	Increased awareness of producers on benefits of dealing with licensed companies Ongoing
Develop strategies to increase the number of licensees, e.g., streamline the licensing process	Enhanced licensing program. Increased number of licenses, which protects producers 2005

Priority #2: Fair treatment of producers by grain companies and dealers.

Planned Spending
2004-05
\$1,041,758
FTEs: 11

Planned Spending
2005-06
\$1,036,883
FTEs: 11

Planned Spending
2006-07
\$1,036,883
FTEs: 11

Related Activities	Planned Results and Timeframe
Mediate and/or arbitrate producer complaints concerning transactions with grain companies	Facilitate negotiated settlements acceptable to both parties Ongoing
Expand the provision of subject to inspector's grade and dockage to include all elevators	Improve the ability of farmers to manage their business risks Conditional on statutory change
Review regulations under pressure as a result of changes in the grain handling industry, e.g., addition of canary seed as a grain, subject to inspector's grade and dockage, moisture regulations, setting shrinkage to zero at grain dealers	Change or eliminate regulations that are no longer relevant, enforceable, or contributing to the effective operation of a quality assurance system 2005

Re-inspect samples on producer request and investigate quality complaints	Mediating and resolving complaints concerning grain transactions Ongoing
Operate the Grain Appeal Tribunal	Neutral CGC and industry review panel of grade of official samples delivered to a terminal elevator Ongoing

Priority #3: Fair administration of producer car delivery option

Planned Spending 2004-05 \$239,133 FTEs: 3	Planned Spending 2005-06 \$238,014 FTEs: 3	Planned Spending 2006-07 \$238,014 FTEs: 3
---	---	---

Related Activities	Planned Results and Timeframe
Allocate producer cars	Alternate grain delivery mechanism available on demand Ongoing
Address producer car issues	Respond to the allocation challenge for producer cars Ongoing

Priority #4: Provision of grain quality information to producers

Planned Spending 2004-5 \$327,844 FTEs: 4	Planned Spending 2005-6 \$371,099 FTEs: 4	Planned Spending 2006-7 \$377,099 FTEs: 4
--	--	--

Related Activities	Planned Results and Timeframe
Continuously improve the dissemination of grain quality and handling information on each year's crop, e.g., storage, insects	Technical information to support producer marketing and sales decisions Ongoing
Publish statistical reports on grain stock and handling with the licensed elevator system	Provide information to producers that supports the quality and quantity assurance system Daily, weekly and annually

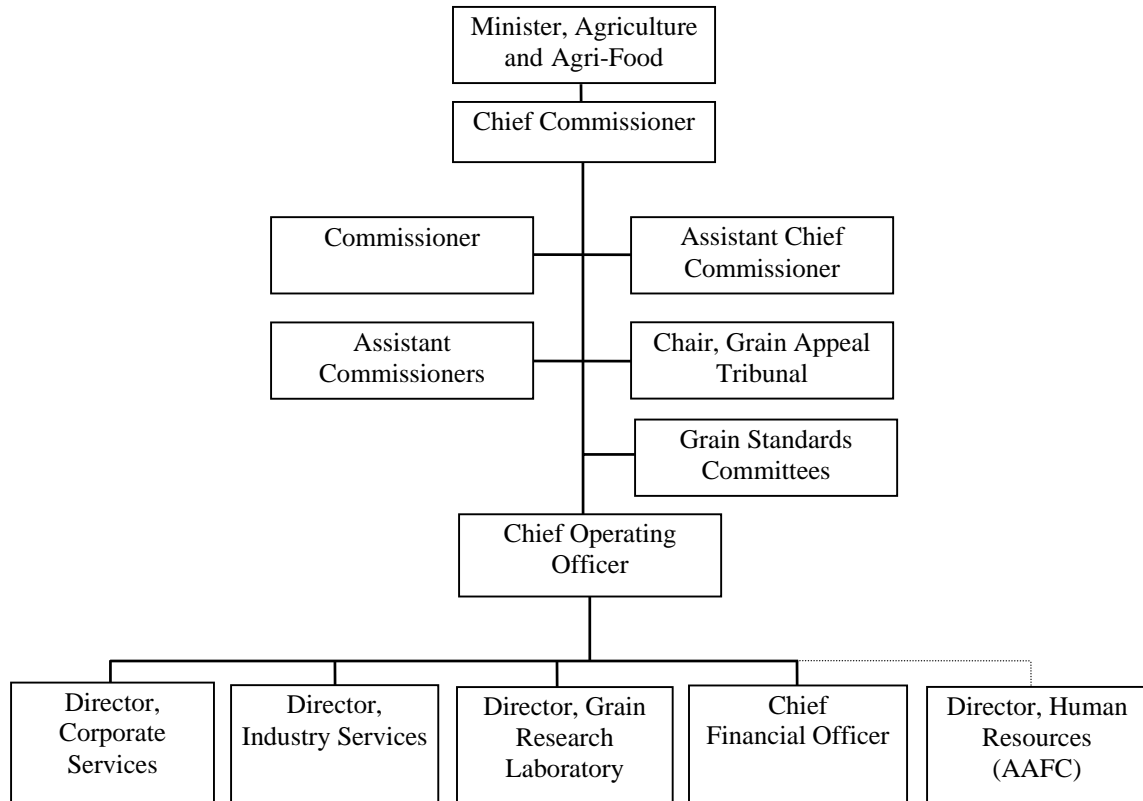
Annex 1: CGC Partnerships

The CGC is integral to the functioning of Canada's grain industry. In our role as a neutral, third-party regulator and arbiter, the CGC works in partnership with virtually every participant in the industry.

Key partners	Areas of co-operation
Industry	
<ul style="list-style-type: none"> • Producers and producers' organizations • Grain Companies • Processors • Universities' Laboratories • Plant Breeders • Instrument Manufacturing Companies • Canadian Wheat Board • Canadian International Grains Institute • Canadian Seed Institute • Canadian Soybean Association • Grain Exporters • Ontario Wheat Producers' Marketing Board • Winnipeg Commodity Exchange 	<ul style="list-style-type: none"> Setting grain quality standards Operation of the grain quality assurance system Development and implementation of policies and regulations Sharing market information Market development and support Research and technology transfer Auditing and certifying industry IP systems
Portfolio Departments and Agencies	
<ul style="list-style-type: none"> • Agriculture and Agri-Food Canada • Canadian Food Inspection Agency • Canadian Dairy Commission • Farm Credit Canada • National Farm Products Council 	<ul style="list-style-type: none"> Co-ordination Sharing knowledge Research Strategic planning Meeting international tolerances for toxic contaminants in grain Shared quality assurance program delivery
Other Government Departments	
<ul style="list-style-type: none"> • Foreign Affairs and International Trade • Statistics Canada • Canadian International Development Agency • Industry Canada • Health Canada • Canada Customs and Revenue Agency 	<ul style="list-style-type: none"> Sharing knowledge Facilitating international trade Publication of grain statistics Market development and support Inspection and certification of terminal and transfer elevator scales Regulation of grain imports

Foreign	
<ul style="list-style-type: none"> • U.S. Department of Agriculture (Grain Inspection, Packers and Stockyards Administration) • Japanese Food Agency • Commonwealth Scientific and Industrial Research Organisation (Australia) • Russian State Grain Inspectorate • State Administration of Grain (China) • Jilin Grain Bureau (China) • Nanjing University of Economics (China) • Ministerio de Agricultura y Ganaderia (Paraguay) • Camara Paraguaya de Exportadores de Cereales y Oleaginosas (Paraguay) • Federación de Cooperativas de Producción (Paraguay) • Instituto Nacional de Investigación Agropecuaria (Uruguay) • Central Cooperativa de Granos (Uruguay) • Laboratorio Tecnológico del Uruguay • Ministry of Agrarian Policy of Ukraine • Post Harvest Technology Institute (Vietnam) 	<p>Shared quality assurance program delivery</p> <p>Facilitating international trade</p> <p>Research</p> <p>Technology Training</p>

Annex 2: Organizational Structure



Annex 3: Financial Information

Summary of Capital Spending by Program and Business Line

	Forecast Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007
(\$ thousands)				
A grain quality assurance system that enhances grain marketing in the interest of producers	1,700	4,000	4,000	4,000

This table represents the CGC's planned capital spending over the next three years.

Source of Respendable and Non-Respendable Revenue

	Forecast Revenue 2003-2004	Planned Revenue 2004-2005	Planned Revenue 2005-2006	Planned Revenue 2006-2007
(\$ Thousands)				
A grain quality and quantity assurance system that enhances grain marketing in the interest of producers				
Inspection, Weighing, Registration, Cancellation	27,882	30,748	30,615	27,558
Licences and Other Revenue	2,930	425¹	425	425
Appropriation	20,553	21,293	5,996 ²	5,996
Total Respendable Revenue	51,365	52,466	37,036	33,979

The table above identifies all sources of revenue generated, including funds acquired through appropriation.

¹The 2003-2004 figure includes contract revenue of \$2.5 million that is not included in the planned revenues for 2004-2005, 2005-2006 or 2006-2007 figures. It is anticipated this contract revenue will continue, however it is not guaranteed.

² This represents currently approved appropriation only.

Net Cost of Program(s) for the Estimates Year

Planned Spending (Budgetary and Non-budgetary Main Estimates plus adjustments (\$ thousands))	
<i>Plus Services Received without Charge</i>	
Contributions covering employees' share of employees' insurance premiums & expenditures paid by TBS	2,175
Workman's compensation coverage provided by Human Resources Canada	144
	<u>2,319</u>

This table represents all services provided and paid for by other government departments on behalf of the CGC.

Revolving Fund – Statement of Operations

(\$ Thousands)	Forecast 2003-2004	Planned 2004-2005	Planned 2005-2006	Planned 2006-2007
Respendable Revenue	41,706	42,180	42,180	42,180
Expenses				
Operating:				
Salaries and employee benefits	30,561	32,246	34,373	35,232
Depreciation	1,458	2,229	1,932	2,422
Repairs and maintenance	339	243	171	142
Administrative and support services	7,880	5,754	3,972	3,292
Utilities, materials and supplies	1,614	1,179	814	674
Marketing	119	86	60	50
	41,971	41,737	41,322	41,812
Surplus (Deficit)	(265)	443	858	368

This table portrays and allocates the costs associated with Respendable revenue generated through fees and contracts.

Revolving Fund – Statement of Cash Flows

(\$ Thousands)	Forecast 2003-2004	Planned 2004-2005	Planned 2005-2006	Planned 2006-2007
Surplus (Deficit)	(265)	443	858	368
Add non-cash items				
Depreciation/amortization	1,458	2,229	1,932	2,422
Investing activities:				
Acquisition of depreciable assets	(1066)	(2,545)	(2,663)	(2,663)
Cash surplus (requirement)	127	127	127	127

The table above converts financial statement information from book value to a cash basis.

Revolving Fund – Projected Use of Authority

(\$ thousands)	Forecast 2003-2004	Planned 2004-2005	Planned 2005-2006	Planned 2006-2007
Authority	2,127	2,127	2,127	2,127
Drawdown:				
Balance as at April 1	9,802	127	254	381
Operating (deficit) / surplus	(9,802)	0	0	0
Projected surplus (Drawdown)	127	127	127	127
	127	254	381	508
Projected Balance at March 31	2,254	2,381	2,508	2,635

This table represents the projected surplus (drawdown), which is made up of the ANCAFA (cash basis) plus a \$2 million drawdown

Annex 4: Government Wide Initiatives

The CGC is committed to fulfilling its mandate in the most efficient and cost effective manner possible. The cost of the government wide initiatives is accounted for under the costs of delivering the strategic outcomes. However, sound agency management involves much more than cost efficiency. Sound agency management means the CGC's commitment to government-wide initiatives as Modern Comptrollership, the Service Improvement Initiative, the External Charging Policy, providing services in both official languages, the Government On Line (GOL) initiative and effective partnering with other government organizations to provide effective efficient service to Canadians. The CGC is a small department with limited resources that prides itself on its focus in implementing government wide initiatives.

Success in this area will be measured by tracking the effectiveness of specific activities and measurement of program success through surveys, e.g., external clients for the Service Improvement Initiative and the Modern Comptrollership internal survey.

Related Activities	Planned Results and Timeframe
Continue to develop and implement Modern Comptrollership at the CGC. Review progress, identify gaps and develop action plans. Implementation of the management accountability framework.	Complete shift from a solely financial perspective to a broader, more integrated management approach. 2004-5
Enhance the risk management framework	An effective risk management framework for all projects, new initiatives and ongoing work 2006
Conduct planned internal audits	Risk assessment of all key risk areas. 2004-7
Develop the framework for performance measurement	Effective framework for performance measurement 2004
Include all CGC work and its effective performance measures in the RPP.	Improved RPP that reflects all current and planned activities and their measurement 2005
Ensure that employee goals are linked to business objectives and identified employee development needs	Effective management of organizational performance 2004
Implement the requirements of the TB External Charging Policy and, if implemented, Bill C-212 . Continue to refine the CGC's costing model.	Effective fee management and cost recovery. Improve management of user charges and enhance public confidence 2007

Achieve the next phase of GOL targets, e.g., transferring services to online environment	Delivery of identified services online 2005
Expand use of service standards and reliable measures for key services	Improve client satisfaction by 10% 2005
Develop action plan to implement changes to service delivery mechanism based on results of external client survey (Service improvement initiative)	Effective implementation of the Service Delivery Initiative 2006-7
Develop a strategy to implement HR Modernization	A modern staffing system to attract and hire the right people to deliver CGC programs; constructive and harmonious labour relations and a corporate approach to learning and development
Implement the CGC's Employment Equity Plan	Representative workforce and supportive workplace in compliance with the Employment Equity Act Ongoing
Develop strategies to address the results of the 2002 Public Service Wide Employee Survey	Improved workplace for employees as reflected in the next survey Ongoing
Actively promote and implement the requirements of the Official Languages Act	Compliance with the official languages act and provision of services and information in both official languages Ongoing
Review areas of shared responsibility with the Canadian Food Inspection Agency, Health Canada, Agriculture and Agri-food Canada and other agencies to ensure there are no gaps in domestic grain safety assurance, GM grain, identity preservation and non-Canadian grain	Ensure cost-efficiency and comprehensiveness 2004
Address gaps and overlaps in laboratory programs of the CGC and the Canadian International Grains Institute	Ensure cost-efficiency and comprehensiveness 2005
Phytosanitary inspection of grain elevators on behalf of Canadian Food Inspection Agency	Cost effective provisions of government mandate and elimination of duplications Ongoing
Undertake CI DA projects in Ukraine, Paraguay and other countries to assist in the development of grain quality assurance systems in these countries	Assist developing countries to build their capacity to participate in and benefit from the global agriculture and agri-food market Ongoing

Annex 5: Corporate Infrastructure

The CGC is committed to fulfilling its mandate in the most efficient and cost effective manner possible. The cost of the corporate infrastructure is accounted for under the costs of delivering the strategic outcomes.

A skilled and motivated workforce that is equipped to provide the regulations and services supports a successful grain industry. An inclusive, diverse workplace that is representative of the citizens we serve, is essential.

The corporate infrastructure, including corporate support functions such as health and safety, information technology, communications, human resources, finance and administration enable the organization to deliver its strategic outcomes.

Success in this area will be measured by tracking the effectiveness of specific activities and measurement tools for specific programs such as the number of accidents, meeting legislative requirements or tracking client satisfaction through service standards.

Related Activities	Planned Results and Timeframe
Management and ongoing development of an effective health and safety program	Decreased accident rate and a healthy productive workforce Ongoing
Effective internal communications, e.g., staff net, bulletins, communications from the Chief Operating Officer, and quarterly management planning sessions	Enhanced communication and productivity Ongoing
Development and management of an information technology infrastructure	Responsive secure available technical infrastructure. Effective efficient operations of all aspects of CGC business Ongoing
Develop, acquire and implement software applications	Robust modern business software applications Ongoing
Storage, handling and provision of operational data	Secure and timely access to information to improve decision-making and reduce costs Ongoing
Policy support to all work groups	Effective policy that supports the evolution of the grain industry Ongoing
Consult with clients to establish levels for fees in accordance with Treasury Board cost-recovery guidelines.	Cost recoverable fees Dependant on approval to raise fees
National management of financial processes, procedures and projects and central agency requirements	Enhanced financial management of all operations. Compliance with legislation and central agency requirements Ongoing

Achieve sustainable funding arrangements	An effective government department focusing on its mandate and the service provision to producers and the industry 2004
Manage national and regional administrative programs and policies	Efficient and effective administrative support to all CGC work Ongoing
Manage CGC facilities and telecommunications	Rent and telecom savings. Efficient, safe and healthy work environments Ongoing
Evaluate existing CGC premises for future capacity and options for relocation.	Relocation of some or all of Winnipeg facilities 2008
Develop business resumption plans	Make the delivery of CGC services more reliable and secure 2005
Consider the benefits of ISO 9002 certification for Corporate Services and investigate ISO 17025 certification for laboratory based operations	Effective and efficient CGC operations 2006
Management and ongoing development of an effective human resources program	Skilled, sustainable, representative workforce Ongoing
Develop a succession-planning framework	Effective succession planning 2004
Implement new employee training database	Effective training management and records 2004
Develop learning plans for each employee	Effective learning program for each employee 2005
Implement a curriculum for managers and employees based on core competencies and corporate priorities	Enhanced training program 2004
Continue to develop process improvement and facilitation skills within the organization	Improved performance and effective communication Ongoing
Amend the Canada Grain Act	Allow for operational efficiencies that will not compromise the Grain Quality Assurance System Subject to legislative priorities

Annex 6: Links to the 2002-03 Report on Plans and Priorities

The CGC has reorganized and improved the Report on Plans and Priorities around four new strategic outcomes to better reflect the future direction of the CGC as well as the daily delivery of the CGC mandate. Note that the work itself has not changed but the new format provides an improved understanding of all CGC activities and how they contribute to the four strategic outcomes.

The four strategic outcomes were:

1. A grading and inspection system that addresses the changing needs of grain markets
2. Fair, open grain transactions
3. The protection of producers' rights
4. Sound agency management

The new strategic outcomes are:

1. A grain quality assurance system that addresses the changing requirements of domestic and international grain markets
2. A grain quantity assurance system that addresses the changing needs of the grain industry
3. Research and development that supports the grain quality assurance system
4. The protection of producers' rights

The new Strategic Outcome #2 covers the quantity assurance system. The new Strategic Outcome# 3, Research and Development, was added to better reflect the CGC's role in research. The old Strategic Outcomes # 2 and #3 were merged to cover all plans and priorities for producers and are now Strategic Outcome #4.

The table below illustrates the new location of planned results that have changed location or have been merged since the 2003-04 *Report on Plans and Priorities*.

Planned Result Location 2003-04 RPP	Location in 2004-05 RPP
Strategic Outcome #1	
A quality assurance system able to deal with non-visually distinguishable varieties and the need to segregate genetically modified grains and oilseeds	Strategic Outcome#1, Priority #3 A grain quality assurance system able to deal with both visually distinguishable and indistinguishable varieties; and the capacity to segregate grain by specific characteristics

Activities that promote biodiversity, increase understanding of relationships between agriculture and the environment and support the development and evaluation of environmentally beneficial agricultural production and management practices.	Activities continued under Strategic Outcome #1, Priorities #1, #2, and #3
Respond to the evolution of a new, value-added stream in commercial crop production, handling and marketing to meet the demand for specific end-use quality demands	Activities now under Strategic Outcome #1, Priority #3; A grain quality assurance system able to deal with both visually distinguishable and indistinguishable varieties; and the capacity to segregate grain by specific characteristics
CGC services provided in areas where there is growing demand.	Activities now under Strategic Outcome #1, Priority #2 Scientific and technical support of the quality assurance system
Provide timely, flexible responses to crises as they arise.	Activity now under Strategic Outcome #1, Priority #1 and #2
Monitor and detect microbes, trace elements, pesticide residues, mycotoxins and fungi to ensure Canadian grain shipments meet strict international food safety tolerances	Activity now under Strategic Outcome#1, Priority #2 Scientific and technical support of the quality assurance system
Measures to support domestic grain safety	Activity now under Strategic Outcome#1, Priority #2 Scientific and technical support of the quality assurance system and Annex 4, Government Wide Initiatives
A more integrated approach to grain handling and related issues	Activities now under Annex 4, Government Wide Initiatives
Improved international reputation and recognition as a world class and impartial quality assurance agency	Activity now under Strategic Outcome #1, #2 and in Annex 5, Corporate Infrastructure
Establish grain standards that meet changing industry needs	Activities now under Strategic Outcome #1, Priorities #1 and #2
Additional support for domestic value-added productions	Activities now under Strategic Outcome #1, Priorities #1, #2 and #3
Creation of a Canadian Field Crop Partnership	Collaboration with the industry is reflected under Strategic Outcomes#1 and #3

Enhance technology transfer for producers	Activity moved to Strategic Outcome# 1, Priorities #1 &#2 and to Strategic Outcome #4, Priority #4 Provision of grain quality information to producers.
Assist developing countries to build their capacity to participate in and benefit from the global agriculture and agri-food market.	Activities now under Annex 4, Government Wide Initiatives
All of Strategic Outcome #2 and #3 were merged into the new Strategic Outcome #4	Strategic Outcome#4
Strategic Outcome #4 Sound Agency Management. This is now considered a tool by which the CGC achieves its strategic outcomes. Activities are largely detailed in Annex#4 and #5.	
Efficient, secure, cost effective service	Activities now under Annex 5, Corporate Infrastructure or under Annex 4 Government Wide Initiatives
Management and Co-ordination of Government Wide Initiatives	Activities now under Annex 4, Government Wide Initiatives