

Canadian Grain Commission

2021–22

Departmental Plan

The Honourable Marie-Claude Bibeau
Privy Councillor, Member of Parliament,
Minister of Agriculture and Agri-Food

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From the Minister

It is my pleasure to present the Canadian Grain Commission's 2021-22 Departmental Plan to Parliament and Canadians. Here, you will read about the Canadian Grain Commission's key areas of focus, planned results, and associated resource requirements for the next three years.

Canada's farmers form the backbone of our economy and rural communities. It is an honour to serve our hardworking farmers; I am dedicated to help grow their businesses and support all participants across the value chain. Through regulating grain handling in Canada and establishing and maintaining science-based standards of grain quality, the Canadian Grain Commission supports Canada's reputation as a consistent and reliable source of high-quality grain. These standards support our farmers in meeting the demand for safe and exceptional products for customers in Canada and around the world.

I commend the Canadian Grain Commission's efforts to meet the needs of Canadian farmers and the Canadian grain sector during the COVID-19 pandemic. The Canadian Grain Commission rose to the challenges of the pandemic with a commitment to innovation and adaptability and continues to deliver integral programs and services that benefit the entire grain value chain. The Canadian Grain Commission also continues its longstanding efforts in scientific research, a key pillar of Canada's Grain Quality Assurance System. This critical work helps to position Canada as a global leader in grain quality and safety.

Grain farmers in Canada have benefited from our Government's aggressive diversification of our trade markets, with a target of growing agri-food exports to \$75 billion by 2025. Trade deals with our largest trading partners, in North America, Europe, and the Pacific, provide grain farmers with preferential access to two thirds of the global market. Thanks to the hard work of many, Canadian grain exports to the world increased in value by almost 25 percent since 2016. We will continue to stand up for our robust grain quality system and rules-based trade, while promoting the top quality of our goods through trade missions.

I am optimistic for the year ahead and look forward to working with the Canadian Grain Commission to ensure Canada's grain sector remains innovative and prosperous. Together, we'll continue to deliver the clear and tangible results that Canadians deserve.



The Honourable Marie-Claude Bibeau
Privy Councillor, Member of Parliament,
Minister of Agriculture and Agri-Food

From the Chief Commissioner

As Chief Commissioner, I take great pride in the work done by the Canadian Grain Commission to benefit Canadian grain farmers, the grain sector, and all Canadians. I invite you to read our 2021-22 Departmental Plan to learn how we will deliver clear results for a dynamic and competitive grain sector, while meeting our mandate under the *Canada Grain Act*.



The Canadian Grain Commission works to ensure a dependable commodity by establishing and maintaining standards of quality for Canadian grain. In partnership with our stakeholders we have built a Canadian Grain Quality Assurance System that is not just world class, it is world leading. Customers in our export markets continue to count on Canadian grain to meet their evolving needs for quality and safety, and we are pleased to support the sector in meeting these needs.

The Canadian grain sector is as dynamic as ever and has continued to grow through the COVID-19 pandemic, approaching record grain export levels. Canadian Grain Commission personnel worked hard to keep pace with these high export volumes, delivering grain inspection and weighing on a timely basis despite the challenges presented by the pandemic. We have also continued to ensure Canadian producers are protected from non-payment risk and moved quickly to respond to payment failure situations as they occurred.

I am confident that the key areas of focus and planned results set out by the Canadian Grain Commission will continue to benefit the entire grain value chain, from Canadian grain farmers to international grain markets, in 2021-22 and beyond.

Doug Chorney
Chief Commissioner
Canadian Grain Commission

Plans at a glance

The Canadian Grain Commission's Core Responsibility is to regulate grain handling in Canada and to establish and maintain science-based standards for Canadian grain. The Departmental Results of this Core Responsibility are that domestic and international markets regard Canadian grain as dependable and safe and that farmers are fairly compensated for their grain.

The Canadian Grain Commission is committed to working in close collaboration with grain sector stakeholders¹, its agriculture portfolio partners, and counterparts abroad to deliver on its Core Responsibility and Departmental Results.

In March 2020, in response to the COVID-19 pandemic, Canadian Grain Commission resources focused primarily on the critical areas of inspection and licensing, as well as aiding in producer protection through the Harvest Sample Program. New approaches were implemented to provide critical mandated services while ensuring the safety of Canadian Grain Commission employees. During 2020-21, the Canadian Grain Commission initiated a phased business recovery approach for the return of services that were suspended or modified due to the pandemic. In 2021-22, the Canadian Grain Commission will continue to draw on innovative practices adopted during the pandemic and integrate them as part of the future of Canadian Grain Commission work. This presents real opportunities to further improve and streamline business processes in all of the Canadian Grain Commission's operations, including stakeholder engagement and program delivery.

As the Canadian grain sector has experienced a period of significant transformation, the Canadian Grain Commission is working to innovate its programs and services to meet the evolving needs of farmers and the grain sector. The Canadian Grain Commission dedicates most of its operating budget to providing effective and sustainable day-to-day programs and services to deliver upon its mandate and achieve its Departmental Results, with the remaining resources dedicated to strategic priorities identified within its key areas of focus:

Reviewing the Canadian Grain Commission regulatory framework

The Government is committed to modernization of the Canadian Grain Commission's regulatory framework, including potential changes to the *Canada Grain Act*, to address the needs of today's grain sector. A modernized grain regulatory framework would reflect substantial changes in the Canadian and global grain markets and would support the Government's innovation and growth agendas.

The Canadian Grain Commission will continue to provide technical support to the Agriculture and Agri-Food Canada-led *Canada Grain Act* review through evidence-based analysis and

¹ Grain sector stakeholders include, but are not limited to, farmers, grain companies, and farmer and industry organizations.

advice. Additionally, the Canadian Grain Commission will examine regulatory modernization opportunities that would complement the review but do not require legislative change. Through active engagement and enhanced communications, the Canadian Grain Commission will also continue to support staff during the regulatory framework review and modernization process.

The Canadian Grain Commission also has plans to review service fees and service standards to better reflect growing grain export volumes and new operational realities.

Modernizing Canadian Grain Commission programs and services

The Canadian Grain Commission is committed to anticipating and capitalizing on opportunities to innovate programs and services and invest in scientific research to meet the evolving needs of the grain sector. Modernizing programs and services to support the continued competitiveness of Canadian grains in both domestic and international markets is a key focus area going forward. Some of these initiatives include building on the lessons of the COVID-19 pandemic and adapting our workplace to support the workforce of the future; developing a suite of integrated program delivery systems to provide seamless, digital service to our clients; developing and launching a refreshed scientific research and innovation strategy for the Grain Research Lab and analytical services at the Canadian Grain Commission; making strategic investments in Canadian Grain Commission facilities, aging infrastructure, and technology to support innovative programs and services; and modernizing the grain grading system to strengthen the quality and dependability of Canadian grain.

Providing technical guidance to mitigate risks to market access for Canadian grain exports

The Canadian Grain Commission will continue to collaborate with Government of Canada portfolio partners and industry stakeholders to mitigate market access risks and respond to emerging trade issues. Market access risks are seen as arising mainly, though not exclusively, from heightened market sensitivity to actual or perceived food-safety issues. The Canadian Grain Commission will continue to respond to grain and food safety concerns using evidence collected through its export monitoring, analytical testing, and research and development activities. Further, the Canadian Grain Commission will continue implementation of the regulatory and operational changes that were required under the Canada-United States-Mexico-Agreement.

For more information on the Canadian Grain Commission's plans, priorities and planned results, see the [“Core responsibility: planned results and resources, and key risks”](#) section of this report.

Core responsibility: planned results and resources, and key risks

This section contains detailed information on the department's planned results and resources for its core responsibility. It also contains information on key risks related to achieving those results.

Grain Regulation

Description

The Canadian Grain Commission regulates grain handling in Canada and establishes and maintains science-based standards of quality for Canadian grain.

Planning highlights

The planned results of this Core Responsibility are that domestic and international markets regard Canadian grain as dependable and safe and that farmers are fairly compensated for their grain. The Canadian Grain Commission is working to achieve these results and deliver on the following strategic areas of focus and supporting initiatives:

Reviewing the Canadian Grain Commission regulatory framework

Key initiatives related to reviewing the Canadian Grain Commission regulatory framework include, but are not limited to:

- **Modernizing the Canadian Grain Commission's regulatory framework to support an innovative and evolving grain sector.** The Canadian Grain Commission is committed to working with portfolio partners to develop an evidence-based vision for a modernized grain regulatory framework. The Canadian Grain Commission will examine regulatory amendment possibilities to modernize the grain grading system to strengthen the quality and dependability of Canadian grain; and producer protection to ensure an effective and efficient safeguard for Canadian grain farmers. Additionally, the Canadian will examine any gaps in regulatory coverage that may impact grain quality. To ensure ongoing alignment between fee revenues and the cost of program delivery, the Canadian Grain Commission will undertake a targeted fee review and will update the grain volumes model for fee calculations to reflect recent changes in the grain handling industry.

After being paused for much of 2020-21 due to the pandemic, the Agriculture and Agri-Food Canada-led *Canada Grain Act* review consultation was relaunched in January 2021. The Canadian Grain Commission will work with Agriculture and Agri-Food Canada and stakeholders through the review to continue improving Canada's grain quality assurance system and safeguards for producers.

- **Supporting Canadian Grain Commission staff through the regulatory review and modernization process.** To support employees, the Canadian Grain Commission will optimize the suite of new tools that were implemented through the COVID-19 pandemic

period to engage staff across the organization. Through enhanced employee communications, the Canadian Grain Commission will ensure engagement and transparency during the review process. This will, in addition, draw on their collective expertise and experiences in developing new approaches and business processes.

Modernizing Canadian Grain Commission programs and services

Modernizing the Canadian Grain Commission to support the continued competitiveness of Canadian grains in both domestic and international markets is a key focus area going forward. The Canadian Grain Commission also continues to look for opportunities to modernize programs and services to better address the evolving needs of farmers. This area of focus includes the following initiatives:

- **Building on the lessons of the COVID-19 pandemic, adapt our workplace to support the workforce of the future.** Drawing on innovative practices adopted during the COVID-19 pandemic, the Canadian Grain Commission will further develop a more mobile and dynamic workplace to adapt to the workforce of the future. The Canadian Grain Commission will continue to support employees to effectively complete their assigned tasks in the remote workplace, laboratory, or licensed terminal elevators through strategies designed to ensure the health and safety of all employees and to support the continuation of remote work. This includes implementing a mobile device strategy to address the increased need for employee mobility and to adapt to today's rapidly changing technological environment. Additionally, the Canadian Grain Commission will implement new protocols and digital supports to meet specific needs within physical workspaces. The Canadian Grain Commission will look to further integrate these and other innovations that have been implemented through the pandemic period into the Canadian Grain Commission's post-pandemic operating environment.
- **Developing a suite of integrated program delivery systems to provide seamless digital service to our clients.** This initiative will strengthen technological innovation, and deliver faster, more responsive programs to our stakeholders. Objectives include: digitization in the areas of licensing, export documentation and statistics, contributing to a seamless and user-friendly online experience. For example, the Canadian Grain Commission is working to leverage existing technology in other departments to create an online portal to provide secure access and data protection for Canadian Grain Commission clients. Additionally, the Canadian Grain Commission continues to develop business requirements for the implementation of an integrated Laboratory Information Management System. This is an opportunity that will allow for much broader sharing of scientific information across research areas and open cross-functional analysis, while providing a structured business flow for its users.
- **Developing and launching strategic visions for research and analysis at the Canadian Grain Commission.** As a result of the increased focus on grain quality, grain sector

stakeholders frequently look to the Canadian Grain Commission to certify or evaluate analytical testing, methods, and technologies. The Canadian Grain Commission is renewing its strategic vision for grain research and innovation to ensure that its activities remain at the cutting edge of grain science and emerging research practices. Furthermore, the Canadian Grain Commission has initiated a data strategy in response to government-wide efforts to harness data for better program design and delivery. Implementation of this strategy will serve to align Canadian Grain Commission data collection and analytics with its priority focus on modernization, bringing enhanced value to the grain sector in regulation, program delivery, innovation, and reporting on results.

- **Making strategic investments in Canadian Grain Commission facilities, infrastructure and technology to support innovative programs and services.** To address the urgent need for Grain Research Laboratory facilities renewal, the Canadian Grain Commission is engaged with Public Service and Procurement Canada and the Laboratories Canada initiative to look at accommodation options and potential collaboration opportunities with other science-based departments in Winnipeg. The accommodation renewal will ensure the continued, state-of-the-art scientific support to the quality assurance system. Additionally, Canadian Grain Commission continues to re-invest in its allocated space within terminal elevators and leased spaces to support innovative programs and services for the grain sector.
- **Modernizing the grain grading system to strengthen the quality and dependability of Canadian grain.** This initiative was launched in 2017 to review all aspects of the Canadian grain grading system and take the required actions for improvement. Going forward, the Canadian Grain Commission will continue to evaluate components of the grain grading system to ensure a strong scientific basis and relevance to the needs of the evolving Canadian grain sector. An important component of modernizing the grain grading system includes full implementation of a sustainable workforce model for delivery of mandatory inspection of grain exported from licensed terminal elevators. In 2021-22, the Canadian Grain Commission will continue to implement its sustainable inspection workforce with a view to ensuring accurate and efficient delivery of export inspection to meet the rapidly evolving industry's operational context. This includes strategies to onboard trainees through the Grain Inspection Development Program to develop qualified grain inspectors, and Grain Inspection Assistants to deliver entry-level inspector training.

Providing technical guidance to mitigate risks to market access for Canadian grain exports

The initiatives supporting market access include, but are not limited to:

- **Collaborating with stakeholders to mitigate market access risks and respond to emerging trade issues.** Importers are becoming more selective and regulators more stringent when it comes to genetically modified events, Maximum Residue Limits for herbicides and pesticides, and Maximum Limits for toxin and trace elements. Grain and food safety are continuing concerns in today's environment as incidents of non-compliance can result in

widespread cost ramifications for the value-chain as well as health implications on a global scale. The Canadian Grain Commission continues to work closely with its Government of Canada partners to respond to emerging market access risks and opportunities. Additionally, the Canadian Grain Commission will continue work to finalize operational implementation of Canada's obligations under the Canada-United States-Mexico Agreement across its regulatory activities. This includes taking important steps to protect the Canadian grain quality assurance system through the full implementation of grain delivery declarations across the country.

Gender-based analysis plus

Planned results for the Canadian Grain Commission's Core responsibility of Grain Regulation do not affect the government-wide priorities of gender equality, diversity and inclusiveness. However, the Canadian Grain Commission contributes to these priorities by incorporating GBA+ into its employment equity and diversity goals and framework. The [Gender-based analysis plus supplementary information table](#) details these initiatives.

United Nations' 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs)

Although the Canadian Grain Commission is not bound by the *Federal Sustainable Development Act* and is not required to develop a full departmental sustainable development strategy, the Canadian Grain Commission adheres to the principles of the Federal Sustainable Development Strategy (FSDS) by complying with the Policy on Green Procurement. The 2020-21 [Departmental Sustainable Development Strategy supplementary information table](#) details these initiatives.

Experimentation

In alignment with the federal government's evidence-based approach to achieve planned results and address problems that traditional approaches have been unable to solve, the Canadian Grain Commission is committed to innovation and experimentation.

The Canadian Grain Commission continues to integrate technical expertise, data analytics, and information to help mitigate market access issues for Canadian grain exports. Increased grain volume moving through Canadian ports has created an increased need for Canadian Grain Commission documentation. Additionally, a demand for government assessment of grain quality and variety traits, and safety issues like chemical residues and toxins has grown, often requiring government assurance to gain market access. The Canadian Grain Commission works closely with stakeholders to address these changing grain sector needs and facilitate continued market access for Canadian exporters.

For example, in December 2019, the Canadian Grain Commission collaborated with Pulse Canada to pilot a voluntary testing program that supported small-lot exporters of Canadian pulses in meeting regulatory and contractual requirements. Under this program, participants voluntarily submit samples of pulses to the Canadian Grain Commission for analysis. This analysis allows small-lot exporters to undertake the necessary measures to ensure that all export shipments meet importing country requirements. The program is being delivered as a two-year pilot and will be reviewed annually by the Canadian Grain Commission based on agreed-upon performance indicators and outcomes.

Key risks

The Canadian Grain Commission has identified three key corporate risks and one key corporate opportunity that could affect achieving planned results under its Core Responsibility. These risks are:

- ensuring Canadian grain is dependable and safe while balancing rapidly evolving grain sector needs and managing the impacts of COVID-19;
- the Canadian Grain Commission’s aging lab infrastructure and facilities; and
- the capacity to respond to opportunities while delivering upon the core mandate.

To mitigate program risk and ensure long term success in delivering the departmental results, the Canadian Grain Commission’s key corporate opportunity is to continue collaborating with producers, industry stakeholders, Agriculture and Agri-food Canada, and other government departments and agencies. The Canadian Grain Commission will look to further mitigate program risks by integrating innovative practices adopted through the pandemic period into the Canadian Grain Commission’s post-pandemic operating environment.

Planned results for Grain Regulation

Departmental result	Departmental result indicator	Target	Date to achieve target	2017-18 actual result	2018-19 actual result	2019-20 actual result
Domestic and international markets regard Canadian grain as dependable and safe	Percentage of stakeholders who regard Canadian grain as dependable and safe	TBD ¹	TBD ²	Not available ³	Not available ⁴	Not available ⁵
	Value of Canadian grain exports	\$30.6 billion ⁶	April 2025 ⁷	20.5 billion ⁸	20.8 billion ⁹	20.9 billion ¹⁰
Farmers are fairly compensated for their grain	Percentage of sales where farmers are compensated for their grain	100%	April 2021	100%	100%	100%
	Percentage of outstanding liabilities paid to farmers in the event of a default by a Canadian Grain Commission-licensed grain company	100%	April 2021	No company defaults ¹¹	100% ¹²	100% ¹³

Financial, human resources and performance information for the Canadian Grain Commission's program inventory is available in the [GC InfoBase](#).ⁱ

¹ A survey related to this indicator was planned during fiscal year 2019-20. Plans have been adjusted and a survey is now planned during fiscal year 2020-21 as part of the *Canada Grain Act* review. A target will be established for the 2021-22 reporting period.

² A target is not yet specified and date to achieve target is not set.

³ This is a new indicator. Actual results are not available.

⁴ This is a new indicator. Actual results are not available.

⁵ This is a new indicator. Actual results are not available.

⁶ Aligns with Agriculture and Agri-Food Canada's \$75 billion agriculture export target by 2025 where agriculture, agri-food, and seafood exports grow at an average annual rate of 2.0 percent. Calculated as Canadian Grain Commission's \$25.5 billion baseline.

⁷ Aligns with Agriculture and Agri-Food Canada's \$75 billion agriculture export target by 2025 as outlined in Budget 2017.

⁸ Data from Statistics Canada.

⁹ Data from Statistics Canada.

¹⁰ Data from Statistics Canada.

¹¹ Where security is sufficient to cover eligible claims, the result is 100 percent. In years where there are no payment defaults by Canadian Grain Commission-licensed grain companies, the result is "no payment defaults". In a year where a company default occurs, but final payments are still to be determined, results will be recorded as "final payout to farmers to be determined".

¹² Where security is sufficient to cover eligible claims, the result is 100 percent. In years where there are no payment defaults by Canadian Grain Commission-licensed grain companies, the result is "no payment defaults". In a year where a company default occurs, but final payments are still to be determined, results will be recorded as "final payout to farmers to be determined".

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Planned budgetary financial resources for Grain Regulation

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
6,524,580	6,524,580	6,553,072	5,690,179

Note: Amounts provided for core responsibility are net of spendable revenues. The Canadian Grain Commission's revolving fund allows revenues earned to be redirected to cover costs for Internal Services.

Financial, human resources and performance information for the Canadian Grain Commission's program inventory is available in the [GC InfoBaseⁱⁱ](#).

Planned human resources for Grain Regulation

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
317	317	317

Financial, human resources and performance information for the Canadian Grain Commission's program inventory is available in the [GC InfoBaseⁱⁱⁱ](#).

Internal Services: planned results

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of Programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct services that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

- ▶ Management and Oversight Services
- ▶ Communications Services
- ▶ Legal Services
- ▶ Human Resources Management Services
- ▶ Financial Management Services
- ▶ Information Management Services
- ▶ Information Technology Services
- ▶ Real Property Management Services
- ▶ Materiel Management Services
- ▶ Acquisition Management Services

Planning highlights

Through the strategic planning process, the Canadian Grain Commission identified two overarching priorities that are integral in guiding delivery of its mandate and areas of focus:

Strengthening effective communication with staff and stakeholders is a priority that engages both external and internal audiences and cuts across all areas of focus and initiatives.

Communicating information and progress on the areas of focus is a priority that will engage staff and support delivery of each initiative. Strengthening effective external communication will provide awareness of the Canadian Grain Commission's mandate, and how its programs and services provide value to grain producers and the grain sector.

As a result of the COVID-19 pandemic, traditional stakeholder communication mechanisms such as in-person consultations, trade shows, scientific conferences and new crop missions are not currently possible. The Canadian Grain Commission is developing new approaches to effectively communicate with stakeholders and a continuing priority during 2021-22 will be to enhance the Canadian Grain Commission's virtual presence with increased use of video, interactive tools, and social media.

Investing in our people and delivering on government-wide corporate commitments is a priority that will allow the Canadian Grain Commission to continue to successfully deliver upon its mandate and its areas of focus. Keeping Canadian Grain Commission employees informed and connected through the pandemic response, supporting and safeguarding physical and

psychological health and safety, and building on public health guidance to support Business Recovery efforts will be a key priority. Supporting Canadian Grain Commission staff to do their work efficiently and effectively, whether in the physical workplace or remotely, is a priority that ensures the Canadian Grain Commission can deliver upon initiatives outlined in each area of focus.

As modernization initiatives are rolled out across the Canadian Grain Commission areas of focus, ensuring employees have an opportunity to contribute in the change process will also be key. Ensuring a safe and healthy workplace, building a diverse public service, and supporting efforts to address the pay system are government-wide corporate commitments outlined by the Clerk of the Privy Council.

Planned budgetary financial resources for Internal Services

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
245,000	245,000	245,000	245,000

Note: Amounts provided for core responsibility are net of spendable revenues. The Canadian Grain Commission's revolving fund allows revenues earned to be redirected to cover costs for Internal Services.

Planned human resources for Internal Services

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
133	133	133

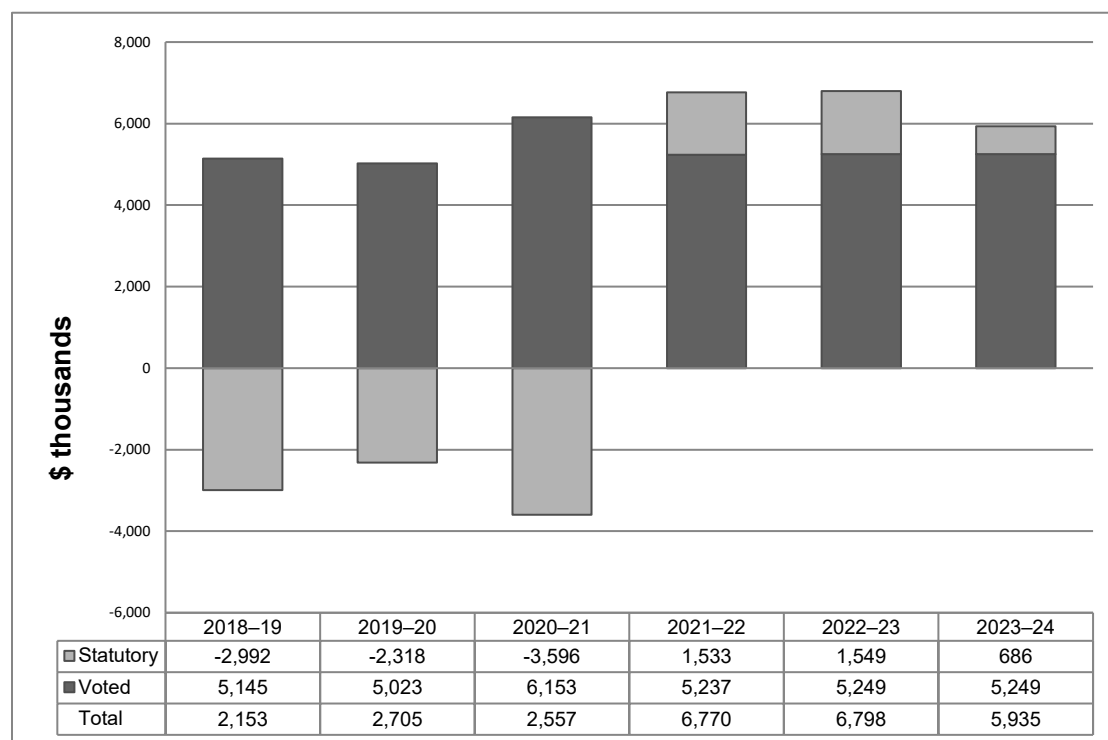
Spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three consecutive fiscal years and compares planned spending for the upcoming year with the current and previous years’ actual spending.

Planned spending

Departmental spending 2018–19 to 2023–24

The following graph presents planned (voted and statutory) spending over time.



Note: Statutory amounts are net of spendable revenues and contain employee benefits plan funding. Detailed explanations on the Canadian Grain Commission’s statutory and voted funding are found under the next table “Budgetary planning summary for core responsibility and Internal Services (dollars)”.

Budgetary planning summary for core responsibility and Internal Services (dollars)

The following table shows actual, forecast and planned spending for the Canadian Grain Commission's core responsibility and Internal Services for the years relevant to the current planning year.

Core responsibility and Internal Services	2018–19 expenditures	2019–20 expenditures	2020–21 forecast spending	2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
Grain Regulation	(17,564,268)	(17,673,850)	(20,925,589)	6,524,580	6,524,580	6,553,072	5,690,179
Subtotal	(17,564,268)	(17,673,850)	(20,925,589)	6,524,580	6,524,580	6,553,072	5,690,179
Internal Services	19,717,425	20,379,041	23,482,350	245,000	245,000	245,000	245,000
Total	2,153,157	2,705,191	2,556,761	6,769,580	6,769,580	6,798,072	5,935,179

Note: Amounts provided for core responsibility are net of spendable revenues. The Canadian Grain Commission's revolving fund allows revenues earned to be redirected to cover costs for Internal Services.

Canadian Grain Commission revenues are dependent on annual grain volumes that can fluctuate considerably from year-to-year and are not fully known prior to the commencement of the fiscal year. This can result in significant variances between projected and actual revenues. The Canadian Grain Commission could accumulate surpluses in years with higher-than-average grain volumes and may be required to draw on its accumulated surplus funds in years with lower-than-average volumes.

From 2013 to 2018, unprecedented increases in Canadian grain production and relatively stable operating costs led to an accumulated revolving fund surplus of approximately \$130 million as of March 31, 2018. To mitigate the risk of further surplus accumulation, the Canadian Grain Commission implemented a new model for forecasting annual grain volumes and revenue projections, better aligned fees with the cost of program delivery, and reduced fees for official grain inspection and official weighing in 2017 and in 2018. As a result, the Canadian Grain Commission significantly reduced the rate of surplus accumulation.

On August 1, 2018, the Canadian Grain Commission announced an Investment Framework that retains \$40 million of the accumulated surplus for a contingency operating reserve to guard against the possibility of future declines in revenues, while committing \$90 million for strategic investments.

However, Canadian grain export volumes continue to grow, and some of the factors leading to recent increases were not anticipated by the current grain forecasting model. Combined with relatively stable operating costs, this has led to further surplus growth. In light of this, the Canadian Grain Commission will again review services fees in 2021-22 to better reflect growing grain export volumes and new operational realities.

While planned spending has remained consistent from year to year, in 2020-21 the Canadian Grain Commission refocused operations from on-site to temporary remote delivery wherever possible in response to COVID-19. Financial resources were reallocated to deploy expanded and enhanced information technology tools and mobile technology allowing Canadian Grain Commission employees to continue to work effectively during the global pandemic.

Fiscal year 2021-22 spending is projected to be higher primarily due to additional increased spending on:

- Investment Framework initiatives, including Harvest Sample Program enhancements that began in 2018-19 crop year;
- strategic investments to strengthen research and innovation;
- developing a workplace for a post COVID-19 working environment;
- operational needs in response to new terminals and higher than expected grain volumes; and
- developing a suite of integrated program delivery systems to provide seamless digital service to Canadian Grain Commission clients.

When the Investment Framework was announced, the Canadian Grain Commission committed to consulting the sector on further surplus investment initiatives. At that time, the Canadian Grain Commission envisioned rolling out investments over a two-year time-frame. However, this timeline was subsequently delayed as a result of Budget 2019's announcement of the *Canada Grain Act* review to ensure alignment between the two processes.

Fee revenue of approximately \$60.964 million and \$5.237 million Voted and Statutory appropriations will fund spending in the 2021-22 fiscal year.

2021–22 Budgetary planned gross spending summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2021–22.

Core responsibility and Internal Services	2021–22 planned gross spending	2021–22 planned revenues netted against expenditures	2021–22 planned net spending
Grain Regulation	44,569,374	38,044,794	6,524,580
Subtotal	44,569,374	38,044,794	6,524,580
Internal Services	21,631,973	21,386,973	245,000
Total	66,201,347	59,431,767	6,769,580

The Canadian Grain Commission’s revenue projections for 2021-22 and beyond are based on the fees as set out in Schedule I to the *Canada Grain Regulations*. This includes annual grain volume projections of 34.405 million metric tonnes. Beginning in 2019-20, the Canadian Grain Commission started adjusting fees annually for inflation each year on April 1 to be consistent with the new *Service Fees Act* (SFA). The adjustment is based on the April All-Items Consumer Index for Canada and limits the need for fee amendments going forward. The application of the April 1, 2021 adjustment (0.2% reduction) has no material impact on Canadian Grain Commission 2021-22 fees. Due to rounding, fees will remain unchanged at the current 2020-21 level. Current fee amounts are located on the [Canadian Grain Commission website](#)^{iv}.

Planned spending for 2021-22 is \$66.201 million, which includes \$0.848 million for Harvest Sample Program enhancements.

Planned human resources

The following table shows actual, forecast and planned full-time equivalents (FTEs) for the core responsibility in Canadian Grain Commission's departmental results framework and Internal Services for the years relevant to the current planning year.

Human resources planning summary for core responsibility and Internal Services

Core responsibility and Internal Services	2018–19 actual full-time equivalents	2019–20 actual full-time equivalents	2020–21 forecast full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
Grain Regulation	325	322	309	317	317	317
Subtotal	325	322	309	317	317	317
Internal Services	118	125	129	133	133	133
Total	443	447	438	450	450	450

The Canadian Grain Commission reorganized to add additional resources, within the current fee framework, to support investing in technology and equipment, enhancing the Grain Research Laboratory's Harvest Sample Program and grain safety research, and addressing pay issues arising from the Phoenix pay system. However, a temporary reduction in FTEs is forecast for 2020-21 due to a first quarter suspension of temporary staffing during the COVID-19 pandemic.

Due to the onset of the COVID-19 pandemic in March 2020, all Canadian Grain Commission employees were initially required to work remotely, except for those engaged in critical program delivery whose duties could not be performed remotely. As of December 2020, a limited portion of the Canadian Grain Commission workforce has returned to the physical workplace under new health and safety protocols, and a significant number of employees continue to work remotely.

Forecasted full-time equivalents for 2021-22 is 450.

Estimates by vote

Information on the Canadian Grain Commission's organizational appropriations is available in the [2021–22 Main Estimates](#).^v

Future-oriented Condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the Canadian Grain Commission's operations for 2020–21 to 2021–22.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the [Canadian Grain Commission's website](#)^{vi}.

Future-oriented Condensed statement of operations for the year ending
March 31, 2022 (dollars)

Financial information	2020–21 forecast results	2021–22 planned results	Difference (2021–22 planned results minus 2020–21 forecast results)
Total expenses	69,061,318	62,795,419	(6,265,899)
Total revenues	70,287,469	59,431,767	(10,855,702)
Net cost of operations before government funding and transfers	(1,226,151)	3,363,652	4,589,803

The 2021-22 net cost of operations before government funding is projected to be \$3.364 million, a net difference of \$4.590 million over the 2020-21 forecast.

Total expenses

2021-22 total expenses are planned to be \$62.795 million, a decrease of \$6.266 million over the 2020-21 forecasted expenditures of \$69.061 million. The decrease is primarily due to the Canadian Grain Commission investing in capital for strategic investment in research and innovation which will be reflected in amortization in future years.

Total revenues

Based on the Canadian Grain Commission's annual grain forecasting model, 2021-22 total revenues are forecast to be \$59.551 million, an increase of \$10,856 million over the 2020-21 forecasted revenues of \$59.432 million. The Canadian Grain Commission is forecasting increased revenues for 2021-21 due to stronger demand for grain inspection and weighing.

Corporate information

Organizational profile

Appropriate minister(s): The Honourable Marie-Claude Bibeau

Institutional head: Doug Chorney, Chief Commissioner

Ministerial portfolio: Agriculture and Agri-Food

Enabling instrument(s): *Canada Grain Act*^{vii}

Year of incorporation / commencement: 1912

Other: The Canadian Grain Commission’s head office is located in Winnipeg, Manitoba. The Canadian Grain Commission operates two regional offices and eight service centres, and provides service at more than 30 terminal elevators across Canada. A combination of revolving fund (fees) and appropriation sources fund Canadian Grain Commission programs and services. The Canadian Grain Commission plans to recover approximately 90 percent of its costs through fees and approximately 10 percent through appropriation.

Raison d’être, mandate and role: who we are and what we do

“Raison d’être, mandate and role: who we are and what we do” is available on the [Canadian Grain Commission’s website](#)^{viii} on the “About us” page.

For more information on the department’s organizational mandate letter commitments, see the “[Minister’s mandate letter](#)”^{ix}.”

Operating context

Information on the operating context is available on the [Canadian Grain Commission’s website](#)^x.

Reporting framework

The Canadian Grain Commission’s approved departmental results framework and program inventory for 2021–22 are as follows:

Departmental Results Framework	Core Responsibility: Grain Regulation		Internal Services
	Departmental Result: Domestic and international markets regard Canadian grain as dependable and safe	Indicator: Percentage of stakeholders who regard Canadian grain as dependable and safe	
		Indicator: Value of Canadian grain exports	
	Departmental Result: Farmers are fairly compensated for their grain	Indicator: Percentage of sales where farmers are compensated for their grain	
		Indicator: Percentage of outstanding liabilities paid to farmers in the event of a default by a Canadian Grain Commission licensed grain company	
Program Inventory	Program: Grain Quality		
	Program: Grain Research		
	Program: Safeguards for Grain Farmers		

Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to the Canadian Grain Commission's program inventory is available in the [GC InfoBase](#).^{xi}

Supplementary information tables

The following supplementary information tables are available on the [Canadian Grain Commission's website](#).^{xii}:

- ▶ Departmental Sustainable Development Strategy
- ▶ Gender-based analysis plus

Federal tax expenditures

Canadian Grain Commission's Departmental Plan does not include information on tax expenditures that relate to its planned results for 2021–22.

Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).^{xiii} This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are solely the responsibility of the Minister of Finance.

Organizational contact information

Mailing address

Canadian Grain Commission
600-303 Main Street
Winnipeg, Manitoba R3C 3G8

Telephone: 204-984-0506

Toll free: 1-800-853-6705

Fax: 204-983-2751

Email: contact@grainscanada.gc.ca

Website: Canadian Grain Commission, grainscanada.gc.ca^{xiv}

Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

core responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of a department over a 3-year period. Departmental Plans are tabled in Parliament each spring.

departmental priority (priorité ministérielle)

A plan or project that a department has chosen to focus and report on during the planning period. Departmental priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

experimentation (expérimentation)

The conducting of activities that seek to first explore, then test and compare, the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works and what doesn't. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2021–22 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building back better – a resiliency agenda for the middle class; The Canada we're fighting for.

horizontal initiative (initiative horizontale)

An initiative in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (production de rapports sur le rendement)

The process of communicating evidence-based performance information. Performance reporting supports decision-making, accountability and transparency.

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

Identifies all of the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

strategic outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

- i. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iv. Canadian Grain Commission fees ; <https://grainscanada.gc.ca/en/grain-quality/services-fees/fees.html>
- v. 2019–20 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- vi. Canadian Grain Commission’s 2021-22 Departmental Plan Future-Oriented Statement of Operations; <http://www.grainscanada.gc.ca/en/about-us/reports/planning-performance-reporting/departmental-plan/2021-2022/future-oriented-statement.html>
- vii. *Canada Grain Act*, <https://laws-lois.justice.gc.ca/eng/acts/G-10/>
- viii. Canadian Grain Commission; <http://www.grainscanada.gc.ca/en/about-us/reports/planning-performance-reporting/departmental-plan/2021-2022/short-term-strategy.html>
- ix. Minister of Agriculture and Agri-Food Canada Mandate Letter; <https://pm.gc.ca/en/mandate-letters/2019/12/13/minister-agriculture-and-agri-food-mandate-letter>
- x. Canadian Grain Commission’s 2021-22 Departmental Plan Operating Context; <http://www.grainscanada.gc.ca/en/about-us/reports/planning-performance-reporting/departmental-plan/2021-2022/operating-context.html>
- xi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xii. Canadian Grain Commission/s 2021-22 Departmental Plan Supplementary Information Tables; <http://www.grainscanada.gc.ca/en/about-us/reports/planning-performance-reporting/departmental-plan/2021-2022/supplementary-information.html>
- xiii. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>
- xiv. Canadian Grain Commission; <https://grainscanada.gc.ca/>