

2020–21
Departmental Results Report

Canadian Grain Commission

A handwritten signature in blue ink, appearing to read 'M. Bibeau', with a long horizontal flourish extending to the right.

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

2020-21 Departmental Results Report

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Minister's message

It is my pleasure to present the Canadian Grain Commission's 2020-21 Departmental Results Report. Here, you will find details on how the Canadian Grain Commission regulates grain handling and maintains science-based standards of grain quality to help ensure Canada continues to meet the demand for safe and exceptional products around the world.

Canada's hardworking farming families are the backbone of our economy and rural communities, and I am dedicated to help grow their businesses and support all participants across the grain value chain. 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 increased in value by almost 25 percent since 2016. In the 2020-21 fiscal year, we continued to uphold our robust grain quality system and rules-based trade, while promoting the top quality of our goods.



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 while meeting the growing demand for their services in the 2020-21 fiscal year. The Canadian Grain Commission also continued its longstanding efforts in scientific research, a key pillar of Canada's Grain Quality Assurance System. This critical work helped to position Canada as a global leader in grain quality and safety, and helped our grain products reach unprecedented export levels.

As Canada's Minister of Agriculture and Agri-Food, I am committed to working with the Canadian Grain Commission to modernize the *Canada Grain Act* and help ensure Canada's grain sector remains a powerhouse of our economy for many generations to come. Together, we will 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

Chief Commissioner's message

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 2020-21 Departmental Results Report to learn how we delivered 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 leading the world. 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.

We also continue to ensure Canadian producers are protected from non-payment risk. During 2020-21, our Safeguards for Grain Farmers Program moved quickly to respond to payment failure situations and delivered 100 percent compensation to farmers for eligible deliveries that were left unpaid. However, as some farmers were left unpaid for canary seed deliveries, which were not eligible under the program, we started working on a regulatory amendment process to add canary seed to the list of grains covered under the *Canada Grain Act*. As of August 1, 2021, canary seed farmers are eligible for compensation under the Safeguards for Grain Farmers Program, as well as for other grain grading and quality assurance services.

The Canadian grain sector is as dynamic as ever and has continued to grow throughout the COVID-19 pandemic, approaching record grain export levels. In the 2020-21 fiscal year, Canadian Grain Commission personnel worked hard to keep pace with these high export volumes, delivering grain inspection and weighing services on a timely basis. I am very proud of the results that Canadian Grain Commission staff were able to deliver despite the challenges presented by the pandemic.

I am confident that the Canadian Grain Commission will continue to deliver high quality programs and services that benefit the entire grain value chain.

Doug Chorney
Chief Commissioner
Canadian Grain Commission

Results at a glance

What funds were used?

- Total actual spending for 2020-21 was \$67,169,105
- Spending was funded by annual voted and statutory appropriation of \$6,801,850 and fees revenue of \$79,015,012

Who was involved?

The CGC had 436 total actual full-time equivalents for 2020-21

Key results achieved in 2020-21

In 2020-21, in response to the COVID-19 pandemic, Canadian Grain Commission resources focused primarily on the critical areas of inspection and licensing, supporting producers through the Harvest Sample Program, adapting its workplace to support remote work, and implementing new approaches to provide mandated services while ensuring the safety of its employees.

The Canadian Grain Commission initiated a phased business recovery approach for the return of services that were suspended or modified due to the pandemic. A team was established consisting of subject matter experts in facilities management, change management, communications, and health and safety to develop strategies to resume business activities while protecting the health, safety, and wellness of employees. This team established reporting mechanisms to inform Senior Management of the COVID-19 situation within the department. The Canadian Grain Commission collaborated with other government departments and tenants within Canadian Grain Commission worksites on best practices for dealing with the impacts of the pandemic.

To ensure ongoing communication and engagement with employees through the pandemic, the Canadian Grain Commission used a variety of communications approaches, including all-staff bulletins, virtual meetings, presentations, and surveys. To support remote work by employees who could perform their duties from home, the Canadian Grain Commission implemented an equipment and supply policy for purchase of office furniture, equipment or supplies. In addition, a mobile strategy was initiated to provide each employee with a mobile phone and computer package. These strategies and initiatives ultimately resulted in all Canadian Grain Commission programs and services resuming with no COVID-19 cases resulting from workplace transmission.

Furthermore, the Canadian grain sector continued to thrive through the pandemic and saw unprecedented grain export levels during 2020-21. Despite the pandemic, Canadian Grain Commission staff kept pace with the growing export volumes and officially inspected and weighed a record-high 50.283 million metric tonnes (MMT) of grain in 2020-21, compared to 38.545 MMT in 2019-20.

Additionally, the Canadian Grain Commission continued to ensure Canadian producers were protected from non-payment risk and moved quickly to respond to several claim situations in 2020-21. As a result of Canadian Grain Commission’s Safeguards for Grain Farmers Program, the eligible farmers in these situations received 100 percent compensation for unpaid deliveries of grains covered by the *Canada Grain Act*.

The remaining Canadian Grain Commission resources were dedicated to day-to-day operational activities and making progress on the initiatives identified within its key strategic areas of focus:

- Reviewing the Canadian Grain Commission regulatory framework;
- Modernizing Canadian Grain Commission programs and services; and
- Providing technical guidance to mitigate risks to market access for Canadian grain exports.

For more information on the Canadian Grain Commission’s specific initiatives, priorities and results achieved, see the “Results: what we achieved” section of this report.

Results: what we achieved

Core responsibility

Grain regulation

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

Results:

The Departmental Results of the Canadian Grain Commission’s 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 delivery of programs and services is in accordance with the *Canada Grain Act*¹, and the Canadian Grain Commission identifies key areas of focus and initiatives to ensure it can continue to deliver upon its mandate and departmental results in the evolving grain sector environment. Key initiatives, activities, and actions the Canadian Grain Commission has taken to achieve results for each area of focus are as follows:

Reviewed the Canadian Grain Commission regulatory framework

In 2020-21, continuing to build a modern and responsive regulatory framework was an ongoing priority for the Government of Canada. As such, the Canadian Grain Commission made significant progress in modernizing its regulatory framework by putting forward three regulatory amendment proposals for the 2021 period.

- Adding canary seed as a designated grain under the *Canada Grain Act*: As some farmers were left unpaid for canary seed deliveries to several grain companies in 2019-20 and 2020-21, the Canadian Grain Commission initiated a regulatory amendment process to add canary seed to the list of grains designated under the *Canada Grain Act*. As of August 1, 2021, canary seed farmers are eligible for compensation under the Safeguards for Grain Farmers Program in the event of nonpayment for their deliveries and for other grain grading and quality assurance services.
- Miscellaneous amendments to the *Canada Grain Regulations*: To reflect current grain industry and departmental operational practices, improve clarity, and ensure consistent language across all sections of the *Canada Grain Regulations* and the *Canada Grain Act*, the Canadian Grain Commission amended multiple sections of the *Canada Grain Regulations*, updated forms currently in Schedule IV and incorporated them by reference, and repealed Schedule IV - effective August 1, 2021.
- Early amendments of official inspection and official weighing fees: The Canadian Grain Commission moved to reduce service fees collected for four official grain inspection and official grain weighing services in response to sustained growth in grain export volumes and to better align fee revenues with fixed service delivery costs. Fee reductions came into effect

on August 1, 2021. For fiscal year 2021-22, fees will be reduced by approximately 19 percent due to implementation mid-year, while fees for the 2022-23 and 2023-24 fiscal years are expected to be approximately 29 percent less.

Alongside these targeted regulatory amendments, the Canadian Grain Commission also contributed to the broader review of the grain regulatory framework. After being paused for much of 2020-21 due to the pandemic, the Agriculture and Agri-Food Canada-led *Canada Grain Act* Review was relaunched in January 2021. The Canadian Grain Commission continued to provide significant technical and policy support to Agriculture and Agri-Food Canada through evidence-based analysis and advice. For example, the Canadian Grain Commission generated a set of detailed technical briefs which were accessed by numerous stakeholders as they developed policy positions. Additionally, the Canadian Grain Commission continued to support staff during the regulatory framework review process through active engagement and enhanced communications.

Modernized Canadian Grain Commission programs and services

During 2020-21, the Canadian Grain Commission continued to make progress on developing a suite of integrated program delivery systems to provide seamless, digital service to its clients. For example, the Canadian Grain Commission established priorities for the first phase of implementation of digital services in alignment with the Government of Canada's Policy on Service and Digital. The GCkey service was successfully implemented as a key first step. GCkey is the Government of Canada's electronic credential and authentication service that allows clients to communicate securely with online enabled Government programs and services.

Further, the Canadian Grain Commission continued working to leverage existing investments in technology in other departments to create an online portal to provide secure access and data protection for its clients, and 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.

To address the need for Grain Research Laboratory facilities renewal, the Canadian Grain Commission continued to collaborate with Public Service and Procurement Canada. In 2020-21, a technical assessment was completed to identify lab accommodation deficiencies and to provide recommended investments in the current infrastructure. Accommodation renewal will ensure the continued, state-of-the-art scientific support to the grain quality assurance system. Additionally, the Canadian Grain Commission continued to re-invest in its allocated space within terminal elevators and leased spaces to support programs and services for the grain sector. In 2020-21, five fit-up projects were completed, involving terminal spaces in both Eastern and Western Canada.

Modernizing the grain grading system to strengthen the quality and dependability of Canadian grain is an initiative that includes an ongoing review of grading factors to ensure they meet the needs of sector and market stakeholders. As part of its commitment to continuous improvement, the Canadian Grain Commission has also been reviewing the Canadian grain grading system to ensure that grain is graded using the most effective, precise and user-friendly tools possible. In

2020-21, the Canadian Grain Commission commenced work on mildew functionality and food safety research, in addition to research on more precise assessment of frost. The Canadian Grain Commission is in the process of publishing new print standards reflecting the level of frost for Canada Western Red Spring and Canada Western Amber Durum wheat classes. The Canadian Grain Commission also continued its research on Canada Western Amber Durum frost related to functionality, and if required, will apply an adjustment in 2022, based on collected scientific data. Additionally, the Canadian Grain Commission is renewing its strategic vision for grain research to ensure that its activities further science-based standards for Canadian grain and maintain the reputation of Canada's Grain Quality Assurance System being among the best in the world.

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

Canadian Grain Commission programs and activities ensure that shipments of Canadian grain consistently meet contract specifications for quality, quantity and safety. As part of its commitment to providing technical guidance to mitigate market access risks associated with Canadian grain exports, in 2020-21 the Canadian Grain Commission continued to collaborate with other Government of Canada departments and industry stakeholders by providing evidence collected through its export monitoring, analytical testing and research. For example, data generated by the Canadian Grain Commission has been regularly provided to foreign regulatory authorities as they consider adding or amending their domestic grain quality or safety requirements, which could affect Canadian grain exports into those markets. Additionally, the Canadian Grain Commission's activity in support of grain sanitation (i.e., inspection and infestation control) has been leveraged to obtain or retain favourable conditions for Canadian grain exporters.

Additionally, in 2020-21 the Canadian Grain Commission rolled out the regulatory and operational changes necessary to fulfill Canada's obligations under the Canada-United States-Mexico Agreement. This included supporting amendments to the *Canada Grain Act* and *Canada Grain Regulations*, working with industry and producers to implement all required changes to grain grading and certification procedures, as well as the implementation of Delivery Eligibility Declarations in western Canada. The Canadian Grain Commission recognized that extra time was needed to implement the Delivery Eligibility Declaration requirement in eastern Canada given there was no pre-existing system of delivery declarations and provided for exemptions until July 1, 2022. To support successful roll-out of declarations in eastern Canada, the Canadian Grain Commission has established a working group with industry and producer representation from Ontario, Quebec and Atlantic Canada.

Gender-based analysis plus

Results for the Canadian Grain Commission's Core Responsibility do not directly contribute to the government-wide priorities of gender quality, diversity, and inclusiveness. However, the Canadian Grain Commission contributes to these priorities by incorporating gender-based analysis plus into its employment equity and diversity goals and framework. [The Gender-based analysis plus supplementary information tableⁱⁱ](#) details these initiatives.

Experimentation

In collaboration with Pulse Canada, the Canadian Grain Commission piloted a voluntary export analysis program to support small-lot exporters of Canadian pulses in meeting regulatory and contractual requirements. Program participants voluntarily submitted samples of pulses to the Canadian Grain Commission for analysis. Participants were able to view the results of each sample submitted by their company via a secure online database. The analysis allowed small-lot exporters to undertake measures to ensure that all export shipments met regulatory and contractual requirements.

Initial plans were for the program to be administered for a two-year period and reviewed annually by the Canadian Grain Commission based on agreed-upon performance indicators and outcomes. However, the program was temporarily suspended in March 2020 due to the COVID-19 pandemic, and subsequently restarted after a 5-month pause as part of the Canadian Grain Commission business resumption strategy. The annual review of the program conducted in early 2021 revealed that while uptake has been less than initially envisioned, it has been successful in meeting its stated objectives. Pulse Canada and the Canadian Grain Commission agreed to extend the duration of the program to July 2022, to account for lost time associated with the temporary suspension.

2030 Agenda for Sustainable Development

The Canadian Grain Commission adheres to the principles of the Federal Sustainable Development Strategy by complying with the Policy on Green Procurement. [Reporting on Green Procurement Supplementary Information Table](#)ⁱⁱⁱ details these initiatives.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018–19 Actual results	2019–20 Actual results	2020–21 Actual results
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

¹ A survey related to this new indicator was planned during fiscal year 2020-21. Plans have been adjusted and the survey was postponed until fiscal year 2021-22 as part of the *Canada Grain Act* review. A target is planned to be established for the 2022-23 reporting period.

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

	Value of Canadian grain exports	\$30.6 billion ⁶	April 2025 ⁷	20.8 billion ⁸	20.5 billion ⁹	25.3 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% ¹¹	April 2021	100%	100%	100%

Budgetary financial resources (dollars)

2020–21 Main Estimates	2020–21 Planned spending	2020–21 Total authorities available for use	2020–21 Actual spending (authorities used)	2020–21 Difference (Actual spending minus Planned spending)
6,348,140	6,348,140	7,415,480	(33,438,499)	(39,786,639)

Notes: Planned spending is net of spendable revenues. For planning, revenue forecasts are allocated to both Grain Regulation and Internal Services as required.

The Canadian Grain Commission reports all revenues collected under its Grain Regulation core responsibility; however, these revenues also support the costs of internal services.

Details on the overall organization's expenditure distribution can be found in the [2020-21 Budgetary actual gross spending summary \(dollars\) table](#).

Human resources (full-time equivalents)

2020–21 Planned full-time equivalents	2020–21 Actual full-time equivalents	2020–21 Difference (Actual full-time equivalents) minus Planned full-time equivalents

⁶ Aligns with Agriculture and Agri-Food Canada's \$75 billion agricultural 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 multiplied by Agriculture and Agri-Food Canada's \$75 billion agricultural export target by 2025 as outlined in Budget 2017.

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

⁸ Data from Agriculture and Agri-Food Canada.

⁹ Data from Agriculture and Agri-Food Canada.

¹⁰ Data from Agriculture and Agri-Food 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".

329	306	(23)
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Note: The difference between Actual and Planned FTEs for Grain Regulation is primarily due to suspensions of temporary staffing as a result of COVID-19 pandemic.

Financial, human resources and performance information for the Canadian Grain Commission's Program Inventory is available in [GC InfoBase^{iv}](#).

Internal Services

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 service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are:

- ▶ Acquisition Management Services
- ▶ Communication Services
- ▶ Financial Management Services
- ▶ Human Resources Management Services
- ▶ Information Management Services
- ▶ Information Technology Services
- ▶ Legal Services
- ▶ Material Management Services
- ▶ Management and Oversight Services
- ▶ Real Property Management Services

Internal Services support the Canadian Grain Commission's Core Responsibility by enabling organizational program delivery. During 2020-21, a key priority was to respond to the COVID-19 pandemic by focusing Internal Services resources and activities on the Canadian Grain Commission's critical services and adapting its workplace to provide mandated services while ensuring the safety of its employees. During 2020-21, the Canadian Grain Commission also continued to deliver on two over-arching priorities that are integral in guiding the Canadian Grain Commission's delivery of its mandate and areas of focus: Strengthening effective communication and Investing in our people and delivering on government-wide corporate commitments.

Strengthening effective communication is a priority that engages both external and internal stakeholders and cuts across all programs, areas of focus and initiatives. Communicating information and progress on the areas of focus is a priority that engages staff and supports delivery of each initiative. For example, in 2020-21, the Canadian Grain Commission organized four virtual town halls with approximately 300 attendees for each event, published over a hundred staff messages on the Canadian Grain Commission employee website, and conducted a survey to measure impacts of COVID-19 pandemic on employee wellbeing and ability to perform duties.

Strengthening external communications is aimed at raising awareness of the Canadian Grain Commission mandate, programs, and services to grain producers and the grain sector. Examples of notable external communications carried out in 2020-21 include:

- Stakeholder engagement meetings in the Fall of 2020 including 7 meetings, with participants representing 19 producer organizations;
- Three news releases and four media pitches¹²;
- 818 Twitter posts and 269 Facebook posts on topics such as educational content on the Canadian Grain Commission’s programs and services, Grain Research Lab projects and initiatives, important news and updates, job postings, and social media takeovers from employees¹³;
- 5 virtual trade shows attended, with participating countries including Japan, South Korea, China, Indonesia, Bangladesh, Philippines, Italy, Morocco, Algeria, Tunisia and others; and
- 8 videos produced (4 English and 4 French) to raise awareness in the grain sector of the Canadian Grain Commission programs and services.

Investing in its people and delivering on government-wide corporate commitments is a priority that allows the Canadian Grain Commission to continue to successfully deliver upon its mandate and strategic areas of focus. 2020-21 was a unique and challenging year as the Canadian Grain Commission navigated the impacts of the COVID-19 pandemic on its workforce and operations. The Canadian Grain Commission mobilized resources to successfully meet this challenge, which included addressing the government’s priority of adapting work approaches to the new context and ensuring safe and healthy workplaces.

The Canadian Grain Commission conducted its own employee COVID-19 survey in October 2020 to identify management and employee needs related to the pandemic. Additionally, the Canadian Grain Commission successfully promoted the 2020 Public Service Employee Survey with an 83 percent response rate, as another source of feedback from all levels of staff. These results validated existing wellness and business resumption efforts and led to further initiatives to support employees in adapting to workplace changes and to help protect physical and psychological health. In addition, the Canadian Grain Commission continued to promote the benefits of a diverse workforce and inclusive workplaces through promotions to all staff on Multiculturalism, Linguistic Duality, Indigenous Learning Series and Black History month as well as providing access to staff for various Canada School of Public Service and other diversity learning opportunities. In 2020-21, the Canadian Grain Commission continued to dedicate resources to support the government’s priority to address pay issues and stabilize the Phoenix pay system. This included maintaining a Pay Integration Unit to provide support to Canadian

¹² A media pitch is an attempt to get a journalist, editor or media outlet interested in a story or news so that they decide to cover it. It is sent to a journalist or an editor of a newspaper, magazine, or blog over email to generate interest in a story

¹³ A social media takeover is when posting privileges are granted to a person of interest, such as an influencer, expert, or professional. Partnering with either a macro-influencer with a large audience, or a micro-influencer with a dedicated base-audience brings increased exposure and social media engagement and followers

Grain Commission employees who had complex or ongoing pay issues and to contribute to the improvement and effective delivery of pay services.

The implementation of the 2019-2022 Information Management and Technology Services Strategic Plan remained a top priority for the Canadian Grain Commission in 2020-21. The goal of this plan is to provide innovative information technology management services to meet operational needs and enhance end-user experience in a secure operational environment. The plan aligns with the Canadian Grain Commission's key areas of focus and prioritizes service, value, security, agility and innovation. During 2020-21, significant progress was made towards these objectives. As part of the Canadian Grain Commission Mobile Strategy's goal to provide access that is any time, any place, anywhere, a strong focus was placed on the rollout of mobile computing packages. This decision has proved vital during the pandemic, allowing office employees to work safely from home. "Cloud First" practices continued at an increasing pace with the enterprise adoption of Microsoft cloud-based tools, such as Teams and Yammer. As a result of this increased need, a formal Canadian Grain Commission Cloud Strategy was adopted, providing a framework for the future adoption of cloud-based tools. Given the increased reliance on mobile computing, multi-factor authentication was adopted for all remote access. The adoption of multi-factor authentication has helped keep government data assets secure while allowing employees access to systems from alternative workplaces.

The Canadian Grain Commission has an internal audit and program evaluation services unit that focuses on government-wide priorities and major corporate initiatives. This unit provides professional, independent and objective consulting, evaluation and assurance activities designed to aid in protecting and enhancing organizational value. In addition to a number of advisory engagements and supporting the Canadian Grain Commission's business reintegration team in 2020-21, the Audit and Evaluation Services Unit conducted an Audit of Design and Operating Effectiveness of Entity Level Controls covering the preceding fiscal year. The objective of the audit was to assess the design and test the operating effectiveness of Entity Level Controls against an established framework. The management action plan in response to this audit is currently in development. The release of the audit report is anticipated mid 2021-22.

An Evaluation of the New Variety Registration Support Program of the Grain Research Lab was also conducted in 2020-21. The focus of the evaluation was on the relevance, performance and efficiency of the support provided by the Grain Research Lab for the Prairie Recommending Committee for Wheat, Rye and Triticale. The release of this evaluation report is anticipated in 2021-22.

Budgetary financial resources (dollars)

2020–21 Main Estimates	2020–21 Planned spending	2020–21 Total authorities available for use	2020–21 Actual spending (authorities used)	2020–21 Difference (Actual spending minus Planned spending)
245,000	245,000	245,000	21,592,592	21,347,592

Notes: Planned spending is net of spendable revenues. For planning, revenue forecasts are allocated to both Grain Regulation and Internal Services as required.

The Canadian Grain Commission reports all revenues collected under its Grain Regulation core responsibility; however, these revenues also support the costs of internal services.

Details on the overall organization's expenditure distribution can be found in the [2020-21 Budgetary actual gross spending summary \(dollars\) table](#).

Human resources (full-time equivalents)

2020–21 Planned full-time equivalents	2020–21 Actual full-time equivalents	2020–21 Difference (Actual full-time equivalents minus Planned full-time equivalents)
121	130	9

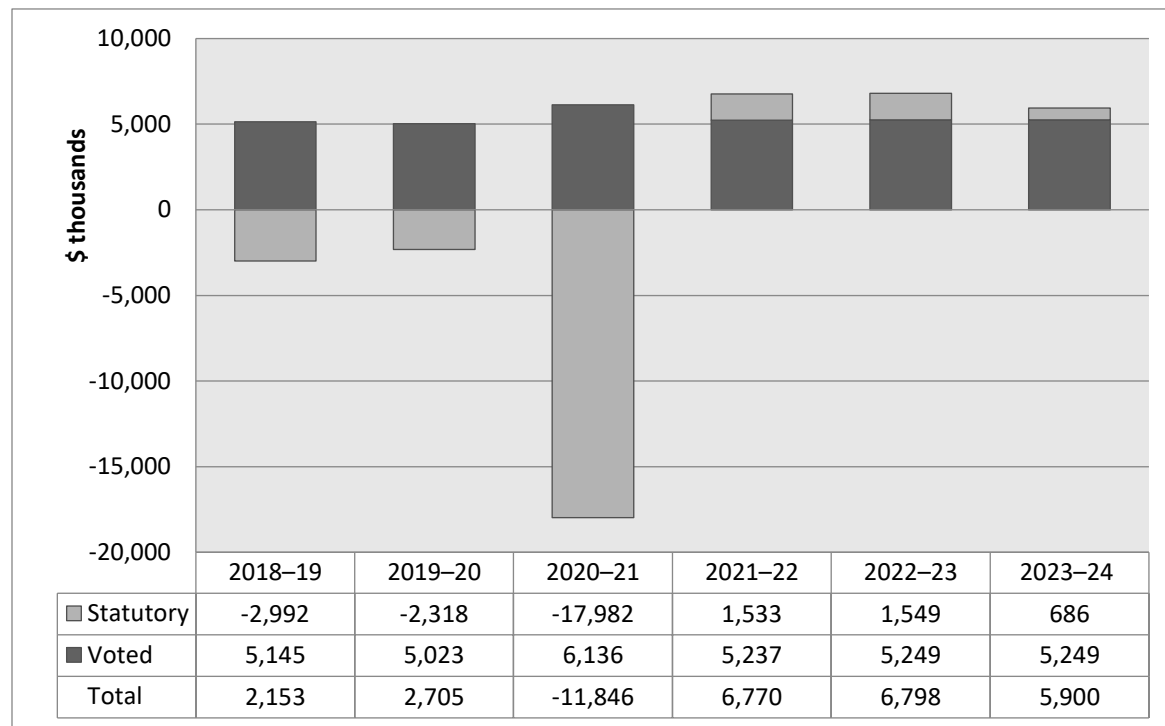
Note: The difference between Actual and Planned FTEs for Internal Services is primarily due to the increase of resources to support investment in technology and innovation initiatives.

Analysis of trends in spending and human resources

Actual expenditures

Departmental spending trend graph

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



Note: Statutory amounts are net of responsible revenues and contain employee benefits plan funding.

Budgetary performance summary for Core Responsibility and Internal Services (dollars)

Core responsibility and Internal Services	2020–21 Main Estimates	2020–21 Planned spending	2021–22 Planned spending	2022–23 Planned spending	2020–21 Total authorities available for use	2018–19 Actual spending (authorities used)	2019–20 Actual spending (authorities used)	2020–21 Actual spending (authorities used)
Grain Regulation	6,348,140	6,348,140	6,524,580	6,553,072	7,415,480	(17,564,268)	(17,673,850)	(33,438,499)
Subtotal	6,348,140	6,348,140	6,524,580	6,553,072	7,415,480	(17,564,268)	(17,673,850)	(33,438,499)
Internal Services	245,000	245,000	245,000	245,000	245,000	19,717,425	20,379,041	21,592,592
Total	6,593,140	6,593,140	6,769,580	6,798,072	7,660,480	2,153,157	2,705,191	(11,845,907)

Notes: Planned spending is net of responsible revenues. For planning, revenue forecasts are allocated to both Grain Regulation and Internal Services as required.

The Canadian Grain Commission reports all revenues collected under its Grain Regulation core responsibility; however, these revenues also support the costs of internal services.

Details on the overall organization's expenditure distribution can be found in the [2020-21 Budgetary actual gross spending summary \(dollars\) table](#).

Planned spending has remained consistent from year to year, however, slight increases in expenditures are primarily the result of projects related to the Investment Framework. As part of the Investment Framework, the Canadian Grain Commission allocated \$4 million to fund enhancements to the Harvest Sample Program for five years. In addition to these ongoing Harvest Sample Program enhancements, in 2020-21, the Canadian Grain Commission invested in a pulse testing program. Going forward, the Canadian Grain Commission will consider investment initiatives within the broader context of the *Canada Grain Act* Review outcomes.

Actual spending for 2020-21 has remained relatively consistent. However, due to the onset of the COVID-19 pandemic in March 2020, the Canadian Grain Commission invoked its Business Continuity Plan. Departmental resources were reallocated and focused on the critical areas of inspection and licensing, and producer protection. New approaches were implemented to provide critical mandated services while ensuring the safety of Canadian Grain Commission employees. All employees were initially required to work remotely except for those engaged in critical program delivery whose duties could not be performed remotely. Cost savings realized from COVID-19 restrictions, including decreased travel and in-person training, were reinvested to support employees to work remotely.

Grain volumes officially inspected from licensed terminal elevators are the basis upon which the Canadian Grain Commission establishes its fees. The baseline for existing service and licence fees was established in 2017-18 for the five-year period ending March 2023 and was based on a \$62.5 million budget and an annual average official inspection and weighing volume of 34.4 million metric tonnes (MMT). The Canadian Grain Commission monitors costs on an on-going basis and allocates resources within its annual operating and capital budgets to meet both ongoing and emerging requirements. The expenditures for inspection services can vary from year to year according to the quality and volume of the crop. Since fees were implemented in 2017-18, costs have remained relatively stable, but the Canadian Grain Commission has consistently inspected and weighed higher-than-forecast grain volumes, which has resulted in increased revenue and subsequently additional surplus accumulation.

Although the 2017-18 fee and grain volume model updates significantly reduced the accumulation of surplus, in-year surplus growth has continued due to increased grain volumes. In fiscal years 2017-18, 2018-19, and 2019-20 official inspection and official weighing grain volumes were 36.96 MMT, 39.54 MMT, and 38.65 MMT respectively, which generated in-year surpluses of \$8.89 million, \$3.66 million, and \$2.96 million. For fiscal year 2020-21, the Canadian Grain Commission had an in-year surplus of \$18.64 million based on official inspection and official weighing of 50.28 MMT. This is in addition to the approximately \$15.51 million in surplus accumulated from fiscal years 2017-18 to 2019-20.

The 2017-18 grain volumes model did not anticipate several factors that contributed to the continued accumulation of surplus including: unprecedented increases in grain production and export grain volumes; major private sector infrastructure investments in the grain handling system; and relatively stable Canadian Grain Commission operating costs. To address this, the Canadian Grain Commission updated its model for forecasting the volume of grain that it expects to officially inspect and weigh upon discharge from terminal elevators and is projecting a level of approximately 48.1 MMT annually for the next three fiscal years (2021-22 to 2023-24). In addition to updating the forecasting model based on increased grain production and export, an additional factor was included for recent major infrastructure investments that have the potential to increase the overall export capacity of the grain handling system going forward.

To quickly respond and limit the accumulation of additional in-year surplus and surplus growth moving forward, the Canadian Grain Commission proposed a targeted realignment of four fees for official inspection and official weighing services with the adjusted grain volume forecast. These fee amendments are effective August 1, 2021.

2020–21 Budgetary actual gross spending summary (dollars)

Core responsibility and Internal Services	2020–21 Actual gross spending	2020–21 Actual revenues netted against expenditures	2020–21 Actual net spending (authorities used)
Grain Regulation	45,550,699	78,989,198	(33,438,499)
Subtotal	45,550,699	78,989,198	(33,438,499)
Internal Services	21,618,406	25,814	21,592,592
Total	67,169,105	79,015,012	(11,845,907)

Note: The Canadian Grain Commission does not have any specified purpose accounts to report against. Funding structure is based on budgetary authorities that are comprised of both voted and statutory authorities. The statutory authorities include employee benefit plan authority for appropriation-funded personnel costs and Canadian Grain Commission revolving fund authority, which allows the Canadian Grain Commission to re-spend fees that it has collected. The organization's revenue is based on fees for services as per the Service Fees Act.

Actual human resources**Human resources 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 Planned full-time equivalents	2020–21 Actual full-time equivalents	2021–22 Planned full-time equivalents	2022–23 Planned full-time equivalents
Grain Regulation	325	322	329	306	317	317
Subtotal	325	322	329	306	317	317
Internal Services	118	125	121	130	133	133
Total	443	447	450	436	450	450

Planned full time equivalents for 2020-21 was 450. The actual number of full-time equivalents was 436. The difference is 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 continued to work remotely.

Expenditures by vote

For information on the Canadian Grain Commission's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2020–2021](#).^v

Government of Canada spending and activities

Information on the alignment of the Canadian Grain Commission’s spending with the Government of Canada’s spending and activities is available in [GC InfoBase](#).^{vi}

Financial statements and financial statements highlights

Financial statements

The Canadian Grain Commission’s financial statements (unaudited) for the year ended March 31, 2021, are available on the [departmental website](#).^{vii}

Financial statement highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2021 (dollars)

Financial information	2020–21 Planned results	2020–21 Actual results	2019–20 Actual results	Difference (2020–21 Actual results minus 2020–21 Planned results)	Difference (2020–21 Actual results minus 2019–20 Actual results)
Total expenses	66,272,067	65,882,041	64,547,453	(390,026)	1,334,588
Total revenues	(59,550,868)	(81,221,451)	(61,930,513)	(21,670,583)	(19,290,938)
Net cost of operations before government funding and transfers	6,721,199	(15,339,410)	2,616,940	(22,060,609)	(17,956,350)

Note: The Canadian Grain Commission [2020-21 unaudited Future-Oriented Statement of Operations](#)^{viii} are located on the departmental website.

2020-21 Actual to 2020-21 Planned

The net cost of operations before government funding and transfers for 2020-21 was a surplus of \$15.34 million. This represents a decrease of \$22.06 million from the 2020-21 planned results of \$6.72 million in net cost. This is a result of:

- a. Decreased actual expenses of \$0.39 million primarily due to significant reduction in travel as a result of COVID-19 restrictions on non-essential travel.
- b. Increased actual revenues of \$21.67 million due to increase in grain volume inspected and weighed. Despite a global pandemic, the Canadian Grain Commission realized a 46 percent increase in grain volume inspected and weighed as compared to the planned volume.

2020-21 Actual to 2019-20 Actual

The net cost of operations before government funding and transfers for 2020-21 was a surplus of \$15.34 million. This represents a decrease of \$17.96 million from the 2019-20 actual result of \$2.62 in net cost. This is primarily due to:

- a. Increased expenses of \$1.34 million primarily the result of retroactive payments for settled collective agreements and acquisition of equipment to support the implementation of the Canadian Grain Commission Mobile Device Strategy.
- b. Increased revenues of \$19.29 million in 2020-21 over 2019-20 due to an increase in grain volume inspected and weighed. Despite a global pandemic, the Canadian Grain Commission realized a 30 percent increase in grain volume inspected and weighed as compared to 2019-20.

Condensed Statement of Financial Position (unaudited) as of March 31, 2021 (dollars)

Financial information	2020–21	2019–20	Difference (2020–21 minus 2019–20)
Total net liabilities	12,751,796	12,040,803	710,993
Total net financial assets	9,094,101	6,830,661	2,263,440
Departmental net debt	3,657,695	5,210,142	(1,552,447)
Total non-financial assets	12,773,269	12,726,805	46,464
Departmental net financial position	9,115,574	7,516,663	1,598,911

The Canadian Grain Commission's net financial position in 2020-21 was \$9.12 million, an increase of \$1.60 million from the 2019-20 net financial position of \$7.52 million. This is a result of:

- a. Increased total net liabilities of \$0.71 million primarily resulting from of an increase in accrued vacation payable and accounts payable to external vendors for strategic investments in scientific equipment, and technology equipment for the Canadian Grain Commission Mobile Device Strategy.
- b. Increased total financial assets of \$2.26 million resulting from an increase in accounts receivable due to increase in grain volume inspected and weighed and changes in licensing rates.

Corporate information

Organizational profile

Appropriate minister: The Honourable Marie-Claude Bibeau, P.C., M.P.

Institutional head: Doug Chorney, Chief Commissioner

Ministerial portfolio: Agriculture and Agri-Food

Enabling instrument: *Canada Grain Act*^{ix}, R.S.C. 1985, c. G-10

Year of incorporation / commencement: 1912

Other: The Canadian Grain Commission’s head office is in Winnipeg, Manitoba. The Canadian Grain Commission operates 2 regional offices and 8 service centres and provides service at more than 30 terminal elevator delivery points across Canada. A combination of revolving fund (fees) and appropriation sources fund Canadian Grain Commission programs and services. The Canadian Grain Commission aims to recover approximately 91 percent of its costs through fees and approximately 9 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](#)^x website.

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

Operating context

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

Reporting framework

The Canadian Grain Commission’s Departmental Results Framework and Program Inventory of record for 2020–21 are shown below.

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

Financial, human resources and performance information for the Canadian Grain Commission’s Program Inventory is available in [GC InfoBase](#).^{xiii}

Supplementary information tables

The following supplementary information tables are available on the Canadian Grain Commission’s website:

- ▶ [Reporting on Green Procurement](#)^{xiv}
- ▶ [Gender-based analysis plus](#)^{xv}

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the Report on Federal Tax Expenditures.^{xvi} This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA+ of tax expenditures.

Organizational contact information

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600-303 Main Street
Winnipeg, Manitoba R3C 3G8

Telephone: 204-984-0506

Toll free: 1-800-853-6705

Facsimile: 204-983-2751

Teletypewriter (TTY, toll free): 1-866-317-4289

Email: contact@grainscanada.gc.ca

Canadian Grain Commission's^{xvii} website.

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 an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority (priorité)

A plan or project that a department has chosen to focus and report on during the planning period. 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 quantitative measure of progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that connects the department's core responsibilities to its 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, for whom and in what circumstances. 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. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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 2019–20 Departmental Results Report, those high-level themes outlining the government's agenda in the 2019 Speech from the Throne, namely: Fighting climate change; Strengthening the Middle Class; Walking the road of reconciliation; Keeping Canadians safe and healthy; and Positioning Canada for success in an uncertain world.

horizontal initiative (initiative horizontale)

An initiative where 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 to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in 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 the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (résultat)

A 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.

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

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- ⁱ *Canada Grain Act*, <https://laws-lois.justice.gc.ca/eng/acts/G-10/index.html>
- ⁱⁱ Canadian Grain Commission Gender-based analysis plus, <https://grainscanada.gc.ca/en/about-us/reports/planning-performance-reporting/departmental-results-report/2020-21/gender-based.html>
- ⁱⁱⁱ Canadian Grain Commission, <https://grainscanada.gc.ca/en/about-us/reports/planning-performance-reporting/departmental-results-report/2020-21/reporting-on-green-procurement.html>
- ^{iv} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ^v Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- ^{vi} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ^{vii} Canadian Grain Commission, Corporate reports, <https://grainscanada.gc.ca/en/about-us/reports/>
- ^{viii} Canadian Grain Commission 2018-19 unaudited Future-Oriented Statement of Operations, <https://grainscanada.gc.ca/en/about-us/reports/planning-performance-reporting/departmental-plan/2018-2019/future-oriented-statement.html>
- ^{ix} *Canada Grain Act*, <https://laws-lois.justice.gc.ca/eng/acts/G-10/index.html>
- ^x Canadian Grain Commission, <https://grainscanada.gc.ca/>
- ^{xi} Minister of Agriculture and Agri-Food Mandate Letter, <https://pm.gc.ca/en/mandate-letters/2019/12/13/minister-agriculture-and-agri-food-mandate-letter>
- ^{xii} Canadian Grain Commission, <https://grainscanada.gc.ca/>
- ^{xiii} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ^{xiv} Canadian Grain Commission, <https://grainscanada.gc.ca/en/about-us/reports/planning-performance-reporting/departmental-results-report/2020-21/reporting-on-green-procurement.html>
- ^{xv} Canadian Grain Commission, <https://grainscanada.gc.ca/en/about-us/reports/planning-performance-reporting/departmental-results-report/2020-21/gender-based.html>
- ^{xvi} Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>
- ^{xvii} Canadian Grain Commission, <https://www.grainscanada.gc.ca/>