

# **Canadian Grain Commission**

## **2023–24**

### Departmental Plan

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



2023-24 Departmental Plan

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This document is available on the [Canadian Grain Commission website](#).<sup>i</sup>

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## From the Minister

I am pleased to present to Parliament and Canadians the Canadian Grain Commission's 2023-24 Departmental Plan, which describes its key areas of focus, planned results, and associated resource requirements for the next three years. This Plan reflects the priorities I set out in my June 2022 mandate letter to the Chief Commissioner of the Canadian Grain Commission. Together we will work to achieve the Commission objectives for the advancement of the Agriculture and Agri-Food sector.



I want to highlight how the Canadian economy and its rural communities are backstopped by the strength and resiliency of our hardworking farming families. Despite many recent challenges, including the COVID-19 pandemic, extreme weather events, and trade fluctuations, Canadian farmers and the entire Canadian agri-food sector remain robust and poised for continued growth. The Government of Canada's aggressive plans for trade market diversification have facilitated continued agriculture and food export growth, worth approximately \$82 billion in 2021, compared to \$67 billion in 2019. Canadian grain and oilseed farmers, in particular, helped drive our economy by accounting for nearly a third of our agriculture and food exports. Trade deals with our largest trading partners in North America, Europe, and the Pacific continue to provide grain farmers with preferential access to two thirds of the global market.

Ensuring the long-term stability of the Canadian agriculture sector is of the utmost importance to our Government. The five-year Sustainable Canadian Agriculture Partnership, effective April 1, 2023, will continue to provide strong support for science, research, and innovation to address challenges and seize opportunities; to continue to open new markets to Canadian agricultural products; and undertake efforts to strengthen the resiliency of the food system. Additionally, the Partnership will also focus on encouraging greater diversity, inclusion, and strengthening relationships with Indigenous Peoples.

As Canada's Minister of Agriculture and Agri-Food, I commend the Canadian Grain Commission's efforts for continuing to support grain farmers through its programs. The Canadian Grain Commission is a key contributor to Canadian market access efforts through its grain quality and safety monitoring, research and testing, and provides vital protections for farmers owed by grain companies experiencing financial difficulties.

The future is bright for Canada's grain sector as the world increasingly looks to Canada to strengthen global food security. I am committed to working with the Canadian Grain Commission

and stakeholders across the system, to modernize the *Canada Grain Act* to ensure Canada’s grain sector remains a powerhouse of our economy for generations to come.

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

## From the Chief Commissioner

The Canadian Grain Commission's 2023-24 Departmental Plan outlines our goal to deliver clear results for a dynamic and competitive grain sector. As Chief Commissioner, I take great pride in the work done by our team to putting this plan into action to benefit Canadian grain farmers, the grain sector, and all Canadians.



Canadian grain is relied upon the world over. This is due, in part, to the Canadian Grain Commission's work to ensure a dependable commodity by establishing and maintaining standards of quality for Canadian grain. Through our programs and services, and stakeholder partnerships that support a world-class Canadian Grain Quality Assurance System, export market customers can rely on Canadian grain to meet their evolving quality and safety needs, and to strengthen global food security.

Throughout many unpredictable and turbulent global events, Canadian grain continues to fuel our economy and feed the world. These challenges demonstrated the resiliency and dependability of the Canadian grain sector, as well as the importance of Canadian Grain Commission programs. Through it all, we continued to support grain farmers seeking fair transactions at delivery and worked hard ensure market access through our grain quality research and testing.

To best serve the evolving Canadian grain sector, we are dedicated to modernizing our regulations and services, furthering our position as a global leader in science, strengthening our stakeholder relationships, and attracting and retaining employees in a competitive market. These key areas of focus, and our planned results, support the objectives for the advancement of the Agriculture and Agri-Food sector as outlined in the mandate letter for the Canadian Grain Commission.

Canada's grain sector has a bright future and we will continue to support its growth going forward. I know that our science and evidence-based programs and services, and collaboration with both domestic and international stakeholders, will continue to benefit the entire grain value chain in 2023-24 and beyond.

**Doug Chorney**  
**Chief Commissioner**  
**Canadian Grain Commission**





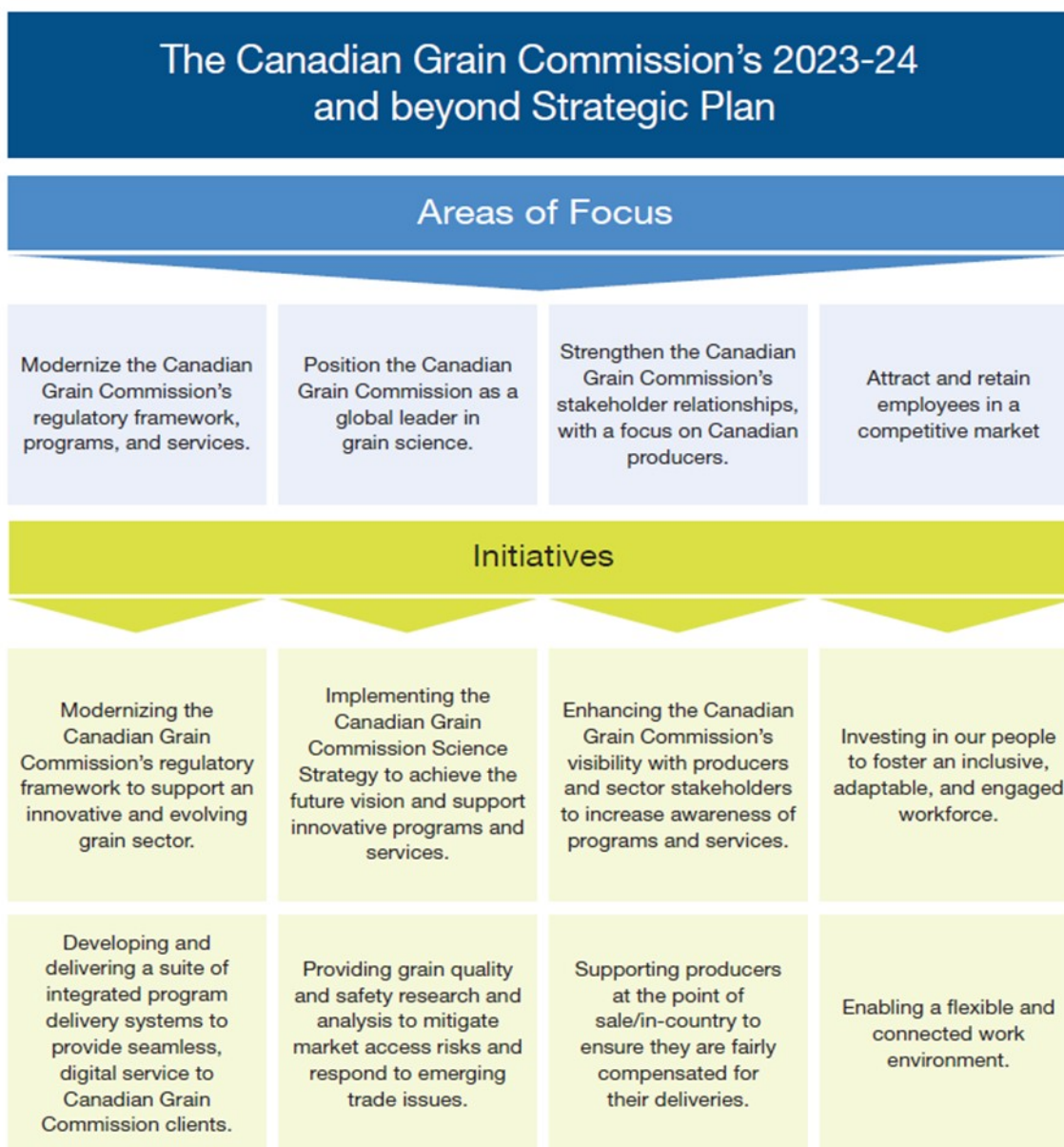
## Plans at a glance

Overall agri-food and seafood exports totalled approximately \$82 billion in 2021-22 of which Canadian grain exports generated approximately \$22 billion. The Canadian Grain Commission regulates grain handling in Canada and works to support the entire grain sector by establishing and maintaining science-based standards of quality for grain, to ensure grain is a dependable commodity for domestic and export markets. The Canadian Grain Commission is the official certifier of grain export shipments from Canada and is mandated to undertake, sponsor and promote research related to grain and grain products. Through its activities, the Canadian Grain Commission also ensures grain producers are fairly compensated for grain deliveries to licensed grain companies.

In June 2022, the Canadian Grain Commission affirmed its strategic plan for 2023-24 through 2024-25 planning horizon. While most Canadian Grain Commission resources will continue to be dedicated to day-to-day delivery of programs and services, four key areas of focus were updated. To make progress, the Canadian Grain Commission will continue to work in close collaboration with grain sector stakeholders<sup>i</sup>, its agriculture portfolio partners, and counterparts abroad to deliver on its core responsibility and departmental results, and meet the objectives set out in the [Chief Commissioner's mandate letter](#).<sup>ii</sup> Figure 1 below outlines the Canadian Grain Commission's 2023-24 and beyond key areas of focus and initiatives.

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<sup>i</sup> Grain sector stakeholders include, but are not limited to, farmers, grain companies, and farmer and industry organizations.

**Figure 1: The Canadian Grain Commission’s 2023-24 and Beyond Strategic Plan**


For more information on the Canadian Grain Commission’s plans, see the “Core responsibility: planned results and resources, and key risks” section of this plan.

## Core responsibility: planned results and resources, and key risks

This section contains 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.

Grain Regulation core responsibility is focused on advancing the following departmental results:

- Domestic and international markets regard Canadian grain as dependable and safe; and
- Farmers are fairly compensated for their grain.

#### Planning highlights

The Canadian Grain Commission’s impact on grain sector stakeholders, including producers, and the domestic and international marketplaces is significant as it provides integrated support of the Canadian brand for grain quality and dependability. In 2023-24, the Canadian Grain Commission will continue working to ensure a prosperous grain sector through its science and evidence-based programs and services.

#### **Result: Domestic and international markets regard Canadian grain as dependable and safe**

Grain regulation helps ensure that Canadian grain is trusted world-wide and these efforts contribute to Canadian grain continuing to drive the economy. To achieve this departmental result, the Canadian Grain Commission works to deliver on the following strategic areas of focus and supporting initiatives:

**Modernize the Canadian Grain Commission’s regulatory framework, programs, and services:** An efficient and effective science-based regulatory framework, programs, and services are essential to capitalize on innovation and meet the evolving needs of the grain sector. Objectives identified in the Chief Commissioner’s mandate letter that align with this area of focus include:

- support the Agriculture and Agri-Food-led review of the *Canada Grain Act*;
- consider updates to the Surplus Investment Framework to ensure that accumulated surplus funds are used effectively and deliver tangible benefits to the Canadian grain value chain, in alignment with the emerging path forward on the *Canada Grain Act* review; and

- identify and take action on regulatory changes and operational reforms, within the Canadian Grain Commission’s existing authority, that deliver benefits to producers and the value chain.

A key initiative supporting this area of focus is to modernize the Canadian Grain Commission’s regulatory framework to support an innovative and evolving grain sector. This includes a commitment to working with portfolio partners to respond to the *Canada Grain Act* Review outcomes and implement an evidence-based plan for a modernized grain regulatory framework. In addition to supporting Agriculture and Agri-Food Canada in developing a broad-based legislative response to the Review, the Canadian Grain Commission will explore opportunities to modernize the *Canada Grain Act* through the Annual Regulatory Modernization Bill process and [Forward Regulatory Plan: 2022 to 2024](#).<sup>iii</sup> Additionally, the Canadian Grain Commission has also started a comprehensive review of the Canadian Grain Commission’s fees and service standards to ensure alignment with costs of service provision. As part of this initiative, the Canadian Grain Commission will also consider updates to the Surplus Investment Framework and the development of spending plans. The target date for completion of the fees review and potential fee amendments is April 2025.

The Canadian Grain Commission will continue program and service delivery modernization through initiatives that will develop and deliver a suite of integrated program delivery systems to provide seamless, digital service to Canadian Grain Commission clients. This includes further integration of MyCGC Portal, a digital service window for the full range of Canadian Grain Commission transactions that will ultimately be the main channel for providing online licensing and certification services. A software release is targeted in spring 2023 that will complement the existing online statistics applications, and will allow for more robust security and reporting functionality. Additional work continues to implement the Canadian Grain Commission’s Data Strategy to better support accessible data and self-serve analytical tools. The Canadian Grain Commission will implement an approach for improving public access to its unique and substantial grain supply chain statistics, including potentially using more accessible online tools.

**Position the Canadian Grain Commission as a global leader in grain science:** The Canadian Grain Commission is a world class, science-based quality assurance provider. The changing needs of the Canada’s grain quality assurance system present new opportunities for the Canadian Grain Commission to position itself as a global leader in grain science. This area of focus aligns with the Chief Commissioner’s mandate letter objective to support Canadian export growth and mitigate international market access risk and technical trade issues through innovative science.

This area of focus includes a plan to implement the Canadian Grain Commission’s Science Strategy support innovative programs and services. Developed in 2022 with [Science Strategy Engagement](#)<sup>iv</sup> process feedback, the Strategy is designed for research and science, based on sector priorities and emerging trends in grain quality and safety. This will ensure the Canadian

Grain Commission continues to position itself as a national leader in grain research and that our activities are aligned with the needs of the industry and stakeholders. The Science Strategy will be used to guide mid- and long-term decision making with regards to investments in the organization's research and science-based activities and new projects will be considered that align with the Strategy.

In 2023-24, the Canadian Grain Commission will continue to develop options for additional investments that will ensure organizational capacity to provide innovative and science-based programs and services. This includes significant investments in three inter-related projects:

- the lab renewal project addresses evolving Grain Research Lab accommodation needs and will provide long term state-of-the-art infrastructure and modernization. In 2023-24, the Canadian Grain Commission will engage with Public Services and Procurement Canada, who is project lead, and the Treasury Board of Canada Secretariat to ensure appropriate governance and policies are followed to secure a long-term accommodation solution. This work includes confirmation of an approved source of funds for the project; and continued engagement with [Laboratories Canada](#)<sup>v</sup>, as their mandate is to build and restore federal science laboratories and provide enterprise solutions for federal laboratory space. This project will be considered within the broader context of the ongoing Agriculture and Agri-Food Canada-led *Canada Grain Act* review;
- to ensure the Grain Research Lab functions efficiently until a new location is identified, the Canadian Grain Commission will implement a five-year investment plan to make required improvements to the Grain Research Laboratory to maintain and improve research capacity; and
- the Canadian Grain Commission will develop options to integrate laboratory custom databases and manual systems into an automated, central Laboratory Information Management System to create efficiencies, improve productivity, and reduce risk to the organization. This will provide consistent processes for sample identification, assignment of analytical tests and reporting; centralize data collection among the laboratories at the Canadian Grain Commission; and improve quality control connected to sample management and the equipment used.

Additional support for this area of focus includes providing grain quality and safety research and analysis to mitigate market access risks and respond to emerging trade issues. Importers are becoming more discriminating and regulators more stringent in relation to factors such as genetically modified events, Maximum Residue Limits for herbicides and pesticides, and Maximum Limits for toxins and trace elements. Grain and food safety are rising concerns in today's environment as incidents of non-compliance can result in widespread cost ramifications for the value-chain. An important aspect to providing science-based responses to market access issues includes continued collaboration with Government partners, academia, and sector stakeholders. For example, Canadian Grain Commission scientific and inspection experts

routinely provide data or enhanced inspection processes to Agriculture and Agri-Food Canada, Global Affairs, the Canadian Food Inspection Agency, and national commodity associations to support Canadian interventions bilaterally or in multilateral market access situations.

The Canadian Grain Commission plans to enhance testing and monitoring capabilities to support ongoing market access and to expand data sharing and accessibility to demonstrate Canadian grain quality and safety. Expanding grain quality and safety monitoring to support market access is identified as an objective in the Canadian Grain Commission's Science Strategy. Plans to expand data sharing and accessibility to demonstrate Canadian grain quality and safety will be made in accordance with the Government of Canada's Open Data Strategy.

**Result: Farmers are fairly compensated for their grain**

The Canadian Grain Commission regulates grain handling to ensure that Canadian grain farmers receive fair compensation when they deliver grain to licensed grain companies. Programs and services offered by the Canadian Grain Commission are designed to ensure an equitable and transparent grain sector. Upholding an equitable and transparent grain sector benefits all stakeholders, from farmer to exporter. To achieve this result, the Canadian Grain Commission works to deliver on the following strategic area of focus and supporting initiatives:

**Strengthen the Canadian Grain Commission's stakeholder relationships, with a focus on Canadian grain producers:** For grain producers and sector stakeholders, and ultimately the Canadian economy, to be able to fully benefit from the Canadian Grain Commission's programs and services, they need to be aware of what is available. The goal of this area of focus is to increase visibility and raise awareness of the Canadian Grain Commission mandate, programs, and services among producers and the grain sector, and to continuously monitor and evaluate the ways that the Canadian Grain Commission can effectively support its external stakeholders through two-way communication and outreach activities. Strengthening Canadian Grain Commission relationships with stakeholders and understanding their needs will contribute to making progress on all the objectives identified in the Chief Commissioner's mandate letter.

Supporting this area of focus is an initiative to enhance the Canadian Grain Commission's visibility with producers and sector stakeholders to increase awareness of programs and services. Engagement is an important step in building mutual understanding on grain sector issues for well-informed program delivery. With health and safety protocols in place to keep Canadian Grain Commission employees and participants safe, the Canadian Grain Commission will capitalize on opportunities to reconnect with grain producers and grain industry stakeholders post pandemic. This includes in-person trade show presence, attendance at sector meetings and conferences, international trade missions, resumption of the Canadian Grain Commission's regular engagement schedule, and in-person Grain Research Lab tours and inspection demonstrations (e.g., as part of Cereals Canada's education programs). Additionally, the Canadian Grain Commission will continue to build stronger relationships with stakeholders in

Eastern Canada to understand better regional perspectives and needs. The Canadian Grain Commission will also expand its virtual presence through increased use of video, interactive tools, and social media.

A key deliverable under this initiative is to build relationships with groups that represent women, youth, Indigenous Peoples, visible minorities, persons with disability, and other underrepresented stakeholders to allow the Canadian Grain Commission to better understand and respond to their needs. This supports the objective identified in the Chief Commissioner's mandate letter to promote an inclusive vision for the future of the grain sector that fosters opportunities for women, youth, Indigenous Peoples, and other underrepresented groups.

### **Gender-based analysis plus**

Results for the Canadian Grain Commission's core responsibility do not directly contribute to the government-wide priorities of gender equality, 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. In 2023-24, the Canadian Grain Commission will incorporate GBA Plus objectives into a key area of focus designed to attract and retain employees in a competitive market. [The Gender-based analysis plus supplementary information table](#) details these initiatives.

### **United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals**

The Canadian Grain Commission became subject to the *Federal Sustainable Development Act*<sup>vi</sup> in December 2020, and adheres to the principles of the Federal Sustainable Development Strategy by complying with the *Policy on Green Procurement*.<sup>vii</sup> The *Policy on Green Procurement* supports the Government of Canada's effort to promote environmental stewardship. In keeping with the objectives of the policy, the Canadian Grain Commission supports sustainable development by integrating environmental performance considerations into the procurement decision-making process.

To demonstrate commitments that go beyond procurement-related goals, the Canadian Grain Commission established a [2020 to 2023 Short-form Departmental Sustainable Development Strategy](#).<sup>viii</sup> This plan includes initiatives that contribute to achieving Federal Sustainable Development Strategy goals and targets from the Global Indicator Framework and/or the Canadian Indicator Framework, both of which are structured around the United Nations' 2030 Agenda for Sustainable Development and the United Nations Sustainable Development Goals.

### **Innovation**

The Canadian Grain Commission is committed to implementing the MyCGC portal; a client centric portal for online services. This work supports the Government of Canada's digital government enterprise approach to migrate applications to Cloud and Enterprise Data Centres.

MyCGC will improve Canadian Grain Commission online services and will enhance the client experience for services that are easily accessible through a single point of entry, increase internal efficiency and accuracy, and will increase transparency with real-time tracking of results of services. The portal will include the ability to submit reporting, update client information, secure communications, receive export documentation, and license renewal.

MyCGC is designed and implemented using an iterative approach to continuously deliver and improve the product. For example, in the fourth quarter of fiscal year 2022-23, the Canadian Grain Commission plans to pilot the functionalities of the first iteration of the Cloud-based MyCGC portal to a small beta tester group of licensees. This includes testing the functionality for clients to easily access and update information with the Canadian Grain Commission; and the ability to complete online reporting requirements and submit feedback. The Canadian Grain Commission will use client feedback to determine and prioritize business value for future functionality, enhancements, and to continuously improve the MyCGC portal. Through this project, the Canadian Grain Commission is committed to adapting to changing technology and industry needs while providing a client centric user experience.

In 2023-24, the Canadian Grain Commission will further enhance services available in the initial beta release and include additional licensing online services.

### **Key risks**

The key corporate risks that could affect achieving planned results under the core responsibility are:

- The capacity to respond to opportunities and evolving grain sector needs due to resource constraints; and
- The ability to attract and/or retain a skilled workforce

To mitigate program risk and ensure long-term success in delivering the departmental results, the Canadian Grain Commission will work to deliver on four key areas of focus and supporting initiatives described in Figure 1: The Canadian Grain Commission's 2022-23 and Beyond Strategic Plan. The Canadian Grain Commission will also look to 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**

The following table shows, for Grain Regulation, the planned results, the result indicators, the targets and the target dates for 2023–24, and the actual results for the three most recent fiscal years for which actual results are available.



Departmental result	Departmental result indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 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 <sup>2</sup>	TBD <sup>3</sup>	Not available <sup>4</sup>	Not available <sup>5</sup>	Not available <sup>6</sup>
	Value of Canadian grain exports	\$30.6 billion <sup>7</sup>	April 2025 <sup>8</sup>	20.9 billion <sup>9</sup>	25.3 billion <sup>10</sup>	22.3 billion <sup>11</sup>
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	100% <sup>12</sup>	100% <sup>13</sup>	83% <sup>14</sup>

The financial, human resources and performance information for the Canadian Grain Commission's program inventory is available on [GC InfoBase](#).<sup>ix</sup>

<sup>2</sup> A survey related to this indicator was planned during fiscal year 2021-22. Due to the *Canada Grain Act* Review, the timeline was adjusted to align with legislative review priorities and timing. The Canadian Grain Commission will establish a target for the 2023-24 reporting period.

<sup>3</sup> A target is not yet specified and date to achieve target is not set.

<sup>4</sup> This is a new indicator. Actual results are not available.

<sup>5</sup> Ibid.

<sup>6</sup> Ibid.

<sup>7</sup> 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.

<sup>8</sup> Aligns with Agriculture and Agri-Food Canada's \$75 billion agriculture export target by 2025 as outlined in Budget 2017.

<sup>9</sup> Data from Statistics Canada.

<sup>10</sup> Data from Agriculture and Agri-Food Canada.

<sup>11</sup> Ibid.

<sup>12</sup> 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."

<sup>13</sup> Ibid.

<sup>14</sup> The Canadian Grain Commission responded to two claim situations in 2021-22. Eligible farmers in these two situations received 100 and 80 percent compensation for unpaid deliveries of grains covered by the *Canada Grain Act*.

### Planned budgetary spending for Grain Regulation

The following table shows, for Grain Regulation, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
8,528,087	8,528,087	7,901,036	5,904,713

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

Financial, human resources and performance information for Canadian Grain Commission's program inventory is available on [GC InfoBase](#).<sup>x</sup>

### Planned human resources for Grain Regulation

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2023–24 and for each of the next two fiscal years.

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
334	334	334

Financial, human resources and performance information for Canadian Grain Commission's program inventory is available on [GC InfoBase](#).<sup>xi</sup>

## Internal services: planned results

### Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- ▶ 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

Internal Services support the Canadian Grain Commission's core responsibility by enabling organizational program delivery. Through the 2023-24 strategic planning process, the Canadian Grain Commission confirmed the following area of focus and supporting initiatives to address current and future needs and sustain a culture of collaborative innovation.

**Attract and retain employees in a competitive market:** The people who work at the Canadian Grain Commission are integral to the organization successfully fulfilling its mandate now and in the future. An objective identified in the Chief Commissioner's mandate letter that aligns with this area of focus is to promote an inclusive vision for the future of the grain sector that fosters opportunities for women, youth, Indigenous Peoples, and other underrepresented groups.

A key initiative to supporting this area of focus is the Canadian Grain Commission's commitment to investing in our people to foster an inclusive, adaptable, and engaged workforce. In 2023-24, the Canadian Grain Commission will implement and deliver on divisional People Plans to address learning, culture, and succession; evaluate and implement sustainable staffing models to ensure delivery of Canadian Grain Commission core functions; and ensure a workforce in alignment with the Clerk's "[Call to Action on anti-racism, diversity and inclusion](#)".<sup>xii</sup> Specifically, the Canadian Grain Commission will focus on strategic recruitment; succession planning with emphasis on maximizing internal talent; employee engagement and morale; and timely and streamlined classification. By fostering a representative and diverse workforce in barrier-free work environments, the Canadian Grain Commission will ensure an inclusive workforce while addressing the Canadian Grain Commission needs. The department's

Employment Equity, Diversity and Inclusion initiatives, and Accessibility Plan will guide this initiative in 2023-24 and beyond.

Enabling a flexible and connected work environment is an initiative that supports both the Canadian Grain Commission's efforts to modernize the workplace and the [Treasury Board of Canada Secretariat's directive to a common hybrid work model for the Federal Public Service](#)<sup>xiii</sup>. Through ongoing communication, support, and consultation with all levels of staff and the Treasury Board of Canada Secretariat, the Canadian Grain Commission will continue workplace modernization to promote innovation, productivity, and well-being. Further implementation of [GCworkplace standards](#)<sup>xiv</sup>, and a hybrid work model for certain roles in the department, represents a large shift in the department's internal operating environment that is anchored in flexibility, trust, and service excellence. To support this transition, the Canadian Grain Commission will continue to invest in physical space, and equip staff with secure, state-of-the-art digital tools and mobile work solutions.

### **Planning for Contracts Awarded to Indigenous Businesses**

In 2022-23, the Canadian Grain Commission developed plans to support the Government of Canada's commitment that a mandatory minimum target of five percent of the total value of contracts is awarded to Indigenous businesses annually. As a small department agency, the Canadian Grain Commission is not obligated to meet this target until 2024-25 (phase three). However, the Canadian Grain Commission will use a combination of voluntary and conditional set-asides for tender processes where there is a demonstrated capacity. The Canadian Grain Commission will monitor all procurements in order to track and report on any Indigenous business involvement in 2023-24 and beyond.

5% reporting field description	2021-22 actual % achieved	2022-23 forecasted % target	2023-24 planned % target
Total percentage of contracts with Indigenous businesses	N/A	Phase 1: 5% Phase 2: N/A	5%

### Planned budgetary spending for internal services

The following table shows, for internal services, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
295,356	295,356	295,356	295,356

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

### Planned human resources for internal services

The following table shows, in full-time equivalents, the human resources the department will need to carry out its internal services for 2023–24 and for each of the next two fiscal years.

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
151	151	151



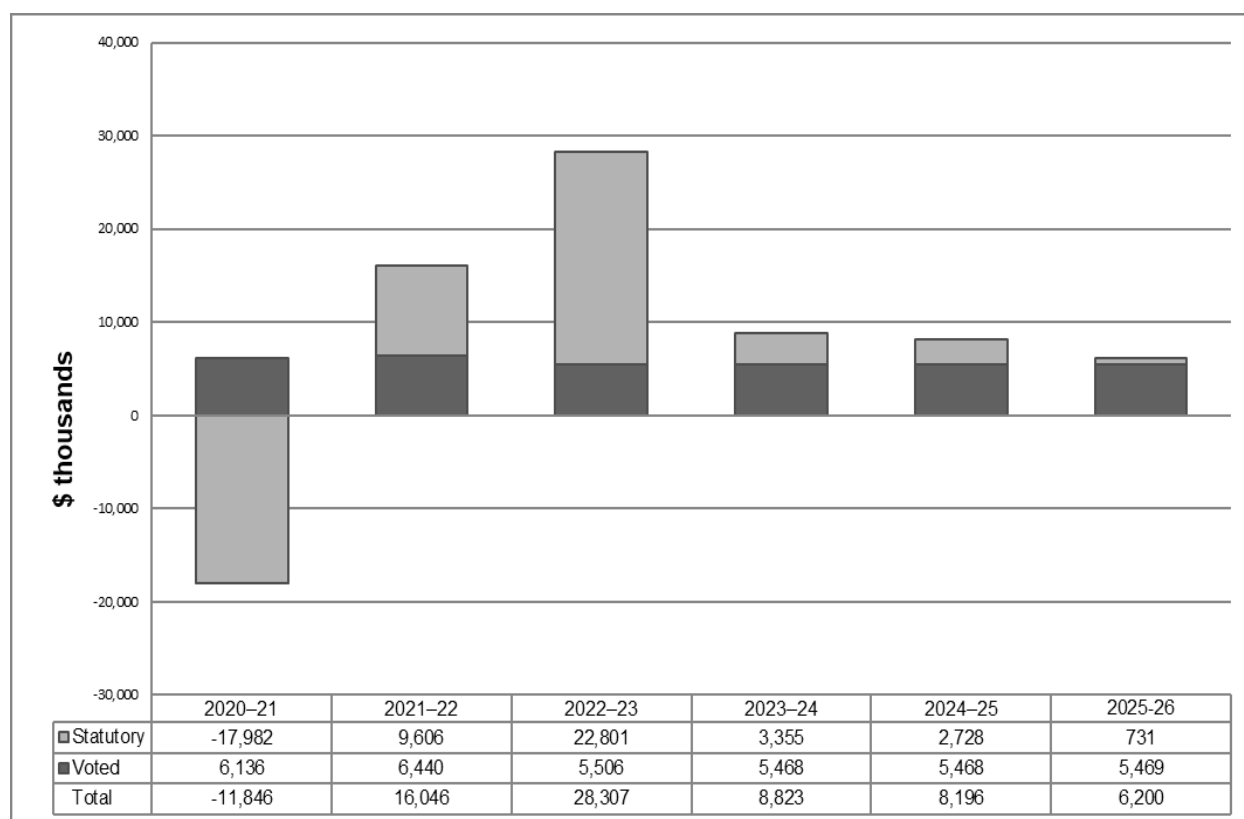
## Planned spending and human resources

This section provides an overview of the department's planned spending and human resources for the next three fiscal years and compares planned spending for 2023–24 with actual spending for the current year and the previous year.

### Planned spending

Departmental spending 2020–21 to 2025–26

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



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 leading to accumulated surpluses in years with higher-than-average grain volumes, or may be required to draw on its accumulated surplus funds in years with lower-than-average volumes.

In 2020-21, while costs remained relatively stable, unprecedented increases in grain production and export volumes resulted in increased revenue and continued accumulation of revolving fund surplus. The Canadian Grain Commission addressed this situation, and mitigated the risk of

further surplus growth, through updates to its annual grain volumes and revenue projections model; and the [August 1, 2021 fee amendments](#).<sup>xv</sup>

Drought conditions across most of the western Canadian grain production area in 2021 resulted in significantly decreased yields and reduced grain volumes at export position. The volumes inspected and weighed by the Canadian Grain Commission in the 2021-22 and 2022-23 fiscal years were lower than the recent adjusted forecast, meaning reduced revenues and the necessity to draw-down on surplus revenue from previous years.

The Canadian Grain Commission anticipates that a return to more typical grain volumes following the 2022 grain harvest will mitigate the amount of surplus to fund expense requirements. Spending in fiscal years 2023-24 and future years will continue to be higher than the service fee framework. This is primarily due to continued funding from the Investment Framework for modernization initiatives in alignment with the Canadian Grain Commission's strategic plan and *Canadian Grain Act* Review outcomes. Fee revenue of approximately \$65.63 million and \$6.20 million Voted and Statutory appropriations will fund spending in the 2023-24 fiscal year.



## Budgetary planning summary for the core responsibility and internal services (dollars)

The following table shows information on spending for the Canadian Grain Commission's core responsibility and for its internal services for 2023–24 and other relevant fiscal years.

Core responsibility and internal services	2020–21 actual expenditures	2021–22 actual expenditures	2022–23 forecast spending	2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
Grain Regulation	(33,438,499)	(6,136,887)	1,697,102	8,528,087	8,528,087	7,901,036	5,904,713
Internal services	21,592,592	22,183,002	26,609,718	295,356	295,356	295,356	295,356
<b>Total</b>	<b>(11,845,907)</b>	<b>16,046,115</b>	<b>28,306,820</b>	<b>8,823,443</b>	<b>8,823,443</b>	<b>8,196,392</b>	<b>6,200,069</b>

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

Please refer to the explanatory note under the Departmental Spending Graph 2020-21 to 2025-26 for further details of financial trends.

## 2023–24 budgetary gross and net planned spending summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2023–24.

Core responsibility and internal services	2023–24 gross planned spending	2023–24 planned revenues netted against spending	2023–24 planned net spending
Grain Regulation	47,877,399	(39,349,312)	8,528,087
Internal services	26,577,257	(26,281,901)	295,356
<b>Total</b>	<b>74,454,656</b>	<b>(65,631,213)</b>	<b>8,823,443</b>

Gross planned spending includes spendable revenues generated by service fees plus additional spending on the initiatives from the Investment Framework and prior years' accumulated surplus.

Planned revenues netted against spending are based on the fees as set out in Schedule I to the *Canada Grain Regulations*. This includes annual grain volume projections of 48.10 million metric tonnes.

In accordance with the *Service Fees Act*, the Canadian Grain Commission adjusts fees annually for inflation each year on April 1. The 2023-24 adjustment, based on the April All-Items Consumer Index for Canada, is 6.8%. Current fee amounts are located on the [Canadian Grain Commission website](#).<sup>xvi</sup>

Planned net spending includes funding anticipated through the Main Estimates for voted appropriations and Canadian Grain Commission accumulated surplus.

## Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for the Canadian Grain Commission's core responsibility and for its internal services for 2023–24 and the other relevant years.

### Human resources planning summary for core responsibility and internal services

Core responsibility and internal services	2020–21 actual full-time equivalents	2021–22 actual full-time equivalents	2022–23 forecast full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
Grain Regulation	306	319	321	334	334	334
Internal services	130	145	145	151	151	151
<b>Total</b>	<b>436</b>	<b>464</b>	<b>466</b>	<b>485</b>	<b>485</b>	<b>485</b>

The increase in full-time equivalents from 2020-21 to 2023-24 is due to additional resources required to support strategic initiatives such as grain inspection enhancements, Future of Work and reintegration, digital transformation, and the laboratory project.

## Estimates by vote

Information on the Canadian Grain Commission's organizational appropriations is available in the [2023–24 Main Estimates](#).<sup>xvii</sup>

## Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the Canadian Grain Commission's operations for 2022–23 to 2023–24.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts 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 with the requested authorities, are available on the Canadian Grain Commission's [website](#).

Future-oriented condensed statement of operations for the year ending  
March 31, 2024 (dollars)

Financial information	2022–23 forecast results	2023–24 planned results	Difference (2023–24 planned results minus 2022–23 forecast results)
Total expenses	73,908,333	73,155,942	(752,391)
Total revenues	44,880,279	65,631,213	20,750,934
Net cost of operations before government funding and transfers	29,028,054	7,524,729	(21,503,325)

The 2023-24 net cost of operations before government funding is projected to be \$7.52 million, a net difference of (\$21.50) million over the 2022-23 forecast.

**Total expenses**

2023-24 total expenses are planned to be \$73.16 million, consistent with 2022-23 forecasted expenditures.

**Total revenues**

Based on the Canadian Grain Commission’s annual grain forecasting model, 2023-24 total revenues are forecast to be \$65.63 million, an increase of \$20.75 million over the 2022-23 forecasted revenues. The Canadian Grain Commission forecasts increased revenues for 2023-24 in anticipation of a return to normal grain volumes.

## Corporate information

### Organizational profile

**Appropriate minister:** The Honourable Marie-Claude Bibeau

**Institutional head:** Doug Chorney, Chief Commissioner

**Ministerial portfolio:** Agriculture and Agri-Food

**Enabling instrument:** [Canada Grain Act](#)<sup>xviii</sup>

**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 the remaining through appropriation.

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

Information on the Canadian Grain Commission's raison d'être, mandate and role is available on the [Canadian Grain Commission's website](#).<sup>xix</sup>

Information on the Canadian Grain Commission's mandate letter commitments is available in the [Minister's mandate letter](#).<sup>xx</sup>

### Operating context

Information on the operating context is available on the [Canadian Grain Commission's website](#).<sup>xxi</sup>

## Reporting framework

The Canadian Grain Commission’s approved departmental results framework and program inventory for 2023–24 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 on [GC InfoBase](#).<sup>xxii</sup>

## Supplementary information table

The following supplementary information table is available on the Canadian Grain Commission’s website:

- ▶ [Gender-based analysis plus](#)<sup>xxiii</sup>

## Federal tax expenditures

The Canadian Grain Commission’s Departmental Plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).<sup>xxiv</sup> 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 plus.

## Organizational contact information

### **Mailing address**

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

**Telephone:** 204-984-0506

**TTY:** 1-866-317-4289

**Fax:** 204-983-2751

**Email:** [contact@grainscanada.gc.ca](mailto:contact@grainscanada.gc.ca)

**Website:** [Canadian Grain Commission](#)<sup>xxv</sup>





## 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 document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

### **departmental result (résultat ministériel)**

A change that a department seeks to influence. 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 performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

### **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 Plus) (analyse comparative entre les sexes plus [ACS Plus])**

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography, language, race, religion, and sexual orientation.

**government-wide priorities (priorités pangouvernementales)**

For the purpose of the 2023–24 Departmental Plan, government-wide priorities are the high-level themes outlining the Government’s agenda in the 2021 Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.

**high impact innovation (innovation à impact élevé)**

High impact innovation varies per organizational context. In some cases, it could mean trying something significantly new or different from the status quo. In other cases, it might mean making incremental improvements that relate to a high-spending area or addressing problems faced by a significant number of Canadians or public servants.

**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.

**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 a department and that focus on a specific set of outputs, outcomes or service levels.

**program inventory (répertoire des programmes)**

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned 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.

**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

- <sup>i</sup> Canadian Grain Commission; <https://grainscanada.gc.ca/>
- <sup>ii</sup> Mandate letter for the Canadian Grain Commission, <https://agriculture.canada.ca/en/about-our-department/partners-and-agencies-agriculture-and-agri-food-canada/mandate-letter-canadian-grain-commission>
- <sup>iii</sup> Canadian Grain Commission Forward Regulatory Plan: 2022 to 2024, <https://grainscanada.gc.ca/en/industry/acts-regulations/forward-regulatory-plan/forward-regulatory-plan-2022-2024.html>
- <sup>iv</sup> Canadian Grain Commission Science Strategy, <https://www.grainscanada.gc.ca/en/about-us/consultations/2022/science-strategy.html>
- <sup>v</sup> Laboratories Canada, <https://science.gc.ca/site/science/en/laboratories-canada>
- <sup>vi</sup> *Federal Sustainable Development Act*, <https://laws-lois.justice.gc.ca/eng/acts/F-8.6/index.html>
- <sup>vii</sup> *Policy on Green Procurement*, <https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32573>
- <sup>viii</sup> Canadian Grain Commission 2020 to 2023 Short-form Departmental Sustainable Development Strategy, <https://grainscanada.gc.ca/en/about-us/reports/planning-performance-reporting/departmental-plan/2022-2023/supplementary-information-tables.html>
- <sup>ix</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>x</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>xi</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>xii</sup> Privy Council Office, <https://www.canada.ca/en/privy-council/corporate/clerk/call-to-action-anti-racism-equity-inclusion-federal-public-service.html>
- <sup>xiii</sup> Government of Canada, <https://www.canada.ca/en/government/publicservice/staffing/common-hybrid-work-model-federal-public-service.html>
- <sup>xiv</sup> Public Services and Procurement Canada; <https://www.tpsgc-pwgsc.gc.ca/biens-property/mt-wp/mt-wp-eng.html>
- <sup>xv</sup> Canada Grain Regulations; <https://www.gazette.gc.ca/rp-pr/p2/2021/2021-07-07/html/sor-dors139-eng.html>
- <sup>xvi</sup> Canadian Grain Commission, <https://grainscanada.gc.ca/en/>
- <sup>xvii</sup> 2023–24 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- <sup>xviii</sup> Canada Grain Act, <https://laws-lois.justice.gc.ca/eng/acts/G-10/>
- <sup>xix</sup> Canadian Grain Commission, <https://www.grainscanada.gc.ca/en/about-us/org/>
- <sup>xx</sup> Minister of Agriculture and Agri-Food Mandate Letter, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-agriculture-and-agri-food-mandate-letter>
- <sup>xxi</sup> Canadian Grain Commission Operating Context, <https://www.grainscanada.gc.ca/en/about-us/reports/planning-performance-reporting/departmental-plan/2023-2024/operating-context.html>
- <sup>xxii</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>xxiii</sup> Canadian Grain Commission Gender-Based Analysis Plus, <https://www.grainscanada.gc.ca/en/about-us/reports/planning-performance-reporting/departmental-plan/2023-2024/supplementary-information-tables.html>
- <sup>xxiv</sup> Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>
- <sup>xxv</sup> Canadian Grain Commission, <https://www.grainscanada.gc.ca/>