

# Canadian Grain Commission

2024–25

Departmental Plan

*Lawrence M. MacAulay*

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The Honourable Lawrence MacAulay  
Privy Councillor, Member of Parliament  
Minister of Agriculture and Agri-Food



Canadian Grain  
Commission

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Canada

2024-25 Departmental Plan

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This document is available on the [Canadian Grain Commission website](https://grainscanada.gc.ca/).<sup>i</sup>

This document is available in alternative formats upon request.

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<sup>i</sup> Canadian Grain Commission; <https://grainscanada.gc.ca/>

# Canadian Grain Commission's 2024-25 Departmental plan at a glance

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A departmental plan describes a department's priorities, plans and associated costs for the upcoming three fiscal years.

- [Vision, mission, raison d'être and operating context](#)
- [Minister's mandate letter](#)

[Read the full departmental plan](#)

Print this page

## Key priorities

- Modernize the Canadian Grain Commission's regulatory framework, programs and services;
- Position the Canadian Grain Commission as a global leader in grain science;
- Strengthen the Canadian Grain Commission's stakeholder relationships, with a focus on Canadian producers;
- Attract and retain employees in a competitive market

## Refocusing Government Spending

In Budget 2023, the government committed to reducing spending by \$14.1 billion over the next five years, starting in 2023–24, and by \$4.1 billion annually after that.

While not required to make spending reductions as part of this effort, the Canadian Grain Commission is taking steps in the spirit of this commitment by doing the following:

- Reduce discretionary travel costs by 15 percent as compared to the Canadian Grain Commission's 2018-19 travel costs;
- Reduce the Canadian Grain Commission's office space to reflect the evolving hybrid work environment

The figures in this departmental plan reflect these reductions.

# Highlights

A Departmental Results Framework consists of an organization's core responsibilities, the results it plans to achieve, and the performance indicators that measure progress toward these results.

## Grain Regulation

### Departmental results:

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

**Planned spending:** \$11,874,804 (Planned spending is net of spendable revenues. For planning, revenue forecasts are allocated to both Grain Regulation and Internal Services as required.)

**Planned human resources:** 339 full-time equivalents

The Canadian Grain Commission's sole core responsibility is Grain Regulation. Every activity that the Canadian Grain Commission undertakes is ultimately in support of carrying out that core responsibility. To that end, the Canadian Grain Commission has a number of planning highlights for 2024-25:

- Modernize regulations to improve the clarity, efficacy and efficiency;
- Implement the organization's Science Strategy to guide science-based investments and to ensure the strategic alignment of all science-based projects;
- Expand grain quality and safety monitoring to support market access;
- Review fees and service standards to ensure these reflect expected sector demand and align with the cost of service provision;
- Continue to work in close collaboration with grain sector stakeholders, agriculture portfolio partners, and counterparts abroad

For more information on the Canadian Grain Commission's plans, see the "[Plans to deliver](#)" section of this plan.

# Canadian Grain Commission 2024-25 Departmental plan

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### **[Alternate format](#)**

[Canadian Grain Commission 2024-25 Departmental plan \(PDF, 989 KB\)](#)

## From the Minister



**The Honourable Lawrence MacAulay**  
**Privy Councillor, Member of Parliament**

I am pleased to present the Canadian Grain Commission's Departmental Plan for 2024-25. This plan details the Canadian Grain Commission's key areas of focus, planned results, and resource requirements for the next three years.

As indicated in their Mandate, the Canadian Grain Commission will continue working on behalf of our producers to ensure that we maintain our reputation as a dependable supplier of the best quality grain in the world. With the uncertainty we face and the challenges we see around the globe, reliable, high-quality Canadian grain is more important than ever. We are all committed to supporting Canadian grain growers and the sector so we can continue to meet this need and ensure that rural communities across the country prosper for generations to come. As Minister of Agriculture and Agri-Food, it's an honour to serve Canada's hardworking grain producers and the entire value chain.

For its part, the Canadian Grain Commission is building upon the investments the Government of Canada has made, like the nearly \$4.4 million for the federal AgriMarketing program announced in 2022, as it seeks to support broader government initiatives to bolster Canada's international market access. The Canadian Grain Commission is continuing its work to expand data accessibility and support Canadian exports through enhanced testing and monitoring capabilities. Additionally, in support of an innovative and science-based sector, the CGC is moving forward with a new [Science Strategy](#).

I invite you to read the Canadian Grain Commission's Departmental Plan for 2024-25 to find out more about these and other plans to go above and beyond for Canadians.

## From the Chief Commissioner



**Doug Chorney**  
Chief Commissioner

As Chief Commissioner, I am proud of the Canadian Grain Commission's work in delivering clear results for the Canadian grain sector. Our 2024-25 Departmental Plan outlines the Canadian Grain Commission's priorities for the coming year that will benefit Canada's grain farmers, grain sector and all Canadians.

The Canadian Grain Commission establishes and maintains standards of quality for Canadian grain, relied upon the world over, to ensure its dependability. Canada's grain continues to meet modern global demand for product quality, safety and availability to strengthen global food security. Our programs, services and stakeholder partnerships support a world-class quality and quantity assurance system that is second to none.

The Canadian Grain Commission strives to be a reliable partner in the Canadian grain sector, one that is helping not only to fuel our economy but to feed the world. Whether it be farmers seeking fair treatment selling their grain at home or industry seeking fair market access selling abroad, the Canadian Grain Commission continues to provide support. We are currently developing a strategy to enhance the Canadian Grain Commission's in-country presence strengthening protections for Canadian producers. The Canadian Grain Commission is also revitalizing its suite of digital service offerings, developing MyCGC and updating the Approved Cargo Statement Catalogue, to better serve industry and exporters of Canadian grain.

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. Canada's grain sector has a bright future and we will continue to support its growth in 2024-25 and beyond.

# Plans to deliver on core responsibility and internal services

## Core responsibility and internal services

- [Grain Regulation](#)
- [Internal services](#)

## Grain Regulation

- In this section

### *Description*

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

### *Quality of life impacts*

This core responsibility contributes to the “Prosperity” domain of the Quality of Life Framework for Canada, specifically the indicators “Investment in in-house research and development”, through the establishment and maintenance of science-based standards of quality for Canadian Grain; and “Protection from income shocks” through the regulation of grain handling in Canada. It also contributes to the “Good Governance” domain, particularly the “Confidence in institutions” and “Canada’s place in the world”, through the regulation of grain handling and the establishment of science-based standards for Canadian grain.

### *Results and targets*

The following tables show, for each departmental result related to Grain Regulation, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in 2024–25.



*Table 1: Indicators, results and targets for departmental result*

<b>“domestic and international markets regard Canadian grain as dependable and safe”.</b>					
<b>Indicator</b>	<b>[2020-2021] result</b>	<b>[2021-2022] result</b>	<b>[2022-2023] result</b>	<b>Target</b>	<b>Date to achieve</b>
<b>Percentage of stakeholders who regard Canadian grain as dependable and safe</b>	Not available <sup>1</sup>	Not available <sup>2</sup>	Not available <sup>3</sup>	TBD <sup>4</sup>	TBD <sup>5</sup>
<b>Value of Canadian grain exports</b>	\$25.3 billion <sup>6</sup>	\$22.3 billion <sup>7</sup>	\$36.2 billion <sup>8</sup>	\$30.6 billion <sup>9</sup>	April 2025 <sup>10</sup>

<sup>1</sup> A survey related to this indicator was planned during fiscal year 2020-21. Due to the Canada Grain Act Review, the timeline was adjusted to align with legislative review priorities and timing. The Canadian Grain Commission will reconsider this indicator in the 2025-26 fiscal year.

<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 reconsider this indicator in the 2025-26 fiscal year.

<sup>3</sup> A survey related to this indicator was planned during fiscal year 2022-23. Due to the Canada Grain Act Review, the timeline was adjusted to align with legislative review priorities and timing. The Canadian Grain Commission will reconsider this indicator in the 2025-26 fiscal year.

<sup>4</sup> A target is not yet specified and a date to achieve target is not set. Due to the Canada Grain Act Review, the timeline was adjusted to align with legislative review priorities and timing. The Canadian Grain Commission will reconsider this target and indicator in the 2025-26 fiscal year.

<sup>5</sup> Ibid.

<sup>6</sup> Data taken from Agriculture and Agri-Food Canada.

<sup>7</sup> Ibid.

<sup>8</sup> Ibid.

<sup>9</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>10</sup> Aligns with Agriculture and Agri-Food Canada’s \$75 billion agriculture export target by 2025 as outlined in Budget 2017.

Table 2: Indicators, results and targets for departmental result

<b>“farmers are fairly compensated for their grain”.</b>					
<b>Indicator</b>	<b>[2020-2021] result</b>	<b>[2021-2022] result</b>	<b>[2022-2023] result</b>	<b>Target</b>	<b>Date to achieve</b>
<b>Percentage of sales where farmers are compensated for their grain</b>	100%	100%	100%	100%	April 2021
<b>Percentage of outstanding liabilities paid to farmers in the event of a default by a Canadian Grain Commission-licensed grain company</b>	100% <sup>11</sup>	100% <sup>12</sup>	100% <sup>13</sup>	100%	April 2021

The financial, human resources and performance information for the Canada Grain Commission's program inventory is available on [GC InfoBase](#).

### *Plans to achieve results*

The Canadian Grain Commission’s impact on the Canadian grain sector is significant as its operations are integral to supporting Canada’s international reputation for producing dependable and high quality grain. Below is a summary of the Canadian Grain Commission’s 2024-25 plans to achieve the departmental results identified in support of its core responsibility.

## **Result 1: 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 driving the economy. To achieve this departmental result, the Canadian Grain Commission is working 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.

<sup>11</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>12</sup> Supra note 11.

<sup>13</sup> Supra note 11.

The Canadian Grain Commission is developing a suite of integrated program delivery systems to provide seamless, digital service to Canadian Grain Commission clients. This includes further development of the 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. The organization is planning the next phases of MyCGC Portal development focused on expanded licensing functionality and export document issuance. Additionally, work continues on the Canadian Grain Commission's Data Strategy that will improve data access and provide better tools for data users. The Canadian Grain Commission will implement an approach for improving public access to its unique and substantial grain supply chain statistics, including enhancing the accessibility of its online tools.

The Canadian Grain Commission produces and maintains an Approved Cargo Statement Catalogue, which is an extensive set of Canadian Grain Commission generated certificates, letters and assurances that are available to Canadian grain exporters for use in their export sales. Beginning in 2022, the Canadian Grain Commission engaged with clients and national commodity associations to update the catalogue establishing changes that will come into effect in 2024. Going forward, the Canadian Grain Commission plans to annually engage with clients to collaboratively assess and ensure that the catalogue remains current.

The Canadian Grain Commission is developing a proposal to improve the consistency and transparency of its Official Grain Grading Guide and Schedule 3 (Grades of Grain) to the Canada Grain Regulations as part of the organization's commitment to modernizing the Canadian grain grading system.

The Canadian Grain Commission has also initiated a comprehensive review of its fees and service standards to ensure they reflect expected sector demand and remain aligned with the cost of service provision into the future. This includes a review of the grain volumes forecast model, service standards, costing, pricing, and updates to the performance information profiles.

**Position the Canadian Grain Commission as a global leader in grain science:** The Canadian Grain Commission is a world class, science-based grain quality assurance provider. While Canada's grain sector is dynamic, the Canadian Grain Commission continues to seek out opportunities to strengthen its position as a global leader in grain science.

Work will continue on developing an implementation plan for the Canadian Grain Commission's Science Strategy to ensure that the organization remains a leader in grain research. The Science Strategy will be used to guide the Canadian Grain Commission's investments in science and ensure that all new, science-based projects are strategically aligned. For example, the Canadian Grain Commission is developing a departmental intellectual property (IP) policy and framework to outline requirements and processes related to the management of IP from conception to deployment. The IP policy and framework are intended to guide the Canadian Grain Commission's responses to new and emerging technologies, such as the responsible use of artificial intelligence (AI) based scientific instruments for the purpose of grading grain.

Canadian Grain Commission scientific and inspection experts routinely provide data to Agriculture and Agri-Food Canada, the Canadian Food Inspection Agency, and Global Affairs Canada to support Canadian actions bilaterally or in multilateral market access situations. The Canadian Grain Commission plans to enhance its 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 also identified as an objective in the Canadian Grain Commission's Science Strategy.

## **Result 2: Farmers are fairly compensated for their grain**

The Canadian Grain Commission has developed an in-country strategy to support grain producers at the point of sale (in-country) and to ensure fair compensation for their deliveries. This strategy responds to producer feedback on the challenges with quality determination at primary elevators such as variability in sampling, grading procedures, other quality assessments and the issuance of timely documentation. As part of this strategy, the CGC has developed, and will be publishing, procedural standards for assessing moisture and protein content in grain for industry use.

In addition, the Canadian Grain Commission is implementing a follow-up process for Final Quality Determination (FQD) whereby Canadian Grain Commission staff will contact producers who requested FQD on a grain delivery to better understand the issues leading up to, or following, the FQD process. The Canadian Grain Commission will then determine if subsequent follow-up is required with the relevant licensee.

### *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 unpredictable revenue generation;
- The ability to attract and/or retain a skilled workforce

To mitigate program risk and ensure long-term success in delivering departmental results, the Canadian Grain Commission will work to deliver on its four [key priorities](#) to ensure domestic and international markets regard Canadian grain as dependable and safe and that Canadian farmers are fairly compensated for their grain.

### *Snapshot of planned resources in 2024–25*

- **Planned spending:** \$11,874,804
- **Planned full-time resources:** 339

### *Related government priorities*

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

The Canadian Grain Commission will continue to pursue Sustainable Development Goal (SDG) 10, advancing reconciliation with indigenous peoples and taking on inequality, by using a combination of voluntary and conditional set-asides for tender processes where there is a demonstrated capacity. The Canadian Grain Commission will also continue to ensure that new Procurement, Contracting and Materiel Management staff complete the “Indigenous Considerations in Procurement” course offered by the Canada School of Public Service (CSPS).

Additionally, the Canadian Grain Commission will advance SDG 12, reducing waste and transitioning to zero-emission vehicles, by changing how it manages the waste it produces. For example, the Canadian Grain Commission plans to:

- trial a non-hazardous gloves recycling pilot program to reduce the number of disposable gloves used;
- repurpose grain samples for lab testing, animal feed and compost instead of disposing samples after one use;
- replace its conventional vehicles, where possible, with hybrid or zero emission vehicles to reduce emissions;
- require that all Procurement, Contracting and Materiel Management staff, as well as acquisition card holders, complete the CSPA “Green Procurement” course or equivalent to improve employee awareness;
- pilot the use of green chemistry methods to reduce hazardous solvent waste; and
- reduce the waste of surplus equipment, furniture, and material by selling it through GCSurplus.

The Canadian Grain Commission will also support SDG 13, taking action on climate change and its impacts, including:

- reducing physical office space and using energy efficient office equipment to reduce electricity consumption;
- shifting work processes from paper to digital to reduce printing and paper waste; and
- better using cloud based computing to build reliable, climate-resilient operations.

More information on the Canadian Grain Commission’s contributions to Canada’s Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [Departmental Sustainable Development Strategy](#).

### *Program inventory*

Grain Regulation is supported by the following programs:

- Grain Quality
- Grain Research
- Safeguards for Grain Farmers

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

### *Summary of changes to reporting framework since last year*

- There were no changes to the reporting framework for Grain Regulation.

## **Internal services**

- In this section

## *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

## *Plans to achieve results*

Internal Services support the Canadian Grain Commission's core responsibility by enabling organizational program delivery. Through the 2024-25 strategic planning process, the Canadian Grain Commission confirmed the following key priorities and corresponding Internal Services initiatives in support of the Chief Commissioner's mandate letter.

### **To reinforce the Canadian Grain Commission's position as a global leader in grain science.**

This key priority 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.

The Canadian Grain Commission is implementing a 5-year Grain Research Laboratory (GRL) investment plan to address infrastructure deficiencies and improve efficiency in the GRL with expenditures of up to \$5 million. Work related to increasing the amount of laboratory space has started and is expected to be completed in the fall of 2024. Other projects include addressing deficiencies in HVAC and dust handling, and providing backup electrical power to equipment. These projects are targeted for completion by June 2025. Additionally, the Canadian Grain Commission continues to move forward with its broader Laboratory Headquarters Project to address ongoing GRL facility requirements and provide long-term state-of-the-art laboratory infrastructure. The Canadian Grain Commission is engaged with the Treasury Board Secretariat to ensure appropriate governance and policies are followed to secure funding for the project.

Finally, the Canadian Grain Commission continues to explore options for developing a Laboratory Information Management System (LIMS) including sources of funding.

## **Strengthening Canadian Grain Commission relationships with stakeholders and understanding their needs.**

This key priority is aligned with all of the objectives set out in the Chief Commissioner's mandate letter.

The Canadian Grain Commission plans to continue capitalizing on opportunities to connect with grain producers and grain industry stakeholders at in-person tradeshows, grain sector events and through its regular engagement schedule. The Canadian Grain Commission plans to hold a combination of in-person and virtual stakeholder meetings in early 2024 to provide an update on Canadian Grain Commission priorities. In addition, Canadian Grain Commission personnel will be travelling overseas and participating on various international trade missions in 2024-25.

The Canadian Grain Commission's priorities for stakeholder engagement include consulting on potential regulatory changes as well as continuing to collaborate with the [Grain Standards Committees](#) on a variety of issues related to grain quality assurance.

## **Attract and retain employees in a competitive environment.**

This is a key priority for the Canadian Grain Commission and aligns with the objective to promote an inclusive vision for the future of the grain sector that fosters opportunities for women, youth, Indigenous Peoples, and other underrepresented groups outlined in the Chief Commissioner's mandate letter.

The Canadian Grain Commission is integrating anti-racism, equity, diversity and inclusion principles into its recruitment and promotion practices. As a small department, the Canadian Grain Commission is taking advantage of other government-wide programs and initiatives such as the MOSAIC Leadership Development Program, aiming to develop and equip equity-seeking employees for future EX or EX-equivalent leadership positions. The Canadian Grain Commission developed its 2023-2025 Accessibility Plan to identify, remove and prevent barriers to accessibility. Related Activities, described in the Accessibility Plan, are currently being rolled out and the Canadian Grain Commission will be reporting on its progress over the next two years.

The Canadian Grain Commission is also participating in the Indigenous Career Navigator Program; an interdepartmental program initiated following the [Clerk's Call to Action](#) and in response to the [Many Voices, One Mind: A Pathway to Reconciliation Action Plan](#). The program provides advice and guidance to Indigenous employees on their career path. Additionally, in support of the Call to Action, the Canadian Grain Commission added a common work objective for all employees to foster a culture of accessibility and inclusiveness.

### *Snapshot of planned resources in 2024-25*

- **Planned spending:** \$295,356
- **Planned full-time resources:** 146

## Related government priorities

### Planning for contracts awarded to Indigenous businesses

In pursuit of its sustainable development goals, as mentioned above, the Canadian Grain Commission plans to continue awarding 5 percent of the total annual value of its contracts to Indigenous businesses by using a combination of voluntary and conditional set-asides for tender processes where there is a demonstrated capacity.

5% reporting field	2022-23 actual result	2023-24 forecasted result	2024-25 planned result
<b>Total percentage of contracts with Indigenous businesses</b>	5%	5%	5%

## Planned spending and human resources

This section provides an overview of the Canadian Grain Commission's planned spending and human resources for the next three fiscal years and compares planned spending for 2024–25 with actual spending from previous years.

- In this section

### Spending

*Table 3: Actual spending summary for core responsibility and internal services (\$ dollars)*

The following table shows information on spending for each of the Canadian Grain Commission's core responsibility and for its internal services for the previous three fiscal years. Amounts for the current fiscal year are forecasted based on spending to date.

Core responsibility and internal services	[2021–2022] actual expenditures	[2022–2023] actual expenditures	[2023-2024] forecast spending
Grain Regulation	(6,136,887)	750,274	(2,761,001)
<b>Subtotal</b>	<b>(6,136,887)</b>	<b>750,274</b>	<b>(2,761,001)</b>



<b>Core responsibility and internal services</b>	<b>[2021–2022] actual expenditures</b>	<b>[2022–2023] actual expenditures</b>	<b>[2023-2024] forecast spending</b>
<b>Internal services</b>	22,183,002	22,337,460	26,259,426
<b>Total</b>	<b>16,046,115</b>	<b>23,087,734</b>	<b>23,498,425</b>

Explanation of table 3

*Table 4: Budgetary planning summary for core responsibility and internal services (dollars)*

The following table shows information on spending for each of the Canadian Grain Commission’s core responsibility and for its internal services for the upcoming three fiscal years.

<b>Core responsibility and internal services</b>	<b>[2024-25] budgetary spending (as indicated in Main Estimates)</b>	<b>[2024-25] planned spending</b>	<b>[2025-26] planned spending</b>	<b>[2026-27] planned spending</b>
<b>Grain Regulation</b>	11,874,804	11,874,804	6,373,913	6,394,989
<b>Subtotal</b>	<b>11,874,804</b>	<b>11,874,804</b>	<b>6,373,913</b>	<b>6,394,989</b>
<b>Internal services</b>	295,356	295,356	295,356	295,356
<b>Total</b>	<b>12,170,160</b>	<b>12,170,160</b>	<b>6,669,269</b>	<b>6,690,345</b>

Refer to the explanatory note under the “[Departmental Spending Graph 2021-22 to 2026-27](#)” for further details of financial trends.

*Table 5: 2024–25 budgetary gross and net planned spending summary (dollars)*

The following table reconciles gross planned spending with net planned spending for 2024–25.

Core responsibility and internal services	[2024-25] gross planned spending (dollars)	[2024-25] planned revenues netted against spending (dollars)	[2024-25] planned net spending (dollars)
Grain Regulation	53,640,408	(41,765,604)	11,874,804
<b>Subtotal</b>	<b>53,640,408</b>	<b>(41,765,604)</b>	<b>11,874,804</b>
Internal services	27,048,739	(26,753,383)	295,356
<b>Total</b>	<b>80,689,147</b>	<b>(68,518,987)</b>	<b>12,170,160</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 by the percentage change over 12 months in the April All-Items Consumer Index for Canada. Current fee amounts are located on the [Canadian Grain Commission's website](#).

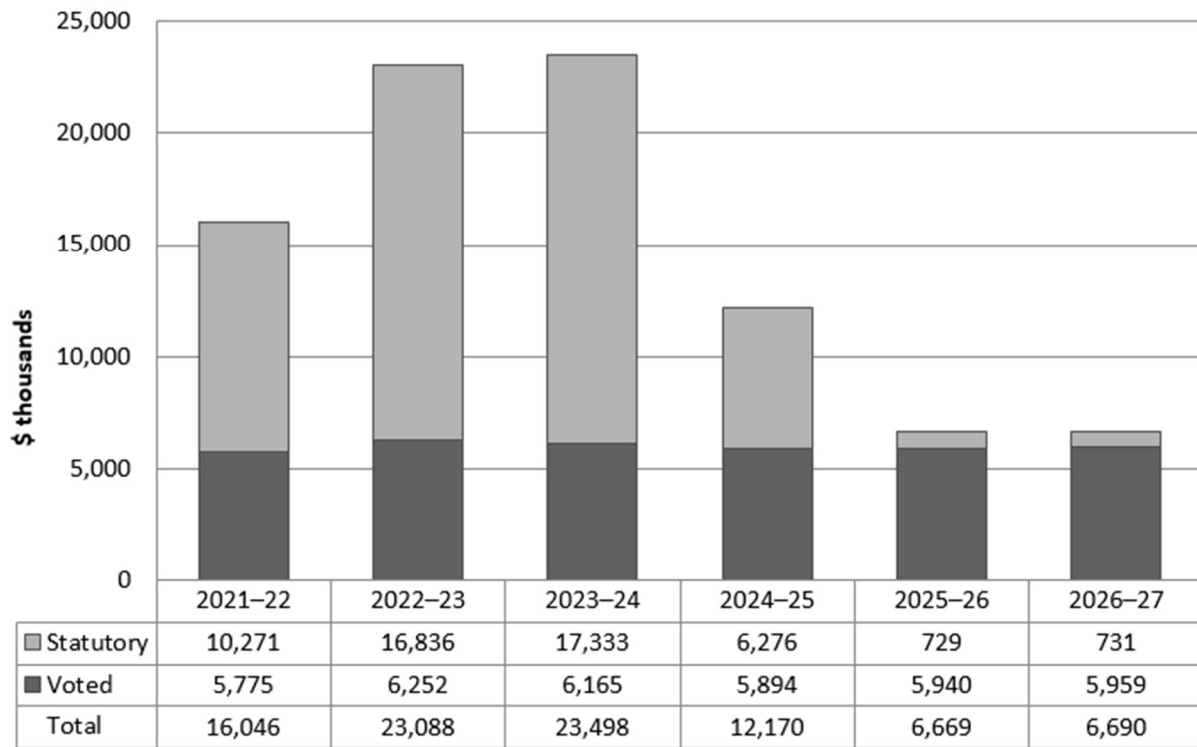
Planned net spending includes funding anticipated through the Main Estimates for voted appropriations and Canadian Grain Commission accumulated surplus.

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

## Funding

Figure 1: Departmental spending 2021–22 to 2026–27

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



Departmental Spending Trend, text version

	2021-21	2022-23	2023-24	2024-25	2025-26	2026-27
Statutory	10,271	16,836	17,333	6,276	729	731
Voted	5,775	6,252	6,165	5,894	5,940	5,959
Total	16,046	23,088	23,498	12,170	6,669	6,690

Explanation of figure 1

The Canadian Grain Commission's revenue is mainly based on grain volumes handled which can fluctuate from year-to-year due to external factors. Significant variances can arise between projected and actual revenues since grain handling volumes are estimated based on historical averages while operational costs are relatively fixed. The Canadian Grain Commission accumulates surplus funds (shown as unused authority carried forward in Public Accounts) in years with higher-than-average grain

volumes and draws down on accumulated surplus funds in years with lower-than-average grain volumes.

From fiscal year 2013-14 through 2020-21, the Canadian Grain Commission accumulated surpluses due to increases in grain production and exports. The surplus balance as at March 31, 2021 was \$155.98 million. The Canadian Grain Commission updated its model for grain volume forecasting and effective August 1, 2021, official inspection and weighing fees were reduced by 29 percent and realigned with an average grain volume forecast of 48.1 million metric tonnes.

Drought conditions across western Canada significantly decreased grain production yields in 2021, affecting grain exports that year and into 2022. As such, the Canadian Grain Commission used its revolving fund position to draw down on accumulated surplus and cover the revenue shortfalls which decreased the surplus balance to \$130.29 million as at March 31, 2023. A deficit is anticipated for fiscal 2023-24 which will further draw the balance down.

Fee revenue of approximately \$68.52 million and \$6.62 million Voted and Statutory appropriations will fund spending in the 2024-25 fiscal year. Spending continues to be higher than the service fee framework primarily due to funding for modernization initiatives in alignment with the Canadian Grain Commission's strategic plan and *Canadian Grain Act* Review outcomes.

Planned spending for 2025-26 and forward reflects expected appropriation and fee revenue based on the current fee structure. The Canadian Grain Commission is currently reviewing its revenues, costs and grain volumes forecasting model and plans to amend fees, if necessary, as part of a comprehensive fees update. Investment Framework spending for 2025-26 and beyond will be re-visited and confirmed pending outcome of the *Canada Grain Act* Review.

### *Estimates by vote*

Information on the Canadian Grain Commission's organizational appropriations is available in the [2024-25 Main Estimates](#).

## **Future-oriented condensed statement of operations**

The future-oriented condensed statement of operations provides an overview of the Canadian Grain Commission's operations for 2023-24 to 2024-25.

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 at the [Canadian Grain Commission's website](#).

*Table 6: Future-oriented condensed statement of operations for the year ending March 31, 2025 (dollars)*

<b>Financial information</b>	<b>[2023-24] forecast results</b>	<b>[2024-25] planned results</b>	<b>Difference ([2024-25] planned results minus [2023-24] forecast results)</b>
<b>Total expenses</b>	75,211,905	78,522,695	3,310,790
<b>Total revenues</b>	51,601,092	68,518,987	16,917,895
<b>Net cost of operations before government funding and transfers</b>	23,610,813	10,003,708	(13,607,105)

The 2024-25 net cost of operations before government funding is projected to be \$10.00 million, a net difference of (\$13.61) million over the 2023-24 forecast.

### **Total expenses**

2024-25 total expenses are planned to be \$78.52 million, \$3.31 million higher than 2023-24 forecasted expenditures. This increase is primarily due to increasing salary costs from collective bargaining and continued investment in modernization initiatives funded from the Investment Framework.

### **Total revenues**

Based on the Canadian Grain Commission's annual grain forecasting model, 2024-25 total revenues are forecast to be \$68.52 million, an increase of \$16.92 million over the 2023-24 forecasted revenues.

### **Human resources**

*Table 7: Actual human resources for core responsibility and internal services*

The following table shows a summary of human resources, in full-time equivalents (FTEs), for the Canada Grain Regulation's core responsibility and for its internal services for the previous three fiscal years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibility and internal services	[2021-22] actual FTEs	[2022-23] actual FTEs	[2023-24] forecasted FTEs
Grain Regulation	319	325	328
<b>Subtotal</b>	<b>319</b>	<b>325</b>	<b>328</b>
Internal services	145	148	142
<b>Total</b>	<b>464</b>	<b>473</b>	<b>470</b>

The increase in full-time equivalents from 2021-22 to 2023-24 is due to additional resources required to support strategic initiatives such as digital transformation and the laboratory project, and to strengthen grain inspection capacity.

*Table 8: Human resources planning summary for core responsibility and internal services*

The following table shows information on human resources, in full-time equivalents (FTEs), for each of the Canadian Grain Commission's core responsibility and for its internal services planned for 2024–25 and future years.

Core responsibility and internal services	[2024-25] planned FTEs	[2025-26] planned FTEs	[2026-27] planned FTEs
Grain Regulation	339	339	339
<b>Subtotal</b>	<b>339</b>	<b>339</b>	<b>339</b>
Internal services	146	146	146
<b>Total</b>	<b>485</b>	<b>485</b>	<b>485</b>

The increase in full-time equivalents from 2021-22 to 2026-27 is due to additional resources required to support strategic initiatives such as strengthening grain inspection capacity.

## Corporate information

Organizational profile

### **Appropriate minister(s):**

The Honorable Lawrence MacAulay

### **Institutional head:**

Doug Chorney, Chief Commissioner

### **Ministerial portfolio:**

Agriculture and Agri-Food

### **Enabling instrument(s):**

Canada Grain Act

### **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.

Organizational contact information

### **Mailing address:**

Canadian Grain Commission  
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(s):**

[www.grainscanada.gc.ca](http://www.grainscanada.gc.ca)

## Supplementary information tables

The following supplementary information tables are available on [Canadian Grain Commission's website](#):

- [Gender-based analysis plus](#)

Information on the Canadian Grain Commission's departmental sustainable development strategy can be found on the [Canadian Grain Commission's website](#).

## 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](#).

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.

## Definitions

List of terms



**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.

**fulltime equivalent (équivalent temps plein)**

A measure of the extent to which an employee represents a full person year charge against a departmental budget. Fulltime 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 2024–25 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.

**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.

**Indigenous business**

As defined on the [Indigenous Services Canada website](#) in accordance with the Government of Canada’s commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses annually.

**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.