

Canadian Grain Commission

2022–23

Departmental Plan

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

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From the Minister

It is my pleasure to present the Canadian Grain Commission’s 2022-23 Departmental Plan to Parliament and Canadians. The plan lays out the Canadian Grain Commission’s key areas of focus, planned results, and associated resource requirements for the next three years.

Canada’s hardworking farming families are the backbone of our economy and rural communities, and I am dedicated to help grow their businesses and support all participants across the grain value chain. Grain farmers in Canada have benefited from our Government’s aggressive diversification of our trade markets, with a target of growing agri-food exports to \$75 billion by 2025. Trade deals with our largest trading partners, in North America, Europe, and the Pacific, provide grain farmers with preferential access to two thirds of the global market. Thanks to the hard work of many, Canadian grain exports increased in value by almost 25 percent since 2016. In the upcoming year, we will continue to uphold our robust grain quality system and rules-based trade, while promoting the top quality of our goods.

The Government of Canada is committed to the long-term sustainability of the agriculture sector, and building its resilience to extreme weather events. This includes investing in new programming, including the Agricultural Climate Solutions and Agricultural Clean Technology programs, to help farmers and agri-food businesses implement sustainable practices and technologies that help mitigate climate change. In response to this year’s historic drought, the Government of Canada and multiple provincial governments came together to make available up to \$825 million in cost-shared AgriRecovery disaster relief funding. I commend the Canadian Grain Commission’s efforts in continuing to support grain farmers in the face of this adversity through its programs. The Canadian Grain Commission is a key contributor to Canadian market access efforts through its grain quality research and testing, and provides vital protections for farmers owed money by grain companies experiencing financial difficulties.



As Canada’s Minister of Agriculture and Agri-Food, I am committed to working with the Canadian Grain Commission to modernize the Canada Grain Act and help ensure Canada’s grain sector remains a powerhouse of our economy for many generations to come. Together, we will continue to deliver the clear and tangible results that Canadians deserve.

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

From the Chief Commissioner

As Chief Commissioner, I take great pride in the work done by the Canadian Grain Commission to benefit Canadian grain farmers, the grain sector, and all Canadians. Our goal is to deliver clear results for a dynamic and competitive grain sector, and this is the guiding focus of our 2022-23 Departmental Plan.

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

The Canadian grain sector is as dynamic as ever and has continued to grow throughout the COVID-19 pandemic, approaching record grain export levels. However, this year, Canadian grain farmers have been hit hard by extreme weather, including the drought across western Canada and northern Ontario, which resulted in reduced grain production and export levels. The Canadian Grain Commission's programs were more important than ever in this difficult time. We supported grain farmers who were facing non-payment risk and seeking fair transactions at delivery, and ensured market access through our grain quality research and testing.

In the fiscal year 2022-23 and forward, we will be dedicated to modernizing the Canadian Grain Commission's regulatory framework by working with portfolio partners to respond to the Canada Grain Act Review outcomes, proposing regulatory amendment packages to deliver on established grain grading and farmer protection modernization goals, and initiating a comprehensive review of our service fees. Additionally, the Canadian Grain Commission will work to strengthen our stakeholder relationships, focusing on Canadian grain farmers, and to position the Canadian Grain Commission as a global leader in grain science through our science strategy and supporting grain quality and safety initiatives.



I am confident that the key areas of focus and planned results set out by the Canadian Grain Commission will continue to benefit the entire grain value chain, from Canadian grain farmers to international grain markets, in 2022-23 and beyond.

Doug Chorney
Chief Commissioner
Canadian Grain Commission

Plans at a glance

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

Despite many challenges over the past year, including the COVID-19 pandemic and extreme weather events, the Canadian agri-food sector remains resilient and poised for continued growth. Exports of agriculture and agri-food products continue to grow, worth nearly \$74 billion in 2020, compared to \$67 billion in 2019¹. In addition, *Budget 2021: A Recovery Plan for Jobs, Growth, and Resilience* identified agriculture as one of the foundational pillars of Canada’s new, resilient and sustainable economy.

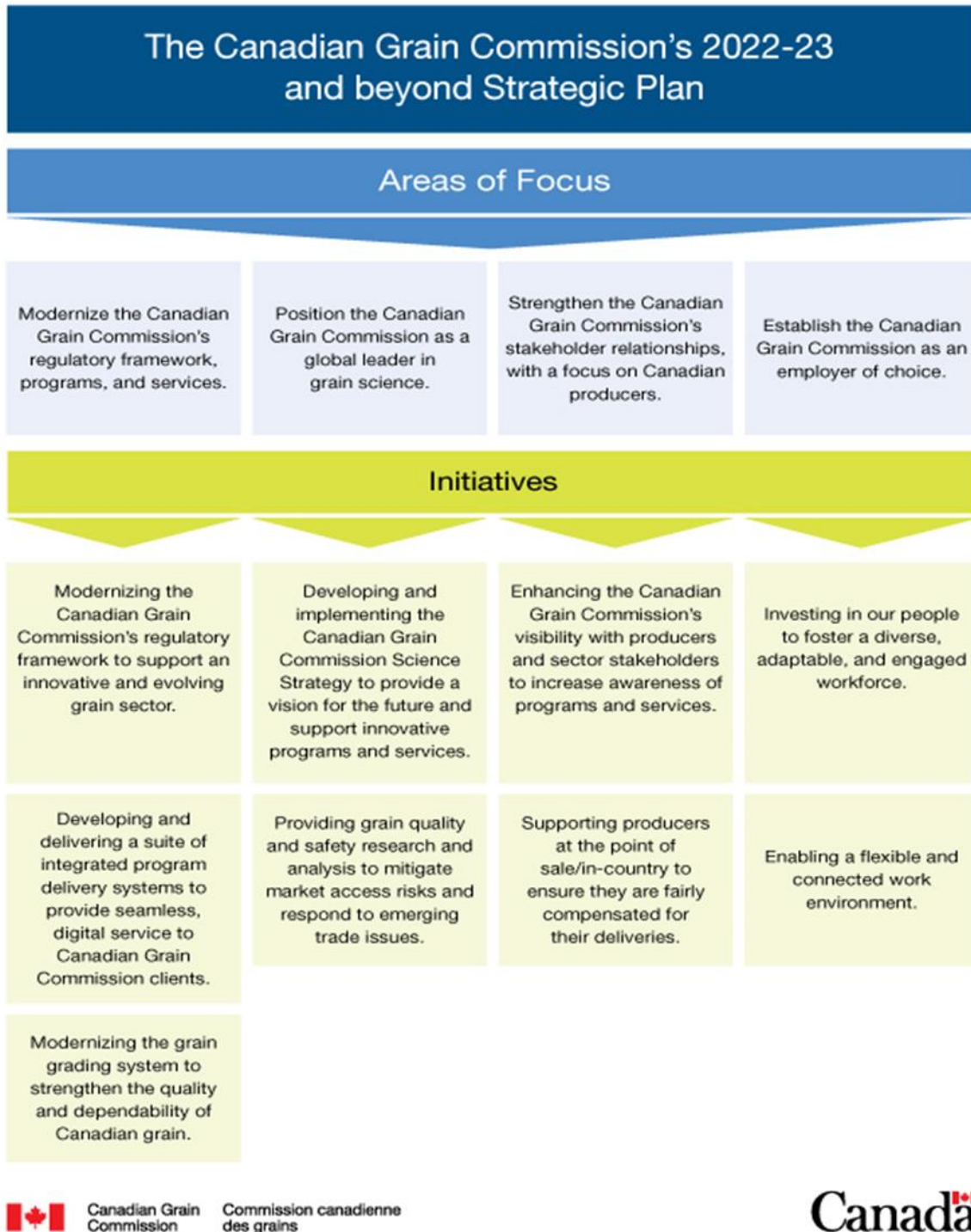
In September 2021, the Canadian Grain Commission established its strategic plan for the 2022-23 through 2024-25 planning horizon. While most Canadian Grain Commission resources will continue to be dedicated to day-to-day delivery of programs and services, four key areas of focus were confirmed. Figure 1 below outlines the Canadian Grain Commission’s 2022-23 and beyond key areas of focus and initiatives.

To make progress, the Canadian Grain Commission will continue to work in close collaboration with grain sector stakeholders¹, its agriculture portfolio partners, and counterparts abroad to deliver on its Core Responsibility and Departmental Results.

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

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

Figure 1: The Canadian Grain Commission’s 2022-23 and- Beyond Strategic 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.

Planning highlights

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

Modernize the Canadian Grain Commission’s regulatory framework, programs, and services

An efficient, effective, science-based regulatory framework, programs, and services are essential to capitalize on innovation and to meet the evolving needs of the grain sector. Key initiatives related to this area of focus include, but are not limited to:

- **Modernizing the Canadian Grain Commission’s regulatory framework to support an innovative and evolving grain sector.** The Canadian Grain Commission remains committed to working with portfolio partners to respond to the *Canada Grain Act* Review outcomes and implement an evidence-based vision for a modernized grain regulatory framework. In 2021, the Canadian Grain Commission supported Agriculture and Agri-food Canada to conclude consultations on the *Canada Grain Act* Review and publish a “What We Heard Report”. This included supporting engagement with sector stakeholders and developing a path forward for modernization involving both legislative and non-legislative pathways. Also as part of this initiative the Canadian Grain Commission will continue to put forward regulatory amendment packages to deliver on established grain grading and producer protection modernization goals as outlined in its Forward Regulatory Plan: 2021 to 2023. In 2021, the Canadian Grain Commission finalized three regulatory amendment packages: housekeeping amendments to improve clarity and transparency; adding

canary seed as a designated grain under the *Canada Grain Act*; and reducing four official inspection and weighing fees.

During the 2022-23 planning period and beyond, the Canadian Grain Commission is proposing the following regulatory initiatives: a comprehensive review of the Canadian Grain Commission's service fees and standards to ensure alignment with costs of service provision; elimination of the grain delivery declaration requirement for grains not subject to variety registration and for grains for which no merit criteria apply as part of the variety registration process (as a result of *Canada Grain Act* amendments associated with the Canada-United States-Mexico Agreement); modernization of 'Subject to Inspector's Grade and Dockage' provisions; and the repeal of Schedule 3 along with the incorporation by reference of updated grading tables.

- **Developing and delivering a suite of integrated program delivery systems to provide seamless, digital service to Canadian Grain Commission clients.** The Canadian Grain Commission continues to develop digital services, including the MyCGC Portal for clients, which will be launched in the fiscal year 2022-23. MyCGC Portal will serve as basis for providing online licensing and certification services. Portal Lite, which is the first version of the MyCGC Portal to be released, will be designed for online Statistics applications. In addition, the Canadian Grain Commission continues to create a Digital Operations Strategic Plan (DOSP) based on the Government of Canada's DOSP and the Canadian Grain Commission's business and cyber security needs; collaborate with other government departments on digital program delivery options to build on existing resources and best practices; and implement the Canadian Grain Commission Data Strategy to support accessible data and self-serve analytical tools.

In the first quarter of 2021-22, the Canadian Grain Commission established a working group with Public Service and Procurement Canada – Digital Solutions, GCCase Expert Service for support to implement MyCGC Portal short term deliverables. Further, the Canadian Grain Commission released an online calculator for test weight/bushel weight conversions, and estimation of grain volume in containers, piles and bins. The Canadian Grain Commission deployed an online statistical reporting application for Primary & Process Elevator Weekly Reporting with changes that meet Government of Canada standards and requirements for user access and security of applications. Canadian Grain Commission Data Strategy implementation has started with adoption of Microsoft Power-BI for visualizing data (i.e., statistics at a glance). Several information dashboards have been created towards development of a self-service database.

- **Modernizing the grain grading system to strengthen the quality and dependability of Canadian grain.** This initiative involves reviewing the Canadian grain grading system, considering the scientific basis for its various aspects, and making improvements where required. Going forward, the Canadian Grain Commission will continue to assess components of the grain grading system to ensure that it aligns with the needs of the Canadian grain sector. For example, the Canadian Grain Commission plans to review the cargo statement catalogue to ensure all statements are accurate, supported by data and align with its mandate. The Canadian Grain Commission also plans to implement a sustainable staffing model to ensure efficient delivery of official inspection and weighing. A sustainable staffing model involves ongoing work with regional service delivery managers and the national manager of training and Future of Work unit. Part of this work will focus on reviewing the Grain Inspector Development Program by considering pandemic restrictions, anticipated grain volumes, growing grain shipping capacity, new terminal construction, inspector attrition, and ongoing training and development needs.

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 Canada's grain quality assurance system present new opportunities for the Canadian Grain Commission to position itself as a global leader in grain science. There continues to be a shift in the type of crops grown and their end-uses. Grain is increasingly being sold based on specifications and the demand for objective non-visual testing of grain quality and/or safety factors continues to increase. In addition, because of the increased focus on analytical assessment of grain quality, grain sector stakeholders frequently look to the Canadian Grain Commission to certify or evaluate analytical test kits, methods and technologies. During the planning period, initiatives supporting this area of focus include, but are not limited to:

- **Developing and implementing the Canadian Grain Commission Science Strategy to provide a vision for the future of grain science and support innovative programs and services.** The CGC will develop and implement a Canadian Grain Commission Science Strategy to provide a vision for the future of science at the Canadian Grain Commission and support innovative programs and services. A key component in developing the Science Strategy is engagement of staff, academia, and stakeholders to set a strategy for innovation and research based on sector priorities and emerging trends. These engagement activities will help identify long-term goals and priorities for science at the Canadian Grain Commission and ensure alignment with grain sector needs and emerging trends.

Additionally, the Canadian Grain Commission will articulate requirements, assess options and seek authorities for its headquarters building project to address aging infrastructure and limited functional space at its current location. This also involves investing in new technologies and equipment to enable innovation efficiencies in the Grain Research Laboratory. The Canadian Grain Commission continues to engage with Public Service and Procurement Canada, who is leading the project on its behalf, to explore next steps in securing a long-term accommodation solution. An Investment Analysis Report (IAR) has been drafted and will be updated to reflect current market conditions and Canadian Grain Commission requirements for laboratory and office space. The IAR is a critical document that will be used to determine estimated project costs and obtain project approval and funding requirements. At the same time, the Canadian Grain Commission continues to evaluate its existing facilities and has developed a medium-term investment strategy to make required improvements to the Grain Research Laboratory to maintain and improve research capacity over the next five to seven years. In the 2022-23 fiscal year, the Canadian Grain Commission also plans to integrate custom laboratory databases and manual systems into an automated, central Laboratory Information Management System.

- **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 regarding factors such as genetically modified (GM) events, Maximum Residue Limits (MRLs) for pesticides, and Maximum Limits (MLs) for naturally occurring toxins and trace elements. Grain and food safety continue to be concerns in today’s environment as incidents of non-compliance can result in widespread cost ramifications for the entire value-chain. The Canadian Grain Commission continues to collaborate with Government partners, academia, and sector stakeholders to provide science-based responses to market access issues. For example, the Canadian Grain Commission established an enhanced testing program to help exporters pre-screen grain shipments for residues and thereby mitigate risks to market access in certain sensitive markets.

The Canadian Grain Commission also worked with the Canadian Food Inspection Agency and another national commodity association to resolve market access challenges associated with an important export market by enhancing inspection processes and providing data and expertise on the prevalence of certain insect pests of concern to that market. Additionally, 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.

Strengthen the Canadian Grain Commission’s stakeholder relationships, with a focus on Canadian grain producers

For grain producers, sector stakeholders, and ultimately the Canadian economy to fully benefit from the Canadian Grain Commission’s programs and services, they need to be aware of what is available. The Canadian Grain Commission aims to raise awareness of its mandate, programs, and services among all grain sector stakeholders and to continuously monitor and evaluate ways that the Canadian Grain Commission can effectively support its external stakeholders through two-way communication and outreach activities. During the planning period, initiatives include:

- **Enhancing the Canadian Grain Commission’s visibility with grain producers and sector stakeholders to increase awareness of programs and services.** The Canadian Grain Commission will capitalize on opportunities to reconnect with individual producers and grain industry stakeholders post-pandemic through virtual and in-person trade show presence, attendance at annual general meetings, implementation of a regular engagement schedule, and various other means of communication. Additionally, the Canadian Grain Commission plans to build stronger relationships with stakeholders in Eastern Canada to better understand regional perspectives and needs. The Canadian Grain Commission will also continue to expand its virtual presence through increased use of video, interactive tools, and social media.
- **Supporting grain producers at the point of sale/in-country to ensure they are fairly compensated for their deliveries.** The consultation phase of the *Canada Grain Act* Review presented an opportunity to hear from producers and to reflect upon the Canadian Grain Commission’s role in ensuring producers’ trust in the grain handling system and the enforcement of *Canada Grain Act* provisions across Canada. In response to this feedback, in the 2022-23 and beyond planning period, the Canadian Grain Commission plans to engage with producers to ensure that the Canadian Grain Commission’s regulatory framework, programs, and services are clearly communicated across both eastern and western Canada. As part of this process, the Canadian Grain Commission will modernize, update and rebrand the producer right to binding dispute resolution of grain grade and dockage and subsequently initiate further consultations on the inclusion of additional grain quality characteristics into this protection. The Canadian Grain Commission also plans to assess producer safeguards at point of sale and the need for the Canadian Grain Commission involvement to ensure fair transactions.

Establish the Canadian Grain Commission as an employer of choice

The people who work at the Canadian Grain Commission are key to its organizational success now and in the future. Therefore, the Canadian Grain Commission’s priorities include a commitment to invest in its people to maintain a skilled, adaptable, and collaborative workforce. This area of focus and corresponding initiatives address current and future needs and sustain a culture of collaborative innovation.

- **Investing in our people to foster a diverse, adaptable, and engaged workforce.** During the 2022-23 period and beyond, the Canadian Grain Commission plans to implement and deliver on its People Plan. This plan was created to attract and retain talent, identify vulnerable positions, define succession plans, establish approaches to the future of work, and equip-middle managers with tools to support and engage staff while leveraging future of work opportunities. In addition, the Canadian Grain Commission will continue to foster a representative, diverse and inclusive workforce in barrier-free work environments. This will ensure an inclusive workforce in alignment with the Clerk’s [“Call to Action on Anti-Racism, Equity and Inclusion”ⁱⁱ](#) while balancing with the Canadian Grain Commission operational and business needs. Monitoring and measurement of results will be conducted for all these priorities.
- **Enabling a flexible and connected work environment.** Through ongoing communication, support and consultation with staff at all levels, the Canadian Grain Commission will establish a modern workplace that promotes innovation, productivity, and well-being, as well as equip its employees with secure, state-of-the-art digital tools and mobile work solutions. As part of this initiative, the Canadian Grain Commission will enhance staff learning and development, and promote a hybrid workforce that provides employees with the flexibility to work both remotely and on site, depending on their personal preferences and business needs.

Gender-based analysis plus

The Canadian Grain Commission contributes to the government-wide priorities of gender equality, diversity and inclusiveness by incorporating GBA+ into its employment equity and diversity goals and framework. The [Gender-based analysis plus supplementary information tableⁱⁱⁱ](#) details these initiatives.

Additionally, in an [open letter^{iv}](#) on implementation of the “Call to Action on Anti-Racism, Equity and Inclusion” to the Clerk of the Privy Council, the Canadian Grain Commission’s Chief Commissioner outlined the actions taken to date within the department, and its plans to lay the foundations for systematic change on anti-racism, equity and inclusion. The Canadian Grain Commission has initiatives that address

employment equity, diversity and inclusion; respectful workplaces; mental health and well-being; values and ethics; and official languages. The organization’s multi-year employment equity, diversity, and inclusion plan has guided its actions to increase awareness, address representation gaps, and to work towards implementation of the requirements of the *Accessibility Act*. An employee-driven National Employment Equity, Diversity & Inclusion Committee who provides diverse perspectives from across the organization, supports this work.

The Canadian Grain Commission has also launched a speaker series to share experiences and open dialogue about addressing systematic racism and/or barriers in the workplace. Working with its partners at the Public Service Commission, the Canadian Grain Commission continues to utilize employment equity recruitment options and flexibilities to address its representation gaps. Additionally, the Canadian Grain Commission is examining its staffing methodology and will take action to make necessary improvements to address any systemic barriers that exist. Further next steps will be to provide employee training on unconscious bias explore ways to expand outreach efforts and initiatives that allow partnerships to promote Canadian Grain Commission as an employer of choice, and develop evidence-based measures to monitor progress.

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

The Canadian Grain Commission became subject to the *Federal Sustainable Development Act* in December 2020 and adheres to the principles of the Federal Sustainable Development Strategy by complying with the *Policy on Green Procurement*. 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 through the actions described in the 2019 to 2022 FS DS “Greening Government” goal.

Additionally, the Canadian Grain Commission has updated its 2020 to 2023 Short-form Departmental Sustainable Development Strategy to demonstrate commitments that go beyond procurement-related goals and include 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.

Experimentation

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

For example, in December 2019, in collaboration with Pulse Canada, the Canadian Grain Commission piloted a voluntary export analysis program to support small-lot exporters of Canadian pulses in meeting regulatory and contractual requirements. Program participants voluntarily submit samples of pulses to the Canadian Grain Commission for analysis and can view the results via a secure online database. Initial plans were for this program to be administered for a two-year period, but the program has been extended to July 2022 to account for its temporary suspension due to the COVID-19 pandemic.

Key risks

The key corporate risks that could affect achieving planned results under the Core Responsibility are:

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

To mitigate program risk and ensure long-term success in delivering the departmental results, the Canadian Grain Commission 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 further mitigate program risks by integrating innovative practices adopted through the pandemic period into the Canadian Grain Commission’s post-pandemic operating environment.

Planned results for Grain Regulation

The following table shows, for Grain Regulation, the planned results, the result indicators, the targets and the target dates for 2022–23, 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	2018–19 actual result	2019–20 actual result	2020–21 actual result
Domestic and international markets regard Canadian grain as dependable and safe	Percentage of stakeholders who regard Canadian grain as dependable and safe	TBD ¹	TBD ²	Not available ³	Not available ⁴	Not available ⁵
	Value of Canadian grain exports	\$30.6 billion ⁶	April 2025 ⁷	20.8 billion ⁸	20.9 billion ⁹	25.3 billion ¹⁰
Farmers are fairly compensated for their grain	Percentage of sales where farmers are compensated for their grain	100%	April 2022	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 2022	100% ¹¹	100% ¹²	100% ¹³

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

¹ A survey related to this indicator was planned during fiscal year 2021-22. Plans have been adjusted and a survey is now planned during fiscal year 2022-23 as part of the *Canada Grain Act* Review. A target will be established for the 2023-24 reporting period.

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

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

⁴ Ibid.

⁵ Ibid.

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

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

⁸ Data from Statistics Canada.

⁹ Ibid.

¹⁰ Data from Agriculture and Agri-Food Canada.

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

¹² Ibid.

¹³ Ibid.

Planned budgetary spending for Grain Regulation

The following table shows, for Grain Regulation, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
12,914,594	12,914,594	11,217,701	5,699,451 ¹

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

Financial, human resources and performance information for the Canadian Grain Commission's program inventory is available on [GC InfoBase](#).^{vi}

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 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
333	333	333

Financial, human resources and performance information for the Canadian Grain Commission's program inventory is available on [GC InfoBase](#).^{vii}

¹ This amount assumes the implementation of new user fees and does not reflect any additional investments identified from the Investment Framework.

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

Through the strategic planning process, the Canadian Grain Commission established the 2022-23 and Beyond People Plan as an integral part of delivering on its key area of focus - Establish the Canadian Grain Commission as an Employer of Choice. This plan includes three areas of focus, comprised of initiatives that address current and future needs while furthering a sustainable, innovative, and productive workplace:

Attraction and retention of talent

The COVID-19 pandemic has significantly affected talent acquisition and retention and has led employees across the Public Service to re-evaluate their careers, prioritize their wellbeing, and in many cases, change their jobs. With many organizations using a hybrid model, which provides employees with the flexibility to work remotely or on site, or a pure remote model, the talent pool has increased. However, a wider talent pool also means more organizations competing for high-quality candidates with location no longer being a qualifier. This unique employment market has increased the need for the Canadian Grain Commission to assess its attraction, engagement and retention strategies. Key initiatives of this area of focus include strategic recruitment; succession planning and maximizing internal talent; employee engagement and morale; and timely and streamlined classification. The Canadian Grain Commission's Divisions will review their respective people plans quarterly to adjust, plan, measure progress and act, as well as address findings from employee surveys. Additionally, Divisions will identify opportunities to create anticipatory pools, utilize student hiring, development programs and cross-divisional partnering when staffing; prioritize classification actions within Divisions;

identify key and vulnerable positions in Divisions and accordingly develop priority succession and knowledge transfer plans; and identify talent management candidates, aligned with organizational needs and succession plans.

Adaptable and innovative workforce

Key initiatives of this areas of focus include developing hybrid workplace strategies; enhanced and modernized learning and development; and fostering innovation. The Canadian Grain Commission continues to define its hybrid work environment, which provides employees with the flexibility to work remotely or on site, and equip middle managers with training, tools and resources to support and engage staff during this process. This includes providing guidance documents for managers to determine the optimal mode of work for employees that will ensure effective service delivery while balancing employee interests and flexibility. Furthermore, the Canadian Grain Commission will develop measures to assess effectiveness and productivity of hybrid work arrangements using evidence-based data sources.

Diverse, respectful, and healthy workforce

Under this area of focus, the Canadian Grain Commission will foster a representative, diverse and inclusive workforce in barrier-free work environments as well as healthy, safe and respectful workplaces. This will be accomplished by addressing underrepresentation for persons with disabilities and other equity and diversity groups through intentional recruitment, succession planning and career development strategies. The Canadian Grain Commission will also establish and leverage networks such as the middle managers community and the Employment Equity Diversity & Inclusion Committee to ensure that a diversity and inclusion lens is applied when planning and implementing its people management initiative. Additionally, the Canadian Grain Commission will provide training on the forms of unconscious bias and topics such as accessibility, reconciliation and racism and develop follow-up supports for managers and employees. These activities align with the [open letter](#)^{viii} on implementation of the “Call to Action on Anti-Racism, Equity and Inclusion” from the Clerk of the Privy Council, and are intended to educate and support open dialogue to identify and address any discrimination and systematic barriers at the Canadian Grain Commission.

Planned budgetary spending for internal services

The following table shows, for internal services, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
295,356	295,356	295,356	295,356

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

Planned human resources for internal services

The following table shows, in full-time equivalents, the human resources the department will need to carry out its internal services for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
149	149	149

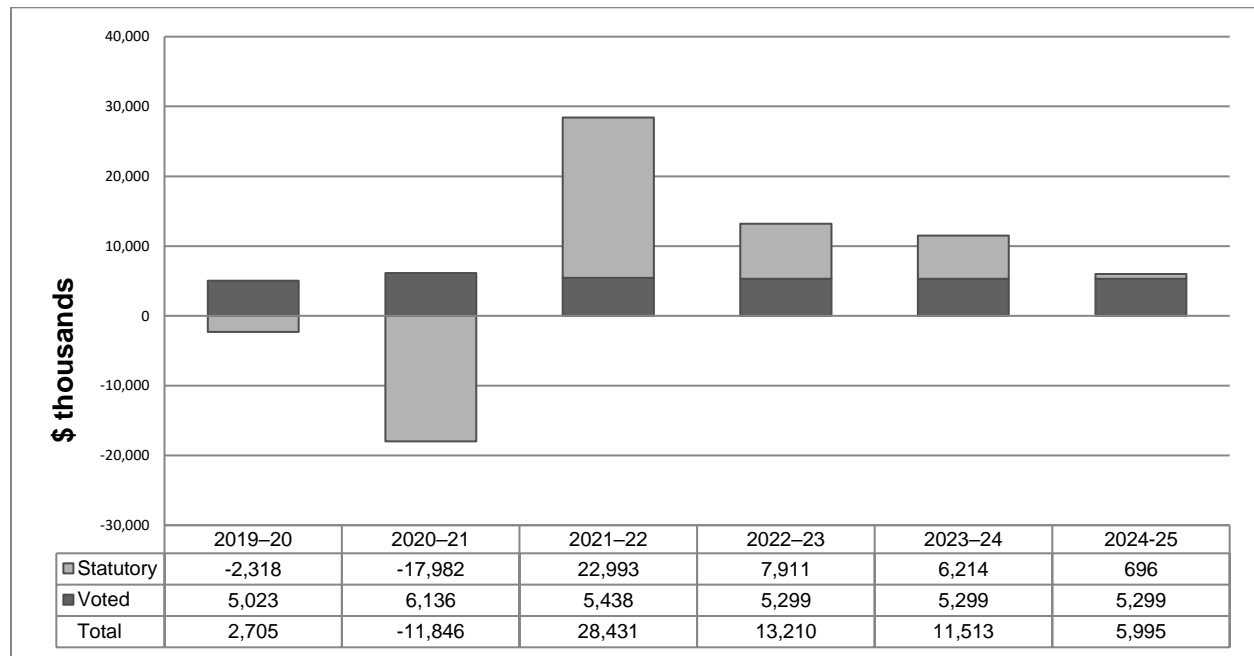
Planned spending and human resources

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 2022–23 with actual spending for the current year and the previous year.

Planned spending

Departmental spending 2019–20 to 2024–25

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



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

Budgetary planning summary for 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 2022–23 and other relevant fiscal years.

Core responsibilities and internal services	2019–20 actual expenditures	2020–21 actual expenditures	2021–22 forecast spending	2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
Grain Regulation	(17,673,850)	(33,438,499)	1,985,956	12,914,594	12,914,594	11,217,701	5,699,451
Subtotal	(17,673,850)	(33,438,499)	1,985,956	12,914,594	12,914,594	11,217,701	5,699,451
Internal services	20,379,041	21,592,595	26,445,472	295,356	295,356	295,356	295,356
Total	2,705,191	(11,845,907)	28,431,428	13,209,950	13,209,950	11,513,057	5,994,807¹

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

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

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

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

¹ This amount assumes the implementation of new user fees and does not reflect any additional investments identified from the Investment Framework.

However, Canadian grain export volumes continued to grow, and some of the factors leading to recent increases were not anticipated by the current grain forecasting model. Combined with relatively stable operating costs, this led to further surplus growth in 2019-20 and 2020-21. To address this situation and mitigate the risk of further surplus growth, the Canadian Grain Commission has updated its model for forecasting annual grain volumes and revenue projections. Proposed changes were published in the [Canada Gazette, Part I, on May 22, 2021](#)^{ix}. Effective August 1, 2021, the four fees for official inspection and weighing that generate most of the surplus were reduced by 29 percent and realigned with the adjusted grain volume forecast of 48.10 million metric tonnes.

However, excessively hot and dry growing conditions across most of the western Canadian grain production area in 2021 resulted in significantly decreased yields. This in turn resulted in reduced grain volumes at export position, as despite growing infrastructure capacity, there was simply not sufficient grain supply this year to match previous expectations. As such, the volumes inspected and weighed by the Canadian Grain Commission in the 2021-22 fiscal year were lower than the recent adjusted forecast, meaning reduced revenues and the necessity to draw down on surplus revenue from previous years.

Spending in fiscal year 2022-23 and 2023-24 will continue to be higher than the service fee framework, primarily due to continued investment from the Investment Framework in:

- Harvest Sample Program enhancements that began in 2018-19 crop year;
- strategic investments to strengthen research and innovation; and
- developing a suite of integrated program delivery systems to provide seamless digital service to Canadian Grain Commission clients.

Further investment from prior years' accumulated surplus is also continuing for:

- developing a post COVID-19 working environment;
- development of a mobile device strategy; and
- renewal of laboratory infrastructure.

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

The Canadian Grain Commission is planning to conduct a comprehensive fee review, including an updated forecast model and costing methodology, with fee adjustments to be implemented for April 2024. Fee revenue of approximately \$61.45 million and \$5.29 million Voted and Statutory

appropriations will fund spending in the 2022-23 fiscal year. If hot and dry conditions continue, there will be an impact on 2022-23 grain volumes and fee revenue.

2022–23 budgetary gross and net planned spending summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2022–23.

Core responsibilities and internal services	2022–23 gross planned spending	2022–23 planned revenues netted against spending	2022–23 planned net spending
Grain Regulation	50,381,386	(37,466,792)	12,914,594
Subtotal	50,381,386	(37,466,792)	12,914,594
Internal services	24,281,011	(23,985,655)	295,356
Total	74,662,397	(61,452,447)	13,209,950

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.

Beginning in 2019-20, the Canadian Grain Commission started adjusting fees annually for inflation each year on April 1, to be consistent with the new *Service Fees Act*. The adjustment is based on the April All-Items Consumer Index for Canada and limits the need for fee amendments going forward. The application of the April 1, 2022, adjustment (3.4% increase) has no material impact on Canadian Grain Commission 2022-23 fees. Due to rounding, fees will remain unchanged at the current 2021-22 level. Current fee amounts are located on the [Canadian Grain Commission website](#)^x.

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 2022–23 and the other relevant years.

Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services	2019–20 actual full-time equivalents	2020–21 actual full-time equivalents	2021-22 Forecast full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Grain Regulation	322	306	321	333	333	333
Subtotal	322	306	321	333	333	333
Internal services	125	130	144	149	149	149
Total	447	436	465	482	482	482

The Canadian Grain Commission reorganized to add additional resources to support the future of work and reintegration, digital transformation and enhancement of grain inspection.

Due to the onset of the COVID-19 pandemic in March 2020, all Canadian Grain Commission employees were initially required to work remotely, except for those engaged in critical program delivery whose duties could not be performed remotely. As of December 2021, a limited portion of the Canadian Grain Commission workforce has returned to the physical workplace under new health and safety protocols, and a significant number of employees continue to work remotely.

Forecasted full-time equivalents for 2022-23 is 482.

Estimates by vote

Information on the Canadian Grain Commission’s organizational appropriations is available in the [2022–23 Main Estimates](#).^{xi}

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the Canadian Grain Commission’s operations for 2021–22 to 2022–23.

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^{xii}](#).

Future-oriented condensed statement of operations for the year ending March 31, 2023 (dollars)

Financial information	2021–22 forecast results	2022–23 planned results	Difference (2022–23 planned results minus 2021–22 forecast results)
Total expenses	71,848,906	71,467,315	(381,592)
Total revenues	49,474,940	61,452,447	11,977,507
Net cost of operations before government funding and transfers	22,373,966	10,014,868	(12,359,098)

The 2022-23 net cost of operations before government funding is projected to be \$10.01 million, a net difference of \$12.36 million over the 2021-22 forecast.

Total expenses

2022-23 total expenses are planned to be \$71.47 million, a decrease of \$0.38 million over the 2021-22 forecasted expenditures of \$71.85 million. The decrease is primarily due to the Canadian Grain Commission investing in capital for strategic investment in research and innovation which will be reflected in amortization in future years.

Total revenues

Based on the Canadian Grain Commission's annual grain forecasting model, 2022-23 total revenues are forecast to be \$61.45 million, an increase of \$11.98 million over the 2021-22 forecasted revenues of \$49.47 million. The Canadian Grain Commission is forecasting increased revenues for 2022-23 in anticipation of a return to normal weather conditions. The impact of the current drought conditions on 2022-23 revenue is still being determined.

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*^{xiii}

Year of incorporation / commencement: 1912

Other: The Canadian Grain Commission's head office is 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 (user 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 user fees and approximately 10 percent 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 department's [website](#)^{xiv}.

Information related to the Canadian Grain Commission's commitments is available in the [Minister's mandate letter](#)^{xv}.

Operating context

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

Reporting framework

The Canadian Grain Commission’s approved departmental results framework and program inventory for 2022–23 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](#).^{xvii}

Supplementary information tables

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

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

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](#).^{xix} 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

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Winnipeg, Manitoba R3C 3G8

Telephone: 204-984-0506

Toll free: 1-800-853-6705

Fax: 204-983-2751

Email: contact@grainscanada.gc.ca

Website(s): Canadian Grain Commission, grainscanada.gc.ca^{xx}

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.

experimentation (expérimentation)

The conducting of activities that explore, test and compare the effects and impacts of policies and interventions to inform decision-making and improve outcomes for Canadians.

Experimentation is related to, but distinct from, innovation. Innovation is the trying of something new; experimentation involves a rigorous comparison of results. For example, introducing a new

mobile application to communicate with Canadians can be an innovation; systematically testing the new application and comparing it against an existing website or other tools to see which one reaches more people, is experimentation.

full-time equivalent (équivalent temps plein)

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

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

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

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2022–23 Departmental Plan, government-wide priorities are the high-level themes outlining the government’s agenda in the 2021 Speech from the Throne: protecting Canadians from COVID-19; helping Canadians through the pandemic; building back better – a resiliency agenda for the middle class; the Canada we’re fighting for.

horizontal initiative (initiative horizontale)

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

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

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

- i Agriculture and Agri-Food Canada news release, <https://www.canada.ca/en/agriculture-agri-food/news/2021/11/canadas-federal-provincial-and-territorial-ministers-of-agriculture-set-the-direction-for-the-next-agricultural-framework.html>
- ii Privy Council Office, Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service, <https://www.canada.ca/en/privy-council/corporate/clerk/call-to-action-anti-racism-equity-inclusion-federal-public-service.html>
- iii Canadian Grain Commission, Corporate reports, Departmental Plan, <https://grainscanada.gc.ca/en/about-us/reports/planning-performance-reporting/departmental-plan/2022-2023/supplementary-information-tables.html>
- iv Canadian Grain Commission Letter on Implementation of the Call to Action on Anti-Racism, Equity and Inclusion, <https://www.canada.ca/en/privy-council/corporate/clerk/call-to-action-anti-racism-equity-inclusion-federal-public-service/letters-implementation/1/canadian-grain-commission.html>
- v. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- viii Canadian Grain Commission Letter on Implementation of the Call to Action on Anti-Racism, Equity and Inclusion, <https://www.canada.ca/en/privy-council/corporate/clerk/call-to-action-anti-racism-equity-inclusion-federal-public-service/letters-implementation/1/canadian-grain-commission.html>
- ix Canada Gazette, Part I, <https://www.gazette.gc.ca/rp-pr/p1/2021/2021-05-22/html/reg1-eng.html>
- x Canadian Grain Commission webpage; <https://grainscanada.gc.ca/en/>
- xi. 2022–23 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- xii Canadian Grain Commission, Corporate reports, <https://grainscanada.gc.ca/en/about-us/reports/planning-performance-reporting/departmental-plan/2022-2023/future-oriented-statement.html>
- xiii Canada Grain Act, <https://laws-lois.justice.gc.ca/eng/acts/G-10/>
- xiv Canadian Grain Commission, About us, <https://www.grainscanada.gc.ca/en/about-us/org/>
- xv Minister of Agriculture and Agri-Food Mandate Letter, December 16, 2021, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-agriculture-and-agri-food-mandate-letter>
- xvi Canadian Grain Commission, Corporate reports, <https://grainscanada.gc.ca/en/about-us/reports/planning-performance-reporting/departmental-plan/2022-2023/operating-context.html>
- xvii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xviii Canadian Grain Commission, Corporate reports, <https://grainscanada.gc.ca/en/about-us/reports/planning-performance-reporting/departmental-plan/2022-2023/supplementary-information-tables.html>
- xix. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>
- xx Canadian Grain Commission; <https://grainscanada.gc.ca/>