

**Éleveurs  
de poulettes  
du Canada**



**Pullet  
Growers  
of Canada**

# **PULLET GROWERS OF CANADA**

2016 Annual Report

**Annual General Meeting**  
March 21, 2017



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# NOTICE

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**You are hereby summoned  
to the 11<sup>th</sup> Annual General Meeting  
of the Pullet Growers of Canada**

PGC Annual General Meeting will be held

on March 21, 2017

from 1:30 to 4:00 p.m.

Renaissance room/Mezzanine level  
Fairmont Château Laurier  
1 Rideau St  
Ottawa (Ontario) K1N 8S7

We look forward to your attendance and input at this very  
important meeting.

Best regards,

*Lucie Gionet*  
Executive director

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**Vous êtes par la présente convoqués  
à la 11<sup>e</sup> assemblée générale annuelle  
des Éleveurs de poulettes du Canada**

L'assemblée générale annuelle des EPC se tiendra

le 21 mars 2017

de 13 h 30 à 16 h

salle Renaissance/niveau mezzanine  
Fairmont Château Laurier  
1, rue Rideau  
Ottawa (Ontario) K1N 8S7

Nous espérons vous voir et vous entendre lors de cette  
importante réunion.

Meilleures salutations,

*Lucie Gionet*  
Directrice générale



# AGENDA

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## Agenda of the eleventh Annual General Meeting

### Pullet Growers of Canada

March 21, 2017, 1:30 to 4 p.m.

Fairmont Château Laurier, Renaissance room, Ottawa, Ontario

1. Welcome and opening remarks: Mr. Andrew DeWeerd, chairman, and Mr. Carl Bouchard, vice-chairman
2. Introduction of the board of directors and staff
3. Minutes of the 10<sup>th</sup> Annual General Meeting
4. Reports
  - 4.1. Annual Report by the chairman and the executive director
    - 4.1.1. Representations
    - 4.1.2. Operations
  - 4.2. Committee's Report
    - 4.2.1. Finance and Audit Committee: Mr. Cal Dirks
    - 4.2.2. Communications Committee: Mr. Carl Bouchard
    - 4.2.3. Cost of Production Committee: Mr. Dan Veldman
    - 4.2.4. Production Management Committee: Mr. Jeff Clarke and Mr. Andrew DeWeerd (Canadian Code of Practice)
5. Other business
6. Officers election (by the representatives of the member provinces)
7. Closing remarks from the chairman

*Prepared by Lucie Gionet  
Executive director*



# INTRODUCTION BY THE CHAIRMAN

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## Pullet Growers of Canada in Action

It's a pleasure for me to introduce you to the Pullet Growers of Canada's (PGC) 10<sup>th</sup> Annual Report. You will find here the summary of our 2016 realizations and our priorities for next year. In 2016, the PGC mainly focussed on completing some of its major projects: the pullet cost of production (COP) study and the updating of the *Code of Practice for the Care and Handling of Pullets, Layers and Spent Fowl*, where the National Farm Animal Care Council (NFACC) had the lead.

As you know, pullets COP study was completed during the spring 2016 and we published the study highlights. Growers now have a useful reference to measure their work efficiency and can compare their business's results to those of our study. Furthermore, this study will eventually lead to a process of fair prices setting for the Canadian pullet growers.

Concerning the updating of the Code of Practice, we were involved in the process and are expecting the renewed one in the spring.

Setting prices reflecting the COP and implementing the updated Code of Practice will be considerable challenges and that's why they are identified as priorities in our 2017 work plan. To meet those challenges, PGC will have to work hand in hand with the egg sector stakeholders to introduce new parameters both for pullet production and for a fair price setting for the growing fee.

Luckily, the work and representation we did in the last decade have allowed us to develop solid relationships between the growers of the different provinces and with the Canadian egg industry.

We can count on the provincial support and on the recognition of the PGC status as global representative of the Canadian pullet growers by the egg sector stakeholders. As it has been done since the PGC foundation, we will focus on working together to meet the challenges facing us.

I would like to take this opportunity to acknowledge the collaboration of our directors, involved in various works to promote our production advancement and to make known the issues and challenges faced by producers in their respective province. I would especially like to thank Mr. Marc Ouellet and Mr. Cal Dirks, pioneers who retired this year after several years of involvement with the PGC.

The chairman,



Andrew DeWeerd  
Pullet Growers of Canada



# MINUTES OF THE 10<sup>th</sup> ANNUAL GENERAL MEETING

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## Minutes of the tenth Annual General Meeting of the Pullet Growers of Canada

March 22, 2016, 1:30 p.m. to 4 p.m.

Westin Hotel, Ottawa, Ontario

### 1. Welcome and opening address

Mr. Andrew DeWeerd, chairman of the PGC, and Mr. Carl Bouchard, vice-chairman, welcomed the 30 attendees to this 10<sup>th</sup> Annual General Meeting.

The chairman reminded the audience the ground covered since the creation of our national organization, which is representing pullet growers in order to make their needs understood. He also underlined that the Annual Report presentation will allow for everyone to be aware of the activities undertaken in the past year to represent these growers to various organizations and work groups.

### 2. Introduction of Board Members and Staff

The chairman introduced the board of directors that represented PGC provincial members in 2016, namely: Mr. Howard Bland (Newfoundland and Labrador), M. Jeff Clarke (Nova Scotia), Mr. Marc Ouellet (New Brunswick), Mr. Carl Bouchard (Quebec), Mr. Dan Veldman (Ontario), Mr. Cal Dirks (Manitoba) and Mr. Daniel Wollman (Saskatchewan). Afterward, he introduced the employees who were key in the conduct of the activities over the past year: Ms. Lucie Gionet, executive director, and Ms. Sophie Duchesne, secretary.

### 3. Minutes of the Tenth Annual General meeting (2015)

**ON MOTION DULY MOVED** by Jeff Clark and seconded by Carl Bouchard, it was unanimously resolved that minutes of the 9<sup>th</sup> Annual General Meeting, held on March 24, 2015, at the Château Laurier, Ottawa, be approved.

### 4. Reports

#### 4.1 Annual Report

The chairman presented the Annual Report and recalled the main steps undertaken in 2016:

- The agreement between Quebec and Ontario to fix a single price for custom pullet growing;
- The COP study continued to update the costs of custom pullet growing;
- The representation to Egg Farmers of Canada (EFC) to make sure our partners are aware of the objectives of the COP study and its methodology;
- The *Care of Pullets Guidebook* preparation;
- The involvement in the NFACC works to update the Code of Practice.

To conclude, Mr. DeWeerd congratulated the directors for their involvement and the repeated support from the provinces in the last decade.



The executive director mentioned that the board held 11 meetings, by phone conference, to ensure the progression of the current projects and issues. As it does every year, the board reviewed the activities undertaken as part of the *Business Plan 2015–2018* and identified the 2016 priorities. The Business Plan follow ups were included in the Annual Report.

## 4.2 Committee Reports

The chairman invited the Committee chairmen to present their achievements for 2015.

### Financial and Auditors Committee

Mr. Cal Dirks, treasurer of the board of directors, presented the Financial Report and the Auditor's Report.

Considering that Mr. Corey Brandt, responsible for auditing the financial statements, was replaced by Mr. Vincent Bélanger-Marceau, Chartered Accountant and a Fellow of the Quebec Order of Chartered Accountants:

**ON MOTION DULY MOVED** by Mr. Jeff Clark and seconded by Mr. Daniel Wollman, it was unanimously resolved to adopt the Financial and Auditors Report as submitted and to appoint M. Vincent Bélanger-Marceau as auditor for 2016.

**ON MOTION DULY MOVED** by Mr. Marc Ouellet and seconded by Mr. Dan Veldman, it was unanimously resolved to appoint M. Vincent Bélanger-Marceau as auditor for 2016.

### Communication Committee

The Committee's chairman, Mr. Carl Bouchard, mentioned that during the past year, communication activities were limited to the newsletter sent to provinces and to memos to the board of directors.

### Cost of Production Committee

Mr. Dan Veldman, in charge of the COP study follow-ups, explained the highlights of the implementation of the study, which was conducted by Meyers Norris Penny (MNP). Afterward, Mr. Ian Craven, from MNP, presented the execution calendar, the methodology and the targeted confidence interval for the study to be held in the next months.

### Production Management Committee

Mr. Jeff Clarke, chairman of the committee, presented the brand new Guidebook, completed at the end of 2015. He mentioned that this is the first guide for pullets growing and that it will have to be updated periodically, notably to take into account the Canadian Code of Practice that should be updated in 2016. He also underlined that this Guidebook is available in an electronic version and asked, once again, for the provincial stakeholders' collaboration to ensure the dissemination to pullet growers.

## 5. Other subjects

No other subjects were discussed.





## 6. Elections

### Appointment of the Officers

The meeting was adjourned to allow for the board of directors to proceed with the election of the PGC officers for a one-year mandate, as stipulated in the By-Laws.

- **For the office of chairman** Mr. Andrew DeWeerd was proposed by Mr. Cal Dirks and seconded by Mr. Dan Veldman. **Mr. DeWeerd was elected by acclamation;**
- **For the office of Eastern Region representative and vice-chairman:** Mr. Carl Bouchard was proposed by Mr. Marc Ouellet and seconded by Mr. Dan Veldman. **Mr. Bouchard was elected by acclamation;**
- **For the office of Atlantic Region representative and secretary:** Mr. Marc Ouellet was proposed by Mr. Dan Veldman and seconded by Mr. Daniel Wollman. **Mr. Ouellet was elected by acclamation;**
- **For the office of Western Region representative and Treasurer:** Mr. Cal Dirks was proposed by Mr. Marc Ouellet and seconded by Mr. Jeff Clarke. **Mr. Dirks was elected by acclamation.**

### 2016 Committee Membership

**ON MOTION DULY MOVED** by Mr. Marc Ouellet and seconded by Mr. Daniel Wollman, it was unanimously resolved that the membership of the committees for the upcoming year would be as follows:

1. **Financial and Auditors Committee**
  - Chairman: Cal Dirks, treasurer of the board of directors
  - Member: Marc Ouellet
2. **Communication Committee**
  - Chairman: Carl Bouchard, vice-chairman of the board of directors
  - Members: the board of directors
3. **Cost of Production Committee (Committee of the Whole)**
  - Co-chairmen: Andrew DeWeerd and Carl Bouchard, chairman and vice-chairman of the board of directors
  - Members: the board of directors

### Cost of Production Study Follow-Up

- Dan Veldman and Lucie Gionet

4. **Production Management Committee**
  - Chairman: Jeff Clarke
  - Members: Dan Veldman and Daniel Woolman

## 7. Closing remarks from the chairman

The chairman introduced and congratulated the elected officers for the upcoming year and took the opportunity to thank the attendees.

**ON MOTION DULY MOVED** by Mr. Cal Dirks and seconded by Mr. Dan Veldman, it was unanimously resolved to close the Annual General Meeting.

*Prepared by Marc Ouellet  
Secretary of the board of directors*



# ACTIVITY REPORT

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## Board of Directors Meetings

In 2016, the board of directors has held 11 conference calls to track the PGC activities and provide leadership in the progress of our main issues. As it does every year, the board held a meeting during the fall to monitor the *Business Plan 2015–2018* and to identify 2017 priorities.

## Representation

### Egg Farmers of Canada

Over time, the relation between the PGC and the EFC has developed. In 2016, PGC's chairman and directors took advantage of various meetings to exchange with the EFC's directors on the challenges of our sector. If needs be, we will share information to progress on shared issues. Furthermore, PGC sit on EFC's Production Management Committee and HACCP Committee.

### National Farm Animal Care Council

The work at the NFACC on the *Code of Practice for the Care and Handling of Pullets, Layers and Spent Fowl* revision started in 2012 and was completed in the fall of 2016. EFC started those revisions with representatives of the Canadian Poultry and Egg Processors Council and the PGC. PGC chairman, Andrew DeWeerd, was part of the meetings from the beginning. The Code should be available in the spring of 2017. As planned in the PGC 2017 priorities, our strategy for the implementation of this new Code of Practice will be launched as soon as it is published by the NFACC.

### Care of Pullets Guidebook

PGC's newly developed *Care of Pullets Guidebook* has been released in 2016. This Guidebook aims to provide Canadian pullet growers with accurate information allowing for humane and respectful care of their flock.

It is available in electronic format and can always be obtained by writing to: [info.secretariat@epc-pgc.ca](mailto:info.secretariat@epc-pgc.ca).

Moreover, the Guidebook will have to be adapted to the Code of Practice in 2017, after its update.

### Farm Products Council of Canada

In the fall of 2016, the executive director and the members of the PGC Executive Committee met with Mr. Laurent Pellerin, chairman of the Farm Products Council of Canada (FPCC), to present the current status of the pullet production in Canada and explore different solutions to ensure optimal incomes to Canadian pullet growers.

PGC directors gave Mr. Pellerin a brief portrait of pullet production in Canada and an overview of PGC's principal achievements, like our *Care of Pullets Guidebook* and the pullet COP study.



PGC also mentioned their work during the last decade to strengthen their position in the egg production value chain in Canada by being involved in different work committees in the sector. PGC also contributed to the progress of various issues, including biosecurity and animal welfare.

The FPCC chairman congratulated the PGC representatives for their achievements and for the development of relationship with the egg sector stakeholders. Mr. Pellerin mentioned that it's in PGC's interest to continue their work, using their acquired knowledge of pullet production and said that he was confident that the growth prospects in the egg sector will provide opportunities to strengthen the Canadian pullet grower businesses.

### **Pullets Cost of Production Study**

PGC mandated the firm Meyers Norris Penny LLP (MNP) to conduct the survey on the cost of the pullet growing fee. Based on data from 2014, it was conducted in the winter of 2016 with pullet growers located in Saskatchewan, Manitoba, Ontario, Quebec and the Atlantic provinces. Representatives from British Columbia, Alberta and Prince Edward Island decided not to participate in this study. We would like to thank all the employees of offices and associations in the provinces that supported us in this survey. Your co-operation has been greatly appreciated.

**Growing fee cost incurred by pullet growers (2014)**

	<b>Average cost per pullet</b>
Repairs and maintenance	\$0.107
Energy	\$0.276
Labour	\$0.966
Amortization expenses	\$0.512
Indirect expenses	\$0.484
Interest and return to the producer	\$0.489
<b>Total cost incurred by the producer per pullet</b>	<b>\$2.834</b>

Overall, the data provide a good estimate of the cost of each component used in calculating the pullet growing fee, with a confidence level of 90% and a margin of error of 10.6%.



# **GOVERNANCE STRUCTURE FOR THE FISCAL YEAR OF 2016**

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## **BOARD OF DIRECTORS**

Andrew DeWeerd - chairman

Carl Bouchard - director, representing the province of Quebec

Marc Ouellet - director, representing the province of New Brunswick

Cal Dirks - director, representing the province of Manitoba

Daniel Wollman - director, representing the province of Saskatchewan

Dan Veldman - director, representing the province of Ontario

Jeff Clarke - director, representing the province of Nova Scotia

Howard Bland & Curtis Somerton - directors, representing the province of Newfoundland and Labrador

Lucie Gionet - executive director

## **EXECUTIVE COMMITTEE**

The Executive Committee acts as a pre-work committee for the greater board and pre-approves the annual Business Plan and budget.

Mr. Andrew DeWeerd - chairman

Eastern Member: Mr. Carl Bouchard, vice-chairman

Western Member: Mr. Cal Dirks, treasurer

Atlantic Member: Mr. Marc Ouellet, secretary

Lucie Gionet - executive director



## 2016 COMMITTEES

The following committees of the board are reviewed annually at the PGC Annual General Meeting.

### 1. Executive Committee:

- The Executive Committee acts as a pre-work committee for the greater board and pre-approves the annual Business Plan and budget;
- Chairman: Andrew DeWeerd; vice-chairman: Carl Bouchard; treasurer: Cal Dirks; secretary: Marc Ouellet.

### 2. Finance and Audit Committee:

- The Finance and Audit Committee prepares the annual budget and reports to the board on all financial matters;
- Chairman: Cal Dirks, treasurer of the board;
- Member: Marc Ouellet.

### 3. Communications Committee:

- The Communications Committee is charged with PGC internal and external communications;
- Chairman: Carl Bouchard, vice-chairman of the board;
- Member: Marc Ouellet.

### 4. Cost of Production Committee (Committee of the Whole):

- The COP Committee rationalizes the national COP for pullets;
- Co-chairmen: Andrew DeWeerd and Carl Bouchard, chairman and vice-chairman of the board;
- Members: the board of directors.

#### Follow-up the Cost of Production Study:

- Dan Veldman and Lucie Gionet.

### 5. Production Management Committee:

- The Production Management Committee considers ongoing issues of production, including animal welfare;
- Chairman: Jeff Clarke;
- Member: Cal Dirks.

## STAFF

The staff consists of Lucie Gionet, acting as executive director of the PGC, and colleagues.



# BUSINESS PLAN FOLLOW-UP (2015-2018)

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## BACKGROUND TO THE PGC BUSINESS PLAN PRIORITIES

### PURPOSE

The Business Plan for the PGC is aimed at:

- Providing strategic direction to the organization;
- Taking an active role in support of Canadian pullet producers;
- Setting up for the operation of the PGC as a fully operating national organization.

### THE ANNUAL PGC BUSINESS PLANNING CYCLE

The PGC have an annual business planning cycle made up of the following elements:

- An environmental scan of the pullet industry on issues, practices and trends, collected during the course of the previous year;
- A strategic and operational audit of the previous year's achievements;
- Consultation with PGC directors in strategic directions;
- Identification by staff of PGC key issues for the upcoming planning year;
- A business planning work session with the board of directors in the fall of each year;
- Production of a draft Business Plan, including the budget for the forthcoming year;
- Approval and sign-off of the Plan by the board of directors;
- Performance management of board and staff aimed at continuous improvement;
- Production of the PGC Annual Report.

Planning at the PGC is therefore a team effort of the board, Executive Committee and staff. The PGC board of directors entrusts the chairman with the planning cycle and provides strategic input to the preparation of the annual Business Plan. The PGC Business Plan spans a three-year period, with an annual renewal that ensures a plan that is both current and visionary.

In 2017, it will be necessary to begin the work to develop a Business Plan for the period 2018-2021.

## MISSION, VISION, VALUES AND KEY RESULT AREAS

### MISSION

We provide leadership to Canadian pullet growers, aimed at ensuring their success as they provide pullets of the highest quality to Canadian egg farmers at a fair price.

### VISION

The vision of the board of directors for 2018 is for:

#### Credibility

- A proven reputation as the source of support and expertise on all Canadian pullet production issues and processes, including the Animal Care Policy for Pullets and the national *Code of Practice for the Care and Handling of Pullets, Layers and Spent Fowl*.

#### Fair price to grower

- Stable production and supply agreements in place and operating with an equitable return to pullet growers.

### Relationships

- Broad collaboration and engagement among all of our members and with other stakeholders on pullet issues of national importance;
- Full membership of all provinces in the PGC.

### Financial viability of the PGC

- Reliable and ongoing funding for PGC operations, including staff resources.

### Pullet industry stability

- A stable pullet industry based on effective management.

## **VALUES**

We, the directors of the PGC, believe in the following values:

### 1. A structured market place

We believe in working with national and provincial entities to protect and enhance a structured market place for agriculture in Canada.

### 2. Sustainability

We believe in the sustainability of Canadian pullet growers based on pullet growers achieving a fair price based on their COP.

### 3. Representation

We believe that all provinces should have equal representation at the national level.

### 4. Social responsibility

We believe in participating in the on-farm food safety chain and in animal care standards for Canada.

### 5. Communications

We believe in communicating effectively with all of our growers and stakeholders.

### 6. Quality

We believe in providing a pullet of the highest quality to Canadian egg farmers.

### 7. Collaboration

We believe in working on cross-Canada issues of pullet production in collaboration with our growers and stakeholders.

The priorities for the PGC for 2017 are:

- Updating the Animal Care Policy for Pullets;
- Understanding of the COP for pullets and implement the results with provinces collaboration;
- Development of the interprovincial Memoranda of Understanding;
- Improved collaboration with the EFC;
- Provincial engagement in pullet issues.

These have been included in key result areas defined as where the PGC must be successful in order to be true to its mission and vision, as follows:

1. Operations
2. Communications
3. Governance
4. Management and Administration

## KEY RESULTS AREA DEVELOPMENT

### KEY RESULT AREA 1: OPERATIONS

#### OBJECTIVE

To ensure that the PGC is recognized as a national agency committed to a fair farm price for pullets and to the provision of a healthy and robust supply of quality pullets to Canadian egg farmers.

#### GOALS

**By collaborating with provincial stakeholders on the establishment of a Memorandum of Understanding leading to the recognition of the PGC representing pullet growers nationally:**

- Accountability: chairman (Executive Committee, provincial agencies, executive director);
- Target date: 2016: PGC has initiated representations to the Minister and the FPCC chairman, work must continue in order to reach the goal;
- Target date: 2017;
- Performance indicator: MOUs in place and operating.

**By managing a national check-off system for pullets:**

- Accountability: executive director and board of directors;
- Target date: ongoing;
- Performance Indicator: all signatories contributing proportionally.

**By rationalizing the COP for pullet production in Canada:**

- Accountability: chairman of COP Committee (executive director, FPCC);
- Target date: April 2016 and ongoing: meetings with the representatives of the EFC and the provinces board helped publicize the steps taken by the PGC to obtain a COP model for pullets. COP study has been completed in 2016; PGC will work to agree with the stakeholders of its applications to establish a price for pullets;
- Target date: 2017 and ongoing;
- Performance indicator: COP model for pullets in place.

**By completing all elements of the Animal Care Policy for Pullets:**

- Accountability: chairman of the PGC Production Management Committee (Body of directors, executive director);
- Target date: December 2016: PGC Guidebook was published;
- Target Date: 2017; the Guidebook will be updated after the publication of the updated Code of Practice;
- Performance indicator: completed Policy and Guidebook, sent to stakeholders.



**By collaborating with provincial agencies on the development of communication and education package related to the Animal Care Policy for Pullets:**

- Accountability: executive director (Executive Committee, board of directors provincial agencies);
- Target date: ongoing;
- Performance indicator: program ready for delivery.

**By establishing the means to monitor best practices among pullet growers across the country:**

- Accountability: executive director;
- Target date: ongoing;
- Performance indicator: Animal Care Education Program ready to launch.

**KEY RESULT AREA 2: COMMUNICATIONS AND ENGAGEMENT**

**OBJECTIVE**

To use communications media and channels designed by the organization for reaching the membership of the PGC, EFC and provincial board:

**GOALS**

**By strengthening the partnership between the PGC and the EFC in order to manage issues of common concern and to pool resources:**

- Accountability: chairman (Executive Committee, board of directors);
- Target date: ongoing;
- Performance indicator: structured and regular meetings of PGC with EFC. Meetings and discussions on the Code of Practice and the cost of the pullet production took place in 2016.

**By establishing a relationship between the PGC and the Minister of Agriculture and Agri-Food:**

- Accountability: chairman (Executive Committee, board of directors, executive director);
- Target date: ongoing;
- Performance indicator: first meeting held and next steps established. A request for a meeting was sent to the Minister in 2016.

**By sustaining relationships with pertinent federal stakeholders aimed at providing information on activities of the PGC:**

- Accountability: chairman (Executive Committee, board of directors, executive director);
- Target date: ongoing and as required;
- Performance indicator: meetings held; results tracked.

**By establishing the means to inform PGC stakeholders continuously:**

- Accountability: executive director (chairman, Communications Committee);
- Target date: ongoing;
- Performance indicator: semiannual updates provided to provincial agencies and board of directors.

**By continuing to provide updates at provincial pullet growers, stakeholders and Annual General Meetings:**

- Accountability: chairman (Communications Committee, Executive Committee, board of directors, executive director);
- Target date: ongoing;
- Performance indicator: common message delivered to all stakeholders.

**By improving communications at the board of directors' level:**

- Accountability: executive director (secretary of the board, Communications Committee);
- Target date: ongoing;
- Performance indicator: improvements in place.

**By attending those international conferences that are pertinent to the issues of pullet growers in Canada:**

- Accountability: chairman (Executive Committee, board of directors, executive director);
- Target date: ongoing;
- Performance indicator: decision on attendance and funding.

**By engaging with provincial general managers on issues of common concern and a path forward for the PGC:**

- Accountability: chairman (Executive Committee, board of directors, executive director);
- Target date: March 2016: we got the co-operation of the general manager of the provinces for the sampling of participants in the COP study;
- Target date: ongoing;
- Performance indicator: first work session held.

**KEY RESULT AREA 3: GOVERNANCE**

**OBJECTIVE**

Establish the PGC as the independent and autonomous national organization representing Canadian pullet growers.

**GOALS**

**By continuing to make the case for provinces not currently involved being members of the PGC:**

- Accountability: chairman (Executive Committee, executive director);
- Target date: ongoing: production of an Annual Report which presents the achievements of the PGC for broadcast to the provinces on February 1<sup>st</sup> of each year;
- Performance indicator: confirmation that all provinces are involved; gradually increasing participation of provinces as signatories to MOUs.

**By ensuring that a representative from the PGC is a permanent member of the EFC Production Management Committee:**

- Accountability: chairman (executive director, board of director);
- Target date: ongoing;
- Performance indicator: permanent membership on the committee of PGC representative.

**By performing an annual review of PGC By-Laws to reflect the changes brought about by emerging issues:**

- Accountability: treasurer (board of directors, executive director);
- Target date: yearly as ratified at the Annual General Meeting;
- Performance indicator: By-Law changes passed by the board and Annual General Meeting.

**By improving the format of the PGC Annual General Meeting:**

- Accountability: chairman (Executive Committee, board of directors, executive director);
- Target date: January, annually and ongoing;
- Performance indicator: improved effectiveness of PGC Annual General Meetings (evaluations).

**By participating in meetings and round tables aimed at ensuring that the PGC is engaging in appropriate and timely industry activity related to pullet production:**

- Accountability: chairman (Executive Committee, executive director);
- Target date: ongoing;
- Performance indicator: timely reports to the board on key issues emerging.

**KEY RESULT AREA 4: MANAGEMENT AND ADMINISTRATION**

**OBJECTIVE**

To ensure that the PGC has all of the necessary management processes in place to administer itself effectively:

**By establishing the transition between interim and permanent staff for the PGC:**

- Accountability: chairman (Executive Committee, executive director);
- Target date: January 1, 2016 (completed);
- Performance indicator: decision on staff appointments.

**By continuing to improve the bilingual capacity of the PGC:**

- Accountability: chairman (chairman, communications, executive director);
- Target date: ongoing;
- Performance indicator: Bilingualism Policy in place and implemented; continuously improved translations.

**By implementing the annual staff evaluation process:**

- Accountability: chairman (Executive Committee);
- Target date: 2016: this activity has been postponed in 2017;
- Target date: January 2017;
- Performance indicator: ongoing and cyclical staff evaluation underway.

**By continuously improving the financial management processes of the PGC:**

- Accountability: Treasurer (chairman, executive director);
- Target date: ongoing;
- Performance indicator: continuously improved efficiency of PGC's financial management processes; balance sheets provided to the board of directors on a regular basis, as required.

# 2016 FINANCIAL STATEMENT

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**Pullet Growers of Canada**  
Statement of Financial Position  
For the period ending December 31, 2016

<b>Revenue</b>	<b>2016</b>	<b>2015</b>
Revenue from Provinces	194 353.31 \$	177 234.33 \$
Subsidy	56 000.00 \$	- \$
Interest Income	1 028.93 \$	1 078.48 \$
	<u>251 382.24 \$</u>	<u>178 312.81 \$</u>
 <b>Expenditures</b>		
Professional Fees	269 764.04 \$	51 866.92 \$
Meeting expenses	14 753.00 \$	10 228.61 \$
Insurance	1 134.00 \$	1 134.00 \$
Bank charges	- \$	169.65 \$
Office expenses	2 426.10 \$	575.39 \$
	<u>288 077.14 \$</u>	<u>63 974.57 \$</u>
 <b>Excess (Deficiency) Revenue over Expenditures</b>	<u><b>(36 694.90) \$</b></u>	<u><b>114 338.24 \$</b></u>
 Bank balance at beginning of period	201 256.42 \$	87 494.92 \$
Excess Revenue over Expenditures	(36 694.90) \$	114 338.24 \$
Tax receivables	(11 860.30) \$	(576.74) \$
 <b>Balance per Bank Statement on December 31st</b>	<b>152 701.22 \$</b>	<b>201 256.42 \$</b>

Vincent Bélanger-Marceau CPA, CGA

## ANNUAL REVENUE BY PROVINCE FOR 2017

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<b>Province</b>	<b>Layer</b>	<b>Contribution</b>	<b>NP</b>
<b>BC</b>	3,009,038	\$0.00	\$30,090.38
<b>AB</b>	2,464,890	\$0.00	\$24,648.90
<b>SK</b>	1,136,701	\$11,367.01	
<b>MB</b>	2,495,886	\$24,958.86	
<b>ON</b>	8,999,402	\$89,994.02	
<b>QC</b>	5,002,629	\$50,026.29	
<b>NB</b>	499,955	\$4,999.55	
<b>NS</b>	849,196	\$8,491.96	
<b>PE</b>	141,780	\$0.00	\$1,417.80
<b>NL</b>	391,531	\$3,915.31	
<b>NT</b>	128,440	\$0.00	\$1,284.40
<b>TOTAL 2017</b>	<b>25,119,448</b>	<b>\$193,753.00</b>	<b>\$57,441.48</b>

NP = Not participating

\*The provincial contribution is calculated based on provincial allocations, excluding eggs for processing.

The total contributions requested from member provinces for 2017 is \$193,753.00.

## 2017 BUDGET

<b>Projected Revenue</b>	<b>2016 BUDGET</b>	<b>2016 Results</b>	<b>2017 BUDGET</b>
Revenue from Provinces (0,01\$ / bird )	187,650	194,353	193,753
Interest Income	500	1,029	500
Projected Funding/EODP/Grenville Futures	50,000	56,000	
Projected Funding/AAC			
<b>TOTAL REVENUE</b>	<b>\$238,150</b>	<b>\$251,382</b>	<b>\$194,253</b>
<b>Projected Expenses</b>	<b>2016 BUDGET</b>	<b>2016 RESULTS</b>	<b>2017 BUDGET</b>
Professional Fees (Executive director , secretary)	70,000	51,629	70,000
Bank Charges	200	0	200
Meeting Expenses and travel (director + staff)	8,000	12,166	12,500
Director Insurance	1,200	1,134	1,200
Office Rent + Internet + telecommunication)	1,200	2,426	2,400
Translation Services	5,000	2,870	4,000
COP Survey	214,225	212,225	0
Annual Business planning (MEETING ROOM fall meeting)	4,000	2,587	3,000
Accounting	5,000	3,040	3,500
Loan from EFO			
<b>TOTAL EXPENSES</b>	<b>\$308,825</b>	<b>\$288,077</b>	<b>\$96,800</b>
<b>Excess Revenue/over Expenditures</b>	<b>-\$70,675</b>	<b>-\$36,695</b>	<b>\$97,453</b>

## NOTES

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**Éleveurs  
de poulettes  
du Canada**



**Pullet  
Growers  
of Canada**

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