

**Éleveurs
de poulettes
du Canada**



**Pullet
Growers
of Canada**

PULLET GROWERS OF CANADA

2017 Annual report

Annual General Meeting
March 20, 2018

**Éleveurs
de poulettes
du Canada**



**Pullet
Growers
of Canada**

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NOTICE OF MEETING

**You are hereby
summoned
to the 12th Annual General
Meeting
of the Pullet Growers of
Canada (PGC)**

**Vous êtes par la présente
convoqués
à la 12^e assemblée générale
annuelle
des Éleveurs de poulettes du
Canada (EPC)**

PGC Annual General Meeting will be held

on March 20, 2018

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

Ontario room/3rd floor
The Westin Ottawa
11 Colonel By Drive
Ottawa (Ontario) K1N 9H4

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

Best regards,

Andrew DeWeerd
Chairman

L'assemblée générale annuelle des EPC se tiendra

le 20 mars 2018

de 13 h 30 à 16 h

salle Ontario/3^e étage
The Westin Ottawa
11 Colonel By Drive
Ottawa (Ontario) K1N 9H4

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

Meilleures salutations,

Andrew DeWeerd
Président



AGENDA

**Twelfth Annual General Meeting Agenda
Pullet Growers of Canada
March 20, 2018, 1:30 to 4:00 p.m.
The Westin Ottawa, Ontario Room
Ottawa, Ontario**

1. Welcome and Opening Remarks: Mr. Andrew DeWeerd, Chairman
2. Introduction of Board Members and Staff
3. Minutes of the Eleventh Annual General Meeting
4. Reports:
 - 4.1. Annual Chairman's Report
 - 4.1.1. Representations
 - 4.1.2. Operations
 - 4.2. Committee Reports
 - 4.2.1. Finance and Audit Committee: Mr. Harold Froese
 - 4.2.2. Communications Committee: Mr. Carl Bouchard
 - 4.2.3. Cost of Production Committee: Messrs. Andrew DeWeerd and Carl Bouchard
 - 4.2.4. Production Management Committee: Mr. Jeff Clarke
5. Update: False layers (by Dan Veldman)
6. Miscellaneous Items
7. Appointment of Officers (by provincial representatives)
8. Chairman's Closing Remarks



CHAIRMAN'S MESSAGE

A year of great change for the Pullet Growers of Canada (PGC)

It is with pleasure that I present the PGC's twelfth Annual Report. Here, you will find information on the activities conducted in 2017 and on the priorities for the year to come.

The year 2017 was marked by a number of significant changes! These included the publication of the revised *Code of Practice for the Care and Handling of Pullets and Laying Hens* in March. We also worked diligently throughout the year to act on the outcomes of the cost of production (COP) study published in winter 2016.

The revision of the code of practice signals that our industry's voice has been heard when it comes to improving the animal-welfare and environmental requirements, animal health and husbandry practices, etc. Over the coming years, changes to the code will be implemented by growers in close collaboration with stakeholders in the egg sector. This represents a wonderful opportunity for us to make our sector better and, ultimately, to be rewarded for the effort we put in.

As you know, we had two long-standing directors step down in March 2017. I would first like to thank Mr. Cal Dirks for his undying contribution over the years. As one of the PGC's pioneers, he worked tirelessly to bring pullet growers together and better structure the industry. Mr. Marc Ouellet also left us after showing great determination in getting a marketing board established and serving as secretary of the PGC. We wish both of them plenty of success in their subsequent endeavours. We are very pleased to welcome Messrs. Harold Froese and François Jacques as new board members.

Our Executive Director, Ms. Lucie Gionet, is unfortunately on leave for the time being. She should be back with us in short order. In the meantime, I would like to thank Ms. Sylvie Martel and the staff at the Union des producteurs agricoles (UPA) for their professionalism in taking care of our files. I also salute our directors for their patience and understanding.

Looking to the year ahead, we should be proud of the manner in which we have risen to challenges in the last year, while at the same time preparing ourselves for the year that has begun. We will need to prepare a new Master Plan over the course of 2018, which will help us deal with major changes in the future.

In closing, I would like to salute the teamwork in which our directors have engaged, as well as the efforts to which they have gone in advancing our sector and communicating the issues and challenges facing growers in their respective provinces.

Sincerely,



Andrew DeWeerd
Chairman, Pullet Growers of Canada



MINUTES OF THE ELEVENTH ANNUAL GENERAL MEETING

Minutes of the Eleventh Annual General Meeting of the **Pullet Growers of Canada**

March 21, 2017, 1:30 p.m. to 4:00 p.m.
Renaissance Room, Fairmont Château Laurier
Ottawa, Ontario

1. Welcome and Opening Remarks

Mr. Andrew DeWeerd, PGC Chairman, and Mr. Carl Bouchard, Vice-Chairman, welcomed the 24 participants at the eleventh annual general meeting, including growers and guests. The Chairman noted that the PGC's activities provide a detailed portrait of the state of pullet growing in Canada. Growers' needs are becoming clearer, specifically with respect to the challenges posed by the new Canada-wide code of practice. He also mentioned that the PGC's strategic planning activities will begin in the fall with a view to setting priority actions for the coming years (2018–2021). He underscored the provinces' contributions, which have supported the advancement and recognition of our production sector over the years.

2. Introduction of Board Members and Staff

The Chairman introduced the Board members who represented the PGC's member provinces over the last year, namely: Mr. Curtis Sommerton and Ms. Mary Oliver successively (Newfoundland and Labrador), Mr. Jeff Clarke (Nova Scotia), Ms. Hannah Searle and Mr. François Jacques successively (New Brunswick), Mr. Carl Bouchard (Quebec), Mr. Dan Veldman (Ontario), Messrs. Cal Dirks and Harold Froese successively (Alberta), and Mr. Daniel Wollman (Saskatchewan).

He then introduced the employees who supported the completion of the organization's activities over the course of the last year: Ms. Lucie Gionet, Executive Director, and Ms. Sophie Duchesne, Secretary.

3. Minutes of the Tenth Annual General Meeting, 2016

ON MOTION DULY MOVED by Mr. Danny Wollman and seconded by Mr. Dan Veldman, it was unanimously resolved to approve the minutes of the tenth annual general meeting held on March 22, 2016, at the Westin Hotel in Ottawa, Ontario.

4. Reports

4.1 2016 Annual Report

The Annual Report provides a portrait of the activities and initiatives conducted in 2016 and is used to follow up on the PGC Master Plan and priorities for 2017.

In 2016, the chief accomplishments centred on:

- The pullet COP study
- The meeting with the Farm Products Council of Canada (FPCC)
- Our relationships with the Egg Farmers of Canada (EFC)



- The *Code of Practice for the Care and Handling of Pullets and Laying Hens*

The priorities for 2017 are:

- Developing the interprovincial memorandum of understanding (MOU) to ensure that the PGC's recognition as the national representative of pullet growers is maintained
- Setting a growing price consistent with the results of the pullet COP study conducted by the PGC (2016)
- Adapting our pullet care guide following the dissemination of the Canada-wide *Code of Practice for the Care and Handling of Pullets and Laying Hens*, updated by the National Farm Animal Care Council

Mr. DeWeerd congratulated the directors on their involvement and the renewed support from the provinces in recent years.

The Executive Director mentioned that the Board of Directors held 11 meetings, by teleconference, to ensure progress is made in the various files. As is done every year, the Board of Directors listed the activities undertaken as part of the 2015–2018 Master Plan and set priorities for 2016. The Master Plan follow-up was tabled in the Annual Report.

4.2 Committee Reports

The Chairman invited the Chairmen of the working committees to present their accomplishments for 2016.

4.2.1 Finance and Audit Committee

Mr. Cal Dirks, Treasurer of the Board of Directors, presented the financial report and the auditor's report as adopted by the Board of Directors in compliance with the bylaws.

4.2.2 Communications Committee

Mr. Carl Bouchard, the Committee Chairman, mentioned that communications activities in the last year consisted only of sending newsletters to the provinces.

4.2.3 Cost of Production Committee

Mr. Dan Veldman, the director responsible for following up on the COP study conducted by the Meyers Norris Penny (MNP) firm, discussed the major findings. The Board of Directors examined the possibility of extending the study to include aviary (multi-tier) operations since this production method is still in development.

4.2.4 Production Management Committee

Mr. Jeff Clarke, EFC Production Committee representative, presented the committee's priorities for 2016, namely the new Canada-wide code of practice, egg COP calculation, HACCP standards, and research and development.

5. Other Business

No other business was discussed.

6. Elections

Appointment of Officers

The meeting was temporarily adjourned to allow the Board of Directors to appoint the PGC officers for a one-year term, as provided for in the bylaws.



After the break was over, the Chairman introduced the members elected to serve in the following officer positions on the Executive Committee:

- **Chairman**, Mr. Andrew DeWeerd
- **1st Vice-Chairman**, Eastern Region Representative, Mr. Carl Bouchard
- **Secretary**, Atlantic Region Representative, Mr. Jeff Clarke
- **Treasurer**, Western Region Representative, Mr. Harold Froese

7. Chairman's Closing Remarks

The Chairman presented and congratulated the officers elected for the next year and thanked all those in attendance. He also thanked Messrs. Marc Ouellet and Cal Dirks for their involvement on the Board of Directors over the last ten years. He invited growers and guests to stay in the room to continue discussions after the meeting.

ON MOTION DULY MOVED by Mr. Dan Veldman and seconded by Mr. François Jacques, it was resolved that the eleventh annual general meeting of the PGC be closed.

*Prepared by Lucie Gionet
Executive Director*



REPORT OF ACTIVITIES

Board of Directors Meetings

In 2017, the Board of Directors held 7 teleconferences to monitor activities and guide the work being done on the PGC's files. As happens every year, the Board of Directors met the morning of the annual general meeting; it also met in the fall to follow up on the 2015–2018 Master Plan and set priorities for 2018.

Ms. Lucie Gionet, Executive Director, has been on leave since April 2017 for personal reasons. The Agricultural Research and Policy Branch of the Union des producteurs agricoles contributed a person with relevant experience in the field, Ms. Sylvie Martel, to the organization.

Representations

Egg Farmers of Canada (EFC)

Ties between the PGC and EFC have strengthened over time. In 2017, the PGC Chairman and directors attended various meetings to discuss the issues facing our sector with EFC directors and to follow up on the pullet COP study. Our two organizations exchange information as needed to advance files of common interest. PGC representatives also sit on EFC's Production Management Committee and its HACCP Committee.

National Farm Animal Care Council (NFACC)

The NFACC's work in revising the *Code of Practice for the Care and Handling of Pullets, Layers and Spent Fowl* came to a close with the publication of the new code in early 2017. This work was conducted by EFC along with representatives from the Canadian Poultry and Egg Processors Council and the PGC. Our Chairman, Mr. Andrew DeWeerd, attended the meetings all throughout the process.

Pullet Care Guide

The pullet care guide, developed by the PGC and published since 2016, provides Canadian pullet growers with the information they need to handle the birds under their care with respect and compassion. This guide is available in electronic format and can be requested by email at info.secretariat@epc-pgc.ca at any time.

Over the coming months, the PGC will have to assess what modifications and specification will have to be made to the guide in order to make it compatible with the *Code of Practice for the Care and Handling of Pullets and Laying Hens*.

Farm Products Council of Canada (FPCC)

In fall 2016, members of the Executive Council and the Executive Director of the PGC met with the FPCC Chair, Mr. Laurent Pellerin, to discuss the current state of pullet production; this initial portrait was intended to summarize the main areas of progress in the sector and to discuss potential ways to ensure optimal income for Canadian pullet growers.



The PGC affirmed its work in the egg production value chain through its involvement in various industry committees and through progress made in its biosecurity and animal welfare files.

In 2017, the PGC developed an argument to present at the meeting to be held with Minister MacAulay. The purpose of the meeting was to discuss the request for establishing a pullet marketing board inspired by the Panel Summary of the Process and Public Hearings as well as the FPCC report and recommendations. It was also intended to address the questions of the then Minister regarding the creation of a marketing board, which was proposed in 2014. The meeting took place in January.

Pullet COP Study

The PGC hired the MNP firm to conduct a pullet COP study. Based on 2014 data, this took place during winter 2016 with collaboration from pullet growers located in Saskatchewan, Manitoba, Ontario, Quebec, and the Atlantic provinces. Representatives from the other provinces did not participate in this study.

COP Assumed by Pullet Growers (2014)

	Average cost per pullet
Repairs and maintenance	\$0.107
Energy	\$0.276
Labour	\$0.966
Depreciation	\$0.512
Overhead	\$0.484
Interest and return for grower	\$0.489
Total cost assumed by grower	\$2.834

Generally speaking, the data provide a good estimate of the costs of each item used to calculate pullet COP, with a 90 percent confidence level and an error margin of 10.6 percent.



2017 GOVERNANCE STRUCTURE

BOARD OF DIRECTORS

Andrew DeWeerd – Chairman
Carl Bouchard – Vice-Chairman, Provincial Representative for Quebec
Jeff Clarke – Secretary, Provincial Representative for Nova Scotia
Harold Froese – Treasurer, Provincial Representative for Manitoba
François Jacques – Director, Provincial Representative for New Brunswick
Mary Oliver – Director, Provincial Representative for Newfoundland and Labrador
Dan Veldman – Director, Provincial Representative for Ontario
Daniel Wollman – Director, Provincial Representative for Saskatchewan
Lucie Gionet and Sylvie Martel – Executive Directors

EXECUTIVE COMMITTEE

The Executive Committee serves as a preparatory committee for the Board of Directors and is charged with reaching preliminary decisions regarding the Master Plan and the annual budget.

Chairman: Mr. Andrew DeWeerd
Eastern Region Representative: Mr. Carl Bouchard, Vice-Chairman
Western Region Representative: Mr. Harold Froese, Treasurer
Atlantic Region Representative: Mr. Jeff Clarke, Secretary



2017 COMMITTEES

The following committees of the Board of Directors are evaluated annually as part of the PGC annual general meeting.

1. Executive Committee

The Executive Committee serves as a preparatory for the Board of Directors and is charged with reaching preliminary decisions regarding the Master Plan and the annual budget.

- Chairman: Andrew DeWeerd
- Vice-Chairman: Carl Bouchard
- Treasurer: Harold Froese
- Secretary: Jeff Clarke

2. Finance and Audit Committee

The Finance and Audit Committee prepares the annual budget and reports to the Board of Directors on all financial matters.

- Chairman: Harold Froese, Treasurer of the Board of Directors
- Member: Mary Oliver

3. Communications Committee

The Communications Committee is charged with the PGC'S internal and external communications.

- Chairman: Carl Bouchard, Vice-Chairman of the Board of Directors
- Member: Daniel Wollman

4. EFC COP Committee

The COP Committee determines the strategy for disseminating the COP study.

- Co-Chairmen: Andrew DeWeerd and Carl Bouchard, Chairman and Vice-Chairman of the Board of Directors
- Members: Board of Directors

5. Production Management Committee

The Production Management Committee deals with the primary matters of production, specifically pullet care and biosecurity measures.

- Chairman: Jeff Clarke, Secretary, sits on certain EFC committees (Product Management Committee and Animal Care Program)
- Members: Dan Veldman and Daniel Wollman

STAFF

Lucie Gionet, Sarah Boivin-Chabot, and Sylvie Martel served as Executive Directors, supported by their colleagues.



2015–2018 MASTER PLAN FOLLOW-UP

CONTEXT FOR MASTER PLAN PRIORITIES

GOAL

The purpose of the PGC Master Plan is to:

- Provide the organization with strategic direction
- Play an active role among Canadian pullet growers
- Refine the PGC's management such that the organization becomes a national body

ANNUAL PGC PLANNING CYCLE

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

- Analysing the pullet industry environment as it pertains to the practices, trends, and issues determined over the course of the previous year
- Conducting a strategic and operational audit of the previous year's progress
- Consulting with PGC directors on strategic directions
- Determining, through the work of its permanent employees, the primary issues in the PGC's sights for the upcoming planning year
- Holding planning sessions with the Board of Directors every fall
- Preparing a draft Master Plan and budget for the following year
- Obtaining the approval and signature of the Master Plan by the Board of Directors
- Evaluating the performance of the Board of Directors and staff, with a view to continuous improvement
- Producing the PGC Annual Report

Planning within the PGC is therefore a group effort by the Board of Directors, the Executive Committee, and staff. The PGC's Board of Directors entrusts its Chairman with the task of the annual planning cycle and provides its strategic contribution in preparing the annual Master Plan. The Master Plan covers a three-year period and is subject to annual review to ensure that it remains both current and visionary.

In 2018, it will be necessary to start developing a Master Plan for 2018–2021.

MISSION, VISION, VALUES, AND AREAS OF KEY PROGRESS

MISSION

We provide Canadian pullet growers with leadership that fosters their success, enabling them to provide pullets of the highest quality to Canadian egg farmers at a fair price.

VISION

The vision of the Board of Directors until 2018 consists of the following elements:

Credibility

- An established reputation as the source of support and expertise for all problems and processes related to pullet production, including the *Animal Care Policy for Pullets* and the national code of practice

Fair Prices for Growers

- A production and supply agreement that is both in effect and operational, with a fair return for pullet growers

Relationships

- Close collaboration and engagement with all our members and with other players on matters of national importance
- PGC membership from all provinces

Financial Stability of PGC

- Guaranteed and constant income to support the PGC's operations, including staff remuneration

Stability in the Pullet Sector

- A stable sector founded on effective management

VALUES

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

1. A Structured Marketplace

We believe in the importance of collaborating with national and provincial entities to protect and improve a structured agricultural marketplace in Canada.

2. Viability

We believe in the viability of Canadian pullet growers, based on growers' ability to obtain a fair price based on their COP.

3. Representation

We believe in equal representation of provinces at the national level.

4. Social Responsibility

We believe in the validity of upholding Canadian standards governing on-farm food safety and animal protection.

5. Communication

We believe in effective communication with all growers and partners.

6. Quality

We believe that it is our duty to provide pullets of the highest quality to Canadian egg farmers.

7. Collaboration

We believe that we have to work on national issues in collaboration with all growers and stakeholders.

The PGC's priorities in 2017 were:

- To complete the *Animal Care Policy for Pullets*
- To study pullet COP and act on the findings in collaboration with the provinces
- To develop an interprovincial MOU
- To improve collaboration with EFC
- To involve the provinces in pullet-related issues

These priorities are included in the key outcomes that the PGC must attain in order to fulfill its mission and to achieve its vision, namely:

1. Operations
2. Communication and Engagement
3. Governance
4. Management and Administration

ELABORATION OF KEY OUTCOMES

KEY OUTCOME 1: OPERATIONS

OBJECTIVE

To ensure that the PGC achieves national agency status, to enable pullet growers to receive adequate remuneration and to ensure a stable and healthy supply of pullets for Canadian egg farmers.

GOALS

To collaborate with provincial players to implement an MOU recognizing the PGC as the national representative of pullet growers:

- Responsibility: Chairman (Executive Committee, provincial organizations, Executive Director)
- Target date: 2016 — The PGC initiated representations with the minister and the FPCC chair; this must continue in order for our object to be reached.
- Target date: 2017
- Performance indicator: A functional interprovincial MOU in effect

PROGRESS: The PGC developed an argument and organized a meeting with federal Minister of Agriculture and Agri-Food Lawrence MacAulay to take stock of the PGC's status at the national level and its position in the industry.

To manage a national contribution system for pullets:

- Responsibility: Executive Director and Board of Directors
- Target date: Ongoing
- Performance indicator: All signatories contributing proportionally

PROGRESS: There has been little progress on this file owing to the Executive Director's absence.

To standardize pullet COP in Canada:

- Responsibility: Chairman of the COP Committee (Executive Director, FPCC)
- Target date: April 2016, thereafter ongoing — Meetings with EFC representatives and provincial organizations made known the actions undertaken by the PGC to obtain a model for calculating COP. The COP study ended in 2016, so stakeholders must agree on how to apply its findings in order to set a price for pullets.

- Target date: 2017, thereafter ongoing
- Performance indicator: A pullet COP model in place

PROGRESS: The PGC held discussions with provincial representatives to determine the steps needed to obtain the COP.

To complete all elements of the *Animal Care Policy for Pullets*:

- Responsibility: PGC Production Management Committee Chairman (Board of Directors, Executive Director)
- Target date: December 2016 — The PGC pullet care guide was published.
- Target date: 2017 — The guide should be updated after the code of practice is updated.
- Performance indicator: Policy completed and shared with stakeholders

PROGRESS: The *Code of Practice for the Care and Handling of Pullets and Laying Hens* was published in spring 2017.

To collaborate with provincial organizations to develop a communication and training program related to the pullet animal care policy:

- Responsibility: Executive Director, Executive Committee, Board of Directors, provincial organizations
- Target date: Ongoing
- Performance indicator: Animal care training program ready to be launched

PROGRESS: There has been little progress on this file owing to the Executive Director’s absence.

To establish methods for monitoring best practices among pullet growers across the country:

- Responsibility: Executive Director
- Target date: Ongoing
- Performance indicator: Program ready to be launched

PROGRESS: There has been little progress on this file owing to the Executive Director’s absence.

KEY OUTCOME 2: COMMUNICATION AND ENGAGEMENT

OBJECTIVE

To use the media and communication channels designed by the organization to communicate with PGC members, EFC, and the provincial organizations.

GOALS

To strengthen the partnership between the PGC and EFC to deal with matters of common interest and to pool resources:

- Responsibility: Chairman (Executive Committee, Board of Directors)
- Target date: Ongoing
- Performance indicator — Structured and periodic meetings involving the PGC and EFC (meetings and discussions concerning the code of practice and pullet COP took place in 2016)

PROGRESS: Meetings and discussions with EFC are held on an ongoing basis.

To form a relationship between the PGC and Agriculture and Agri-Food Canada:

- Responsibility: Chairman (Executive Committee, Board of Directors, Executive Director)
- Target date: Ongoing
- Performance indicator: Initial meeting held and next steps established (a request was submitted to the minister in 2016)

PROGRESS: A request to meet with the agriculture minister was submitted; the meeting was arranged in early 2018.

To maintain relationships with the appropriate federal stakeholders with a view to providing information on the PGC's activities:

- Responsibility: Chairman (Executive Committee, Board of Directors, Executive Director)
- Target date: Ongoing
- Performance indicator: Meetings held, outcomes receive follow-up

PROGRESS: Despite the Executive Director's absence, the Chairman and the employees endeavoured to maintain a maximum of contact with industry stakeholders.

To establish means to keep PGC stakeholders informed on an ongoing basis:

- Responsibility: Executive Director (Chairman, Communications Committee)
- Target date: Ongoing
- Performance indicator: Semi-annual reports provided to provincial organizations and the Board of Directors

PROGRESS: There has been little progress on this file owing to the Executive Director's absence.

To continue providing updates as part of provincial meetings involving pullet growers and stakeholders and at annual general meetings:

- Responsibility: Chairman (Communications Committee, Executive Committee, Board of Directors, Executive Director)
- Target date: Ongoing
- Performance indicator: Consistent messaging delivered to all stakeholders

PROGRESS: Provincial association representatives share news about changes in pullet production in their respective provinces at regular meetings.

To improve communication within the Board of Directors:

- Responsibility: Executive Director (Secretary, Communications Committee)
- Target date: Ongoing
- Performance indicator: Improvements made

PROGRESS: The inclusion and involvement of Board members have allowed the organization to continue developing despite the Executive Director's absence.

To participate in international conferences relevant to Canadian pullet growers:

- Responsibility: Chairman (Executive Committee, Board of Directors, Executive Director)
- Target date: Ongoing
- Performance indicator: Decision regarding participation and funding made



To collaborate with provincial executive directors in matters of common interest and in determining the PGC's future path:

- Responsibility: Chairman (Executive Committee, Board of Directors, Executive Director)
- Target date: March 2016 — We got collaboration of provincial executive directors to survey participants for the COP study.
- Target date: Pending
- Performance indicator: First work session held

KEY OUTCOME 3: GOVERNANCE

OBJECTIVE

To make the PGC the national independent and autonomous organization representing Canadian pullet growers.

GOALS

To persuade the provincial organizations that are not currently part of the PGC to join:

- Responsibility: Chairman (Executive Committee, Executive Director)
- Target date: Ongoing — Annual Report produced containing the PGC's accomplishments to be sent to the provinces on February 1 of each year
- Performance indicator: Confirmation of participation from all provinces (growth in participation from provinces that are signatories to the MOU)

PROGRESS: The production of the 2017 Annual Report is delayed because of staff changes to find a replacement for the Executive Director.

To ensure that a representative from the PGC is a permanent member of EFC's Production Management Committee:

- Responsibility: Chairman (Executive Director, Board of Directors)
- Target date: Ongoing
- Performance indicator: PGC representative is a permanent member of the committee

PROGRESS: The PGC designated a representative to sit on EFC's Production Management Committee, but the PGC's participation on the committee is not official.

To conduct an annual review of PGC bylaws to ensure changes resulting from new issues are reflected:

- Responsibility: Treasurer (Board of Directors, Executive Director)
- Target date: Annually as decided at the annual general meeting
- Performance indicator: Amendments to bylaws adopted by the Board of Directors and at the annual general meeting

PROGRESS: There has been little progress on this file owing to the Executive Director's absence.

To improve the operation of the PGC annual general meeting:

- Responsibility: Chairman (Executive Committee, Board of Directors, Executive Director)
- Target date: January, annually, and ongoing
- Performance indicator: Greater efficiency in PGC annual general meetings (meeting evaluation)

To participate in meetings and roundtable discussions to ensure that the PGC is a stakeholder in the appropriate industry activities relevant to pullet growing:

- Responsibility: Chairman (Executive Committee, Executive Director)
- Target date: Ongoing
- Performance indicator: Reports on the main issues provided to the Board of Directors in a timely fashion

PROGRESS: The PGC have no control over their participation in the various activities, but the representatives of our organization assert our priorities and aims when invited to do so.

KEY OUTCOME 4: MANAGEMENT AND ADMINISTRATION

OBJECTIVE

To ensure the PGC has in place all management processes needed to ensure effective self-administration.

To establish a framework for transitioning from interim PGC staff to a permanent team:

- Responsibility: Chairman (Executive Committee, Executive Director)
- Target date: January 1, 2016 (complete)
- Performance indicator: Decision on staff appointment

PROGRESS: While the Executive Director is a permanent part-time position, the PGC needs to create a human resources development plan and to keep the possibility of using the provinces' permanent resources on the table.

To continue improving the PGC's bilingual capacity:

- Responsibility: Chairman (Communications Committee, Executive Director)
- Target date: Ongoing
- Performance indicator — Bilingualism policy created and implemented, continuous improvement of translations

PROGRESS: While this is a highly sensitive topic, it must remain a clear objective.

To implement the annual staff evaluation process:

- Responsibility: Chairman (Executive Committee)
- Target date: 2016 (postponed to 2017)
- Performance indicator: Cyclical and continuous staff evaluation in progress

To continually improve the PGC's financial management processes:

- Responsibility: Treasurer, Chairman, Executive Director
- Target date: Ongoing
- Performance indicator: Continuous improvement of the PGC's financial management processes, regular reporting to the Board of Directors

PROGRESS: We must examine the possibility of obtaining a monthly financial report, establishing a spending policy for directors, and utilizing new communication technologies.

In summary, not having official status makes the implementation of the COP more complex. The members of the PGC must collectively agree on their operations and their organization. All parties agree that there is much work to be done to implement the new COP and the new code of practice.

At the fall directors' meeting (September 26 and 27), the members of the Board of Directors identified four priorities for 2018. These priorities are:

- To achieve clear national agency status for the PGC and get involvement from all provinces in the steps required to obtain this national recognition
- To publicize the new *Code of Practice for the Care and Handling of Pullets and Laying Hens* and encourage all growers in Canada to adhere to it
- To sort out the staffing situation
- To have a proper annual budget and spending policy to facilitate the involvement of all provinces



2017 FINANCIAL REPORT

Income	2017	2016
Contributions from provinces	\$194,842.86	\$194,353.31
Grant	\$ –	\$56,000.00
Interest	\$2,292.10	\$1,028.93
	\$197,134.96	\$251,382.24
Expenses		
Professional services	\$37,208.34	\$269,764.04
Travel expenses	\$11,792.08	\$14,753.00
Insurance	\$1,191.24	\$1,134.00
Office expenses	\$918.76	\$2,426.10
	\$51,110.42	\$288,077.14
Surplus (shortfall) of income relative to expenses	\$146,024.54	(\$36,694.90)
Cash balance at start of year	\$152,701.30	\$200,996.00
Surplus (shortfall) in current year	\$146,024.54	(\$36,694.90)
Tax payable (receivable)	\$18,055.51	(\$11,599.88)
Cash balance on December 31	\$316,781.35	\$152,701.30
Vincent Bélanger-Marceau CPA, CGA		
Breakdown of professional services		
MNP LLP	–	\$212,225.00
RANA	–	\$550.91
Accounting	\$2,856.17	\$3,040.01
Executive Director and Administrative Assistant	\$28,294.94	\$51,078.53
Forest Lavoie Conseil	\$2,947.33	–
Jeffrey Clarke	\$1,864.45	–
Mike Petrick	–	\$384.89
Translation	\$860.56	\$2,869.60
	\$37,208.34	\$269,764.04

REVENUE FROM PROVINCES FOR 2018

Province	Layers	Contribution	NM
BC	3,117,779	–	\$31,177.79
AB	2,589,101	–	\$25,891.01
SK	1,175,426	\$11,754.26	–
MB	2,546,703	\$25,467.03	–
ON	9,281,446	\$92,814.46	–
QC	5,229,434	\$52,294.34	–
NB	513,088	\$5,130.88	–
NS	862,364	\$8,623.64	–
PE	144,254	–	\$1,442.54
NL	399,060	\$3,990.60	–
NT	130,727	–	\$1,307.27
TOTAL 2018	25,989,382	\$200,075.21	\$59,818.61

NM = non-member

* The contribution from provinces is calculated based on provincial allocations and excludes eggs for processing.

Total contributions for member provinces for 2018 are **\$200,075.21**.

2018 BUDGET

Projected Revenue	2017 Budget	2017 Results	2018 Budget
Revenues from Provinces (\$0.01/ bird)	\$193,753	\$194,842	\$200,075
Interest Income	\$500	\$2,292	\$500
Projected Funding: EODP/Grenville Futures	\$0	\$0	\$0
Projected Funding: AAFC			
TOTAL REVENUE	\$194,253	\$197,135	\$200,575
Projected Expenses	2017 Budget	2017 Results	2018 Budget
Professional Fees (Executive Director, Secretary)	\$70,000	\$37,209	\$77,000
Bank Charges	\$200	\$0	\$200
Meeting and Travel Expenses (Director, Staff)	\$12,500	\$11,792	\$17,500
Director Insurance	\$1,200	\$1,191	\$1,200
Office Rent, Internet, Telecommunications	\$2,400	\$919	\$2,400
Translation Services	\$4,000	\$0	\$5,000
CoP Survey	\$0	\$0	\$0
Annual Business Planning (fall meeting room)	\$3,000	\$0	\$3,000
Accounting	\$3,500	\$0	\$3,500
Loan from EFC	\$0	\$0	\$0
Master Plan 2018–2021	\$0	\$0	\$25,000
TOTAL EXPENSES	\$96,800	\$51,111	\$134,800
Excess of Revenues Over Expenses	\$97,453	\$146,024	\$59,453

