

**Éleveurs  
de poulettes  
du Canada**



**Pullet  
Growers  
of Canada**

# **PULLET GROWERS OF CANADA**

2018 Annual report

**Éleveurs  
de poulettes  
du Canada**



**Pullet  
Growers  
of Canada**

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## NOTICE OF MEETING

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**You are hereby summoned  
to the 13<sup>th</sup> Annual General Meeting  
of the Pullet Growers of Canada (PGC)**

**PGC Annual General Meeting will be held**

on March 19, 2019  
from 1:30 to 4:00 p.m.

Oak room  
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

**Vous êtes par la présente convoqués  
à la 13<sup>e</sup> assemblée générale annuelle  
des Éleveurs de poulettes du Canada (EPC)**

**L'assemblée générale annuelle des EPC se tiendra**

le 19 mars 2019  
de 13 h 30 à 16 h

salle Oak  
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

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Agenda of the 13<sup>th</sup> Annual General Meeting

Pullet Growers of Canada

March 19, 2019, 1:30 to 4 p.m.

The Westin Ottawa, Oak room

Ottawa (Ontario)

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### Agenda

1. Welcome and opening remarks: Mr. Andrew DeWeerd, Chairman
2. Introduction of the Board of directors and Staff
3. Minutes of the 12<sup>th</sup> Annual General Meeting
4. 2018 Report of Activities by the Chairman
  - 4.1. Representations
  - 4.2. Operations
  - 4.3. Finances (Mr. Harold Froese)
5. 2019-2023 Business Plan
6. Cost of production study for pullets in aviary systems
7. Production management update (Mr. Jeff Clarke)
8. Appointment of Officers (by provincial representatives)
9. Other business
10. Closing remarks from the Chairman



## CHAIRMAN'S MESSAGE

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### A new Business Plan for the Pullet Growers of Canada (PGC)

It is with pleasure that I present the PGC's thirteenth Annual Report. Here, you will find information on the activities conducted in 2018 and on the priorities for the year to come. The year 2018 was marked by several new projects, the most significant one being PGC's new business planning process and resulting five-year plan.

The PGC held a Strategic Planning session in Ottawa in September 2018. During the session it was determined that the PGC continues to have relevance in the table egg supply chain, and in fact can be a critical success factor in ensuring that pullet grower concerns are addressed in a proactive and positive way. As a direct result of discussion and debate in the session, the PGC has refined its strategic direction and is optimistic about its future.

The PGC will now be more focused on providing value to the table egg supply chain. It will remain an independent and autonomous organization which nurtures its relationships with stakeholders through different channels and initiatives, working to provide significant benefits to provincial agencies as well as Egg Farmers of Canada (EFC) by bringing pullet grower concerns to the table in an informed way.

The revision of the Code of practice for pullets and layers brings change to our industry in terms of animal welfare and environmental requirements, animal health and husbandry practices. The PGC has been working with the Eggs Farmers of Canada to begin the implementation of these new requirements in our sector. This represents an opportunity for us to make our sector better and, ultimately, to be rewarded for the effort we put in. The PGC has also been working on a cost of production (COP) study for pullets in aviary systems which is almost complete.

I would like to thank Mr. Carl Bouchard for his contribution as a Board Director representing Quebec who stepped down in May to be replaced by Marie-Josée Forest. We are very pleased to welcome Ms. Marie-Josée Forest as a new board member representing the Éleveurs de Poulettes du Québec (EVQ).

Our previous Executive Director, Ms. Lucie Gionet, has now retired and I would like to thank the staff at the Union des producteurs agricoles (UPA) for their professionalism in taking care of our organization in the last year. I also salute our directors for their patience and understanding.

Looking to the year ahead, we are prepared for a more strategic path forward, one that will help us deal with major changes in the future. Finally, 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 TWELFTH ANNUAL GENERAL MEETING

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MINUTES OF THE TWELFTH ANNUAL GENERAL MEETING  
OF THE PULLET GROWERS OF CANADA  
WESTIN OTTAWA, ONTARIO ROOM  
MARCH 20, 2018

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## 1. Welcome and Opening Remarks

Mr. Andrew DeWeerd, Pullet Growers of Canada (PGC) Chairman welcomed the 21 participants at the twelfth annual general meeting (AGM), including growers and guests. The Chairman noted that it was a good busy year, but also a difficult one. The executive director, Ms. Lucie Gionet, was absent due to health problems, and her replacement, Ms. Sylvie Martel, left the organization a few weeks ago. Mr. Simon Lavoie is now ensuring the interim. This rotation in the staff made harder the accomplishment of some objectives of the Master Plan. The cost of production (COP) survey and the publishing of the revised Code of practice also kept PGC busy in 2017. The implementation of the code will be one of PGC priority for the upcoming year, as well as the elaboration of a new Master Plan. The Chairman thanked Messrs. Cal Dirks and Marc Ouellet for their past contributions, and thanked Mr. François Jacques for his recent participation on the Board of Directors (BOD). He thanked Mr. Carl Bouchard, who chose not to come back to the BOD for 2018, and saluted his solid contribution. The Chairman welcomed Ms. Marie-Josée Forest as the new representative for Quebec to the BOD.

**ON MOTION DULY MOVED** by Ms. Mary Oliver and seconded by Mr. Daniel Wollman, it was unanimously resolved to approve the agenda of the twelfth AGM.

## 2. Introduction of Board Members and Staff

The Chairman introduced the BOD members who represented the PGC's member provinces over the last year, namely: Mr. Daniel Wollman (Saskatchewan), Mr. Harold Froese (Manitoba), Mr. Dan Veldman (Ontario), Mr. Carl Bouchard and Ms. Marie-Josée Forest successively (Quebec), Ms. Mary Oliver (Newfoundland-Labrador), Mr. François Jacques (New Brunswick) and Mr. Jeff Clarke (Nova Scotia).

The staff was then introduced: Mr. Simon Lavoie, interim Executive Director, Ms. Djazia Aboun, administrative assistant, and Mr. Armand Plourde, Executive Director of les Éleveurs de poulettes du Québec (Pullet Growers of Quebec – PGQ). Chairman mentions that Ms. Lucie Gionet, Executive Director, is expected to be back in May.

## 3. Minutes of the Eleventh Annual General Meeting, 2017

**ON MOTION DULY MOVED** by Ms. Mary Oliver and seconded by Mr. François Jacques, it was unanimously resolved to approve the minutes of the Eleventh Annual General Meeting held on March 21, 2017, at the Fairmont Château Laurier, in Ottawa, Ontario.

## 4. Reports

### 4.1 2017 Annual Report

The Chairman mentioned that the BOD held 7 meetings by teleconference, 1 meeting in the fall to follow up the 2015-2018 Master Plan and one meeting in the morning of the AGM.



The 2015-2018 Master Plan has expired and a new plan will be conceived in the upcoming year. Chairman reiterated the importance for PGC to have Mr. Jeff Clarke on the Eggs Farmers of Canada Production Management Committee (PMC). Chairman mentioned that PGC participation on the National Farm Animal Care Council (NFACC) for the revision of the Code of practice has been productive. The Code effectively contains important information for growers, and its implementation will be followed closely in the upcoming years. PGC is expecting meetings with NFACC concerning this issue in 2018. Chairman said that Executive committee and staff had a meeting with Mr. Laurent Pellerin, ex-Chairman of Farm Products Council of Canada.

In the past year, Pullet COP study has been done. It now needs to be implemented at the national and provincial levels. A motion was passed on the morning of the AGM by the BOD in order to go forward with the extension of the Pullet COP study in order to include aviary operations.

## 4.2 Committee Reports

### 4.2.1 Finance and Audit Committee

The financial statements have been approved in the morning by the BOD. The incomes are quite similar to the last year. As for expenses, it is significantly lower for 2017 considering that fewer professional services have been engaged, and that no expenses for pullets COP study have been made. Also, the fact that the representative of the provinces paved their own way to assist different meetings, without the financial help from PGC, contributed in lower expenses.

**ON MOTION DULY MOVED** by Mr. Harold Froese and seconded by Mr. Jeff Clarke, it was unanimously resolved to appoint Raymond Chabot Grant Thornton as the public accountant for 2018.

As for the 2018 Budget, it is explained that more money has been allowed for professional services (staff, facilitation for the new Master Plan, and \$30,700 for COP study). Also, PGC will compensate board members for activities not related to meetings of the BOD of PGC.

### 4.2.2 Communications Committee

No meeting and no activities took place in the past year.

### 4.2.3 Cost of Production Committee

No meeting and no activities took place in the past year.

### 4.2.4 Production Management Committee

A good amount of work has been spent on the implementation of the Code of Practice with the Animal Care Redevelopment Team at Egg Farmers of Canada (EFC). The first few pages of the Code of Practice are specifically about pullets.

**ON MOTION DULY MOVED** by Mr. François Jacques and seconded by Mr. Dan Veldman, it was unanimously resolved to approve the 2017 annual report.

## 5. Update: false layers (by Mr. Dan Veldman)

Mr. Dan Veldman explains the history of appearance of false layers in Ontario. He says that about 400,000 birds were diagnosed, up to 94% of the birds in some places. For the moment, 40 pullet flocks have been swabbed across Ontario in order to further understand the disease, and multiple tests at different growth stages have been done. Mr. Veldman suggests that some flocks that have tested positive to the test are surprisingly normally laying, and that tracking will be done on those flocks specifically. The exact cause of false





layers is not known, but infectious bronchitis at an early stage could indicate some ulterior false layers. There is a need to make sure manipulations in the barn are made properly. Mr. Veldman mentions that the project and its results will be presented in depth at the upcoming Pullet Growers of Ontario's AGM.

## 6. Other Business

No other business was discussed.

## 7. Officers election (by the representatives of the member provinces)

### Appointment of Officers

The election of PGC officers for one year took place during the Board of Directors meeting in the morning.

The members elected to serve as officers on the Executive Committee are:

- **Chairman:** Mr. Andy DeWeerd
- **1<sup>st</sup> Vice-Chairman:** Mr. François Jacques, Atlantic Region Representative
- **Secretary:** Ms. Marie-Josée Forest, Eastern Region Representative
- **Treasurer:** Mr. Harold Froese, Western Region Representative

## 8. Closing remarks from the Chairman

The Chairman presented and congratulated the officers elected for the next year and the BOD, and thanked all those in attendance. He reiterates that 2017 has been an up and down year, with good and bad news. In a few weeks, each province will be contacted in order to go forward with a new Master Plan and to clarify the role of PGC in the future. A questionnaire will soon be sent to the provinces for that matter. 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 twelfth annual general meeting of the PGC be closed.



# REPORT OF ACTIVITIES

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## Board of Directors Meetings

In 2018, the Board of Directors held seven teleconferences to monitor activities and guide the work being done. The Board of Directors also meet in person prior to the 2018 Annual General Meeting, for the annual Fall meeting in Ottawa (18-19 September) as well as a work meeting in Toronto (November 27).

Two employees of the Agricultural Research and Policy Branch of the Union des producteurs agricoles (Sylvie Martel and Simon Lavoie) acted as Executive Director in 2018. Mrs. Jennifer Crawford became the Executive Director in September 2018 when Ms. Lucie Gionet retired from the Union des producteurs agricoles.

## Representations

### Egg Farmers of Canada (EFC)

Ties between the PGC and EFC have strengthened over time. In 2018, 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.

### Agriculture and Agri-Food Canada

The PGC prepared an update to its national marketing agency request to take into consideration developments in the pullet industry as well as documents and questions received from Chairman of Farm Products Council of Canada. A meeting was obtained with Minister Lawrence MacAulay in Ottawa on January 16<sup>th</sup> 2018. Minister showed interest in request but further steps were not taken to resubmit request as results of member survey during Business Plan development process showed decreasing interest in the pursuit of this objective.

## Main projects

### Survey on the Aviary Pullet Cost of Production (COP)

The PGC engaged MNP firm to conduct a Cost of Production (COP) Survey for the aviary pullet production system following completion of earlier surveys during 2009 and 2015-2016 for cage and floor production systems. This aviary COP study is based on 2017 producer data in the provinces of Ontario, Quebec and Manitoba. This information is meant to provide insight into the variance in costs for this production system compared to conventional production systems included in previous COP studies. The report will be available in 2019.

### Pullet Care Guidebook

The pullet care guide, developed by the PGC and published in 2016, provides Canadian pullet growers with the information they need to handle the birds under their care with respect and compassion. Over the last year, the PGC has assessed what modifications and specifications will have to be made to the Guidebook in order to make it compatible with the *Code of Practice for the Care and Handling of Pullets and Laying Hens*. An updated and bilingual version will be available in 2019.



## 2018 GOVERNANCE STRUCTURE

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### **BOARD OF DIRECTORS**

Andrew DeWeerd – Chairman

François Jacques – Vice-Chairman, Provincial Representative for New Brunswick

Marie-Josée Forest – Secretary, Provincial Representative for Quebec

Harold Froese – Treasurer, Provincial Representative for Manitoba

Jeffrey Clarke – Director, Provincial Representative for Nova Scotia

Mary Oliver – Director, Provincial Representative for Newfoundland and Labrador

Dan Veldman – Director, Provincial Representative for Ontario

Daniel Wollman – Director, Provincial Representative for Saskatchewan

### **2018 COMMITTEES**

#### **1. Executive Committee**

The Executive Committee serves as a preparatory for the Board of Directors and is charged with reaching preliminary decisions regarding the Business Plan and the Annual Budget.

- Chairman: Andrew DeWeerd
- Vice-Chairman: François Jacques
- Treasurer: Harold Froese
- Secretary: Marie-Josée Forest

#### **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
- Member: Mary Oliver

#### **3. Communications Committee**

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

- Chairman: Marie-Josée Forest
- Member: Daniel Wollman

#### **4. COP Committee (Committee of the Whole)**

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

- Co-Chairmen: Andrew DeWeerd & François Jacques
- Members: Board of Directors
- COP Study Oversight : Dan Veldman

#### **5. Production Management Committee**

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

- Chairman: Jeff Clarke (sits on Redeveloped Egg Farmers of Canada Animal Care Policy Committee)
- Members: Dan Veldman and Daniel Wollman



## 2015–2018 MASTER PLAN FOLLOW-UP

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Planning within the PGC is a group effort by the Board of Directors, the Executive Committee, and staff. 2018 was the last year of the three-year period and a new Business Plan was created during the second-part of the year to renew short term and long term objectives.

PGC identified four priorities for 2018:

- To achieve 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 staffing situation
- To have a proper annual budget and spending policy to facilitate the involvement of all provinces;

Two priorities were added:

- To develop a new Business Plan for PGC
- To study the cost of growing for pullet production in aviary systems

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

### EVALUATION 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)
- Work done — The PGC prepared an update to its national marketing agency request to take into consideration developments in the pullet industry as well as documents and questions received from Chairman of Farm Products Council of Canada. A meeting was obtained with Minister Lawrence MacAulay in Ottawa on January 16<sup>th</sup> 2018.

**PROGRESS:** Further steps were not taken to resubmit a request as results of member survey during Business Plan development process showed decreasing interest in the pursuit of this objective.

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:** Seven provinces contributed proportionally to the number of layers in that province to support PGC as a national organization.

To standardize pullet COP in Canada:

- Responsibility: Chairman of the COP Committee (Executive Director, FPCC)
- Work done: Using 2016 COP study, stakeholders must agree on how to apply its findings in order to set a price for pullets. The need for a COP study on pullet production in aviary systems was identified.
- Target date: 2018, thereafter ongoing
- Performance indicator: A pullet COP model in place

**PROGRESS:** PGC went forward with study for pullet production in aviary systems using 2017 data. The PGC also 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)
- Work done: Pullet representative participated in several Egg Farmers of Canada Animal Care Policy Re-development Team work meetings to ensure coherent and adequate completion of all elements of the Animal Care Policy including implementation of new requirements in Code of Practice for the Care and Handling of Pullets and Laying Hens.
- Target date: 2018 — The Animal Care Policy for Pullets is complete and PGC Pullet Guidebook is updated.
- Performance indicator: Policy and Guidebook is completed and shared with stakeholders.

**PROGRESS:** PGC representative has been actively participating on Egg Farmers of Canada Animal Care Policy Committee until policy is complete to ensure coherent and adequate completion of all elements relating to pullets. PGC Board of Directors held an extra work meeting in November to start updating Pullet Guidebook.

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

- Responsibility: Executive Director, Executive Committee, Board of Directors, provincial organizations
- Target date: 2018, thereafter ongoing
- Performance indicator: Animal care training program ready to be launched

**PROGRESS:** Once the requirements from the Code of Practice for the Care and Handling of Pullets and Laying Hens have been integrated into Animal Care Policy for Pullets and audit criteria and methods have been chosen, a communication and training program will be developed.

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

- Responsibility: Executive Director
- Target date: 2018, thereafter ongoing
- Performance indicator: Program ready to be launched



**PROGRESS:** Once the requirements from the Code of Practice for the Care and Handling of Pullets and Laying Hens have been integrated into Animal Care Policy for Pullets and audit criteria and methods have been chosen, monitoring best practices among pullet growers across the country will be established.

## **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 — Periodic meetings involving the PGC and EFC (meetings and discussions concerning the Code of practice and Pullet COP took place in 2018)

**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

**PROGRESS:** A request to meet with the agriculture minister was submitted and accepted. The meeting was held on January 16<sup>th</sup> 2018 to discuss updated national agency request.

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:** Chairman and Board Members 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 newsletters provided to provincial organizations and the Board of Directors

**PROGRESS:** A Summer newsletter (July) was sent out to provincial organizations and Board of Directors. A winter newsletter was also sent out in February 2019.

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 supported by presentations elaborated by Executive Director.

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. Monthly conference call meetings were made to improve exchanges.

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)
- Work done: Collaboration from provincial executive directors was obtained for the survey on PGC priorities for new Business Plan.
- Performance indicator: Collaboration obtained

### **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 at the beginning of each year
- Performance indicator: Confirmation of participation from all provinces

**PROGRESS:** The 2018 Annual Report will be sent out to all member provinces after Annual Meeting in March. A letter to request funding and to present new Business Plan was sent to all non-member provinces.

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.

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 but will be done in 2019.

#### **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: 2018
- 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 all documents are currently produced in both languages, a policy should be developed and implemented in 2019.

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:** Monthly financial reports were sent to Board of Directors for conference call meetings, a spending policy for directors was established and implemented in 2018.



# 2019-2023 BUSINESS PLAN (EXECUTIVE SUMMARY)

**BUSINESS PLAN | 2019-2023**

**Éleveurs  
de poulettes  
du Canada**



**Pullet  
Growers  
of Canada**

**Our mission**

We defend the interests of Canadian pullet growers, working to ensure their success as critical partners in the Canadian egg industry.

The Pullet Growers of Canada (PGC) is the national voice for the 554 pullet growers in Canada.

Our **core values** enable us to be a source of support and expertise for all problems and processes related to pullet production.



**Our immediate priorities**

- Obtaining a long-term funding arrangement with members that ensures consistent and reliable funding for programs to be implemented
- Completing the design and development of a standardized national implementation of the Code of Practice for Pullets
- Exploring any and all opportunities of being involved in the setting of fair pricing for pullets in a consistent way across Canada (based on pullet cost of production)
- Achieving a formal agreement with provincial boards that ensures the PGC has opportunities to communicate with all pullet growers

**Our Workplan involves**

Operations	Communications	Management and administration	Governance
To be recognized as a national organization engaged in the oversight of all activities related to pullet production	To ensure effective communication between PGC, growers and stakeholders using all available means and channels	To deliver programs efficiently to pullet growers and members by having relevant management processes	To establish a governance structure that ensures the PGC can act as the national voice of Canadian pullet growers

## FINANCIAL STATEMENTS - DECEMBER 31, 2018

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## Notice to Reader

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Raymond Chabot  
Grant Thornton LLP  
Suite 2100  
4805 Lapinière Boulevard  
Brossard, Quebec  
J4Z 0G2

T 450-445-6226

On the basis of information provided by management, we have compiled the balance sheet of Pullet Growers of Canada as at December 31, 2018 and the statements of earnings and changes in net assets for the year then ended.

We have not performed an audit or a review engagement in respect of these financial statements and, accordingly, we express no assurance thereon.

Readers are cautioned that these statements may not be appropriate for their purposes.

*Raymond Chabot Grant Thornton LLP<sup>1</sup>*

Brossard  
March 11, 2019

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<sup>1</sup> CPA, CA CPA permit no. 117013

## Pullet Growers of Canada Earnings

For the year ended December 31, 2018

	\$
<b>Revenues</b>	
Provincial contributions	206,883
Interest income	5,894
	<u>212,777</u>
<b>Expenses</b>	
Insurance	1,191
Office expenses	1,128
Travel	66,597
Business plan	25,015
Professional services	86,074
	<u>180,005</u>
<b>Excess of revenues over expenses</b>	<u><u>32,772</u></u>



## **Pullet Growers of Canada Changes in Net Assets**

For the year ended December 31, 2018

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	\$
Net assets, beginning of year	316,781
Excess of revenues over expenses	<u>32,772</u>
Assets, end of year	<u><u>349,553</u></u>

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**Pullet Growers of Canada**  
**Balance Sheet**

December 31, 2018

	\$
<b>ASSETS</b>	
Current	
Cash	392,863
Accounts receivable	20,282
	<u>413,145</u>
<b>LIABILITIES</b>	
Current	
Accounts payable (Note 2)	63,592
<b>NET ASSETS</b>	
Retained earnings	349,553
	<u>413,145</u>

On behalf of the Board,

Director

  
 Director



**Pullet Growers of Canada**  
**Notes to Financial Statements**

December 31, 2018

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**1 - GOVERNING STATUTES**

The Company is incorporated under the Canada Business Corporations Act.

**2 - ACCOUNTS PAYABLE**

	\$
Accounts payable	55,853
Taxes and sales payable	7,739
	<u>63,592</u>





## FINANCIAL DETAILS

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	<b>2018</b>	<b>2017</b>	<b>2016</b>
<b>Income</b>			
Contributions from provinces	\$206,883	\$194,843	\$194,353
Grant	-	-	\$56,000
Interest	\$5,894	\$2,292	\$1,029
	<b>\$212,777</b>	<b>\$197,135</b>	<b>\$251,382</b>
<b>Expenses</b>			
Professional services	\$86,074	\$37,208	\$269,764
Business Plan 2019-2023	\$25,015	-	-
Travel expenses	\$66,597	\$11,792	\$14,753
Insurance	\$1,191	\$1,191	\$1,134
Office expenses	\$1,128	\$919	\$2,426
	<b>\$180,005</b>	<b>\$51,110</b>	<b>\$288,077</b>
<b>Breakdown of professional services</b>			
MNP LLP	\$22,500	-	\$212,225.00
RANA	-	-	\$550.91
Accounting	\$3,686	\$2,856.17	\$3,040.01
Executive Director and Administrative Assistant	\$56,975	\$28,294.94	\$51,078.53
Forest Lavoie Conseil	-	\$2,947.33	-
Jeffrey Clarke	-	\$1,864.45	-
Mike Petrick	-	\$384.89	\$384.89
Translation	\$2,913	\$860.56	\$2,869.60
	<b>\$86,074</b>	<b>\$37,208.34</b>	<b>\$269,764.04</b>

*Vincent Bélanger-Marceau*  
CPA, CGA

## REVENUE FROM PROVINCES FOR 2018

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Province	Layer	Contribution	
		Budget 2018	Received 2018
SK	1 175 426	11 754.26 \$	11 754.26 \$
MB	2 546 703	25 467.03 \$	25 467.03 \$
ON	9 981 446	92 814.46 \$	99 814.46 \$
QC	5 229 434	52 294.34 \$	26 147.17 \$
NB	513 088	5 130.88 \$	5 130.88 \$
NS	862 364	8 623.64 \$	8 426.80 \$
NL	399 060	3 990.60 \$	3 990.60 \$
<b>TOTAL 2018</b>	<b>20 707 521</b>	<b>200 075.21 \$</b>	<b>180 731.20 \$</b>

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

Total contributions for member provinces for 2018 are **\$206,883**.

## 2019 BUDGET

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<b>Projected Revenue</b>	<b>2019 Budget</b>	<b>2018 Results</b>
Revenues from Provinces (\$0.01/ bird)	\$207,000	\$206,883
Interest Income	\$6,000	\$5,894
Project Funding	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$213,000</b>	<b>\$212,777</b>
<b>Projected Expenses</b>	<b>2019 Budget</b>	<b>2018 Results</b>
Professional Fees (Executive Director, Secretary)	\$75,000	\$56,947
Meeting and Travel Expenses	\$67,000	\$66,597
Director Insurance	\$1,191	\$1,191
Office Rent, Internet, Telecommunications	\$1,200	\$1,128
Translation Services	\$3,000	\$2,913
COP Survey	\$8,200	\$22,500
Accounting	\$3,600	\$3,696
Business Plan 2019–2023	-	\$25,015
Project expenses	-	-
<b>TOTAL EXPENSES</b>	<b>\$159,191</b>	<b>\$180,005</b>
<b>Excess of Revenues Over Expenses</b>	<b>\$53,809</b>	<b>\$32,772</b>

