



**PULLET GROWERS OF CANADA
BUSINESS PLAN
FOR 2019-2023**

TABLE OF CONTENTS

- INTRODUCTION BY THE CHAIR1**
- BACKGROUND TO THE PGC BUSINESS PLAN PRIORITIES3**
- MISSION, VISION, VALUES AND KEY RESULT AREAS.....4**
 - Mission 4
 - Vision 4
 - Values 4
 - Priority areas 5
- KEY RESULTS AREA DEVELOPMENT6**
 - KEY RESULT AREA 1: OPERATIONS 6
 - KEY RESULT AREA 2: COMMUNICATIONS AND ENGAGEMENT 7
 - KEY RESULT AREA 3: GOVERNANCE 9
 - KEY RESULT AREA 4: MANAGEMENT AND ADMINISTRATION 9
- GOVERNANCE STRUCTURE11**
 - Committees 11
 - Staff 11

INTRODUCTION BY THE CHAIR

The Pullet Growers of Canada (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. There are still important questions and uncertainty regarding jurisdiction of authority in the pullet industry, however the fact is that there are good examples (Start Clean Stay Clean) of where stakeholders were able to work together despite this uncertainty in order to deliver a national program that includes consideration for pullet production operating realities.

While the pursuit of Agency Status will continue, the PGC will no longer be defined by these activities. Rather, the PGC is now 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/or initiatives. Most important is the fact that as a standalone organization representing the pullet growers, the PGC can provide significant benefits to provincial agencies as well as EFC by bringing pullet grower concerns to the table in an informed way.

The following elements are addressed specifically in this Business Plan:

1. The PGC's legitimate status as the key representative of pullet growers across Canada:

The fact is that pullet growers are a critical element in the table egg industry supply chain. Their activities directly impact egg production systems and need to be considered when decisions affecting their business are made. In most cases the Provincial Egg Boards do not have formal authority over production and as a result the PGC can provide the Boards with significant insight as to the needs to pullet growers – be they independent, own production & commercial, or only own production focused.

2. The PGC's intent to deliver on its Key Result Areas (KRA's):

The four KRA's have been refined and defined in a way that lends clarity in purpose and transparent roles and responsibilities. Clarity in KRA definitions facilitates a more direct purpose for PGC that will help ensure that stakeholders clearly understand its role and respect the work that PGC has done and continues to do for the pullet growers in Canada.

3. A more strategic path forward for the PGC:

As part of the PGC Strategic Planning Session, the Mission and Vision has been augmented to better define and in fact reflect the needs of the members as well as the industry stakeholder group. Developing the tactical approach for the PGC in the coming

years will be based on the new Mission and Vision ensuring a more directed and progressive tactical plan.

4. The PGC's long-term viability:

The PGC will deliver value to members in a very direct and focused manner. This will validate the budget request and ensure that there is accountability. The real key is a long-term sustainable funding model agreement with the membership so that PGC can conduct the critical work that is needed and ensure that pullet growers across Canada have their needs addressed in a systematic and thorough approach. To be clear, the PGC is not requesting additional funds, only that the funds be allocated using a longer-term mechanism so that there is assurance of resources. The PGC is dedicated to demonstrating value to the membership provinces in order to validate their support.

I wish to repeat the PGC's thanks to all our supporters and to those who have made a point of expressing that support personally.



Andy DeWeerd, Chair of the PGC

BACKGROUND TO THE PGC BUSINESS PLAN PRIORITIES

Purpose

The Business Plan for the Pullet Growers of Canada designed to:

- Provide clarity as to the strategic direction of the organization;
- Provide specific roles and responsibilities that the PGC is committing to; and
- Ensure that each of these actions have enough information on the necessary steps, actions and deliverables in addition to clarifying the necessary budget and time allocation.

The Annual PGC Business Planning Cycle

The Pullet Growers of Canada has 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 previous year;
- A strategic and operational audit of the previous year's achievements;
- Consultation with PGC Directors on 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 five-year period, with an annual renewal that ensures a plan that is both current and visionary.

MISSION, VISION, VALUES AND KEY RESULT AREAS

MISSION

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

VISION

The PGC strives to solidify its reputation and enhance its recognition as the source of support and expertise for all problems and processes related to pullet production. This includes but is not limited to the Animal Care Policy for Pullets and the national code of practice, as well as ensuring the financial stability and viability of the industry by helping achieve a fair price to the grower.

VALUES

We the Directors of the Pullet Growers of Canada believe in the following values:

1. Inclusiveness

We believe that pullet growers are an essential part of the Canadian table egg supply chain and PGC believes in fair, respectful and reciprocal relationships with all members of the value chain when decisions are made that affect their business.

2. 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.

3. Viability

We believe in the viability of Canadian pullet growers based on pullet growers achieving a fair farm price and being involved in all decisions that affect their operations.

4. Representation

We believe that all pullet growers should have equal representation at the national level even if their respective provincial egg boards are not members of PGC.

5. Social Responsibility

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

6. Communications & Collaboration

We believe in communicating effectively with all our growers and stakeholders and working on issues related to pullet production together with our growers and stakeholders.

7. Quality

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

PRIORITY AREAS

The immediate priorities for the PGC include:

- Obtaining a long-term (3 year) 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)
- A formal agreement with provincial boards that ensures the PGC has opportunities to communicate with all pullet growers

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** – those activities that are member related (animal care; COP etc.)
2. **Communications** – those activities that are partner/stakeholder related
3. **Governance** – those activities that are related to how oversight is achieved in the PGC; how decisions are made; and how representation is achieved
4. **Management and Administration** – those activities that are related to how the PGC delivers their services.

KEY RESULTS AREA DEVELOPMENT

KEY RESULT AREA 1: OPERATIONS

Objective:

To be recognized as a national organization engaged in the oversight of all activities related to pullet production. The key areas of focus include code implementation, ensuring that pullet growers obtain a fair farm price, and ensuring pullet producers have input on all aspects of the provision of a healthy and robust supply of quality pullets to Canadian egg producers.

Goals:

- By formalizing collaboration with provincial egg board stakeholders leading to the recognition of the PGC representing pullet growers nationally. While specifically targeted at Code implementation it extends across several additional areas where pullet production is affected:
 - **Accountability:** Chair (Executive Committee, provincial agencies, Executive Director)
 - **Target date:** April 2019
 - **Performance Indicator:** 3 year funding agreement defined and agreed to by member provinces.
- By leading the development and implementation of all aspects of the programs related to the Code of Practice and Animal Care Policy for pullets:
 - **Accountability:** Chair of Production Management Committee (NFACC, EFC)
 - **Target Date:** 2021
 - **Performance Indicator:** Being delegated formal responsibility for code related programs; development of the pullet program and assessment measures; preparation and administration of the producer level guide book and training tools.
- By being recognized and involved in the COP for pullet production in Canada both for the next COP as well as the Re-Base to be conducted between formal COP development:
 - **Accountability:** Chair of COP Committee (Executive Director, Farm Products Council of Canada)
 - **Target Date:** Summer of 2019 OR whenever the EFC COP Committee is formed to initiate the review process for the next re-base and/or COP update.

- **Performance Indicator:** An agreement with EFC that the PGC will be involved in the development of the questions used in the next COP as they relate to pullet production.
- By ensuring that a representative from the PGC is a permanent member of the Egg Farmers of Canada Production Management Committee & Redevelopment Team:
 - **Accountability:** Chair (Executive Director, Board of Director)
 - **Target Date:** 2023
 - **Performance Indicator:** Permanent membership on the committee of a PGC representative

KEY RESULT AREA 2: COMMUNICATIONS AND ENGAGEMENT

Objective:

To ensure effective communication between PGC and growers / stakeholders using all available means and channels.

Goals:

- By strengthening the partnership between the PGC and the Egg Farmers of Canada in order to manage issues of common concern and to pool resources:
 - **Accountability:** Chair (Executive Committee, Board of Directors)
 - **Target Date:** Ongoing
 - **Performance Indicator:** Structured and regular meetings (1x a year) of PGC with EFC Chair and Executive.
- By sustaining relationships with pertinent federal and provincial government agencies/departments aimed at providing information on activities of the PGC:
 - **Accountability:** Chair (Executive Committee, Board of Directors, Executive Director)
 - **Target Date:** Ongoing and as required
 - **Performance Indicator:** Meetings held (NFPCC, AAFC, CFIA); results tracked
- By establishing the means to inform PGC stakeholders continuously:

- **Accountability:** Executive Director (Chair, Communications Committee)
- **Target Date:** Ongoing
- **Performance Indicator:** Quarterly updates provided to provincial agencies, Board Directors, and pullet growers, technical support for growers
- By continuing to provide updates at provincial pullet grower, stakeholder and Annual General meetings:
 - **Accountability:** Chair (Communications Committee, Executive Committee, Board of Directors, Executive Director)
 - **Target Date:** Annually (by February)
 - **Performance Indicator:** Common message about the roles and responsibilities of the PGC would be delivered to all stakeholders. This would involve the development of a set of materials that could be used by individuals when representing the PGC in AGM's.
- By developing the PGC website:
 - **Accountability:** Executive Director (Communications Committee)
 - **Target Date:** 2020
 - **Performance Indicator:** Bilingual website launched
- By attending national/international conferences and meetings that are pertinent to the issues of pullet growers in Canada:
 - **Accountability:** Chair (Executive Committee, Board of Directors, Executive Director)
 - **Target Date:** Ongoing and as required
 - **Performance Indicator:** Formalized decision process at the Board level in order to determine attendance and funding. Formalized reporting process so that the key points from meetings are distributed to the Board and pullet growers.

KEY RESULT AREA 3: GOVERNANCE

Objective:

To establish a formalized governance structure that ensures the PGC can act as the independent and autonomous national organization representing Canadian pullet growers. This structure will be designed in a way that ensures PGC is effectively managed, has a transparent decision-making process, and has appropriate representation from membership.

Goals:

- Performance of 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 AGM
- Engaging non-member provinces to determine how best to ensure representation of pullet growers in those provinces so that their input is represented in all aspects of pullet production:
 - **Accountability:** Chair (Board of Directors, Executive Director)
 - **Target Date:** 2020
 - **Performance Indicator:** All pullet producing provinces of Canada are active PGC members

KEY RESULT AREA 4: MANAGEMENT AND ADMINISTRATION

Objective:

To deliver programs efficiently to pullet growers and members by having relevant management processes in place based on the resources available and the work to be done. This would involve developing the necessary internal capacity within the Staff and being able to manage the transition at the Chair level.

- By improving the management and administrative processes of the PGC:
 - **Accountability:** Executive Director (Executive Committee)
 - **Target date:** 2020

- **Performance Indicator:** improvements to management and administrative processes are in place, e.g. file management (online database and archives as a specific example).
- By continuing to improve the bilingual capacity of the PGC:
 - **Accountability:** Executive Director (Executive Committee)
 - **Target Date:** Ongoing
 - **Performance Indicator:** Bilingual policy developed and implemented (translation services offered for PGC meetings, all documents in French and English, continuously improved translations);
- By implementing the annual Staff Evaluation Process:
 - **Accountability:** Chair (Executive Committee)
 - **Target Date:** Annually
 - **Performance Indicator:** Ongoing cyclical staff evaluation underway
- By continuously improving the financial management processes and funding opportunities and grants for PGC:
 - **Accountability:** Treasurer (Chair, 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 quarterly basis; annual statement and budget; expense policy, funding opportunities and grants

GOVERNANCE STRUCTURE

COMMITTEES

The following formalized Committees of the Board are reviewed annually at the PGC AGM. There would be a need for ad-hoc Committees to be established but the three listed are permanent.

1. Executive Committee:

- The EC acts as pre-work Committee for the greater Board and pre-approves the annual Business Plan and budget
- The following positions would be filled: Chair; Vice-Chair; Treasurer; Secretary.

2. Finance and Audit Committee:

- The FAC prepares the annual budget and reports to the Board on all financial matters
- The following positions would be filled: Chair; Treasurer of the Board; Members at large.

3. Communications Committee:

- The CC is charged with PGC internal and external communications
- The following positions would be filled: Chair; Vice-Chair; Members at large

4. Production Management Committee

- This continues to be a critical role for the PGC and the Committee would be responsible for working with all stakeholders on issues relating to the implementation of the Code and the design of training materials necessary to inform members.
- The following positions would be filled: Chair; Vice-Chair; Members at large

STAFF

The PGC would have one full-time staff that would act as the General Manager and be charged with moving the PGC forward to achieve the deliverables set out in this document.
