



Pullet Growers  
of Canada

Éleveurs de poulettes  
du Canada

# **PULLET GROWERS OF CANADA**

2019 Annual report



**Pullet Growers  
of Canada**

**Éleveurs de poulettes  
du Canada**

**PULLET GROWERS OF CANADA**

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# NOTICE OF MEETING

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## NOTICE TO MEMBERS 14<sup>TH</sup> ANNUAL GENERAL MEETING

NOTICE is hereby given that the Annual General Meeting of Pullet Growers of Canada will be held on **Thursday, June 11, 2020 at 1 PM ET**. Due to the COVID-19 pandemic, the Annual General Meeting will be conducted by means of electronic facility. *If no quorum is present, the meeting will be adjourned and an information meeting will follow to present the organization's report of activities for 2019 and action plan for 2020.*

**INSTRUCTIONS TO PARTICIPATE IN THE ANNUAL GENERAL MEETING BY ELECTRONIC FACILITY WILL BE PROVIDED IN THE COMING WEEKS**

The purpose of the Annual General Meeting will be to:

- 1- receive and consider the report of the Chair of the Board of Directors for the financial year ended December 31, 2019;
- 2- receive and consider the activity reports of the Committees of the Board for the financial year ended December 31, 2019;
- 3- receive and consider the statement of the public accountant and the financial statements for the financial year ending December 31, 2019;
- 4- appoint the public accountant for the financial year ending December 31, 2020;
- 5- appoint officers in accordance with the By-Laws (by member provincial representatives); and,
- 6- transact such further and other business as may properly be brought before the meeting or any adjournment thereof.

Please confirm your attendance to this meeting at [info.secretariat@epc-pgc.ca](mailto:info.secretariat@epc-pgc.ca).

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

Andrew DeWeerd, Chair



# AGENDA

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Agenda of the 14<sup>th</sup> Annual General Meeting  
Pullet Growers of Canada  
June 11, 2020, 1 PM ET  
By means of electronic facility

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## Agenda

1. Welcome and opening remarks
2. Board of directors and staff
3. Minutes of the 13<sup>th</sup> Annual General Meeting
4. Report of activities for 2019
5. Financial statements for 2019
6. Appointment of the public accountant for the 2020 financial year
7. Appointment of officers
8. Action plan for 2020
9. Other business
10. Closing remarks



## CHAIRMAN'S MESSAGE

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### Pullet Growers of Canada in action

It is with pleasure that I present the Pullet Growers of Canada's (PGC) thirteenth annual report. Here, you will find information on the activities conducted in 2019 and on the priorities for the year to come. The PGC team has worked hard in the past year to initiate the activities required to achieve the objectives of the new 2019-2023 Business Plan. As a first step, the PGC have met with all the provincial egg and pullet boards to make a presentation about the organization. Thanks to all the boards for your interest and for taking the time to ask relevant questions.

The PGC Board of Directors held its annual business planning cycle in September in order to establish the priorities for the coming year. Many strategic initiatives will be accomplished in 2019-2020 such as creating the PGC website which we want to be a useful tool for pullet growers.

PGC is actively working collaboratively with Egg Farmers of Canada (EFC) to develop a new Animal Care Policy for pullets according to the National Code of Practice. In parallel, PGC is planning to render available the updated Care of Pullets Guidebook with the National Code of Practice to all pullet growers in 2020.

The firm mandated to carry out the study of the cost of growing for aviary systems has completed its work. This type of housing system is becoming more widespread and in demand by clients. Hence, PGC wants to ensure that investments made by pullet growers for this type of housing are reflected in the selling price of pullets.

I am taking this opportunity to thank the staff at the *Union des producteurs agricoles* for providing professional human resources to assure the administration of our organization. I would also like to salute the teamwork in which our directors have been engaged, as well as the efforts that they have done for the advancement of our sector and by communicating the issues and challenges facing growers in their respective provinces.

After 13 years as a firm defender of the interests of pullet growers, I decided to retire from my position although I strongly believe that PGC's purpose 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.

Thank you for your trust for all these years and continuous support for our organization.

Sincerely,



Andrew DeWeerd

Chairman, Pullet Growers of Canada



# MINUTES OF THE THIRTEENTH ANNUAL GENERAL MEETING

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MINUTES OF THE THIRTEENTH ANNUAL GENERAL MEETING  
OF THE PULLET GROWERS OF CANADA  
THE WESTIN OTTAWA, OAK ROOM  
MARCH 19, 2019

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## 1. WELCOME AND OPENING REMARKS

Mr. Andrew DeWeerd, Chairman of the Pullet Growers of Canada (PGC) welcomed the 24 participants at the thirteenth annual general meeting (AGM), including growers and guests. The Chairman mentioned that it was a fruitful and busy year, but a difficult one also. Indeed, Ms. Lucie Gionet, former executive director of the PGC, lost a courageous battle against cancer and passed away on March 15, 2019. After sharing some good memories of Ms. Gionet, the Chairman asked the attendees to hold a minute of silence in her honour.

**ON MOTION DULY MOVED** by Mr. Scott Graham and seconded by Mr. Dan Veldman, it was unanimously resolved to approve the agenda of the thirteenth PGC AGM.

## 2. INTRODUCTION OF THE BOARD OF DIRECTORS AND STAFF

The Chairman introduced the Board of Directors who represented the PGC's seven member provinces over the last year, namely Mr. Daniel Wollman (Saskatchewan), Mr. Harold Froese (Manitoba), Mr. Dan Veldman (Ontario), Ms. Marie-Josée Forest (Quebec), Mr. François Jacques (New Brunswick), Mr. Jeffrey Clarke (Nova Scotia) and Ms. Mary Oliver (Newfoundland-Labrador).

The Chairman introduced the staff who took care of the administration of the PGC over the last year, namely Ms. Jennifer Crawford, acting executive director, and Djazia Abdoun, administrative assistant. He mentioned that, unfortunately, Ms. Crawford will soon resign from her position at the PGC because she was offered a full-time position as the executive director of the strawberry and raspberry growers of Quebec. The Chairman thanked her for all the good work that she has accomplished during her mandate with the PGC. The Chairman introduced Ms. Katia Colton-Gagnon which will become the executive director of the PGC.

The Chairman asked the attendees to introduce themselves.

## 3. MINUTES OF THE TWELFTH ANNUAL GENERAL MEETING

Ms. Jennifer Crawford read the minutes of the twelfth AGM. No corrections to the minutes were asked.

**ON MOTION DULY MOVED** by Mr. Daniel Wollman and seconded by Mr. Harold Froese, it was unanimously resolved to approve the minutes of the Twelfth Annual General Meeting held on March 20, 2018, at The Westin Ottawa.



## 4. 2018 REPORT OF ACTIVITIES BY THE CHAIRMAN

### 4.1 Representations

The PGC directors continued to represent the interest of pullet growers on national committees, namely the Canadian Egg Industry Reciprocal Alliance (CEIRA) Board of Directors, the Egg Farmers of Canada (EFC) Hazard Analysis and Critical Control Points (HACCP) Review Team, the EFC Production Management Committee and the EFC Animal Care Program Redevelopment Project Team.

The PGC also met with staff of Agriculture and Agri-Food Canada on January 16, 2018, to discuss about the national marketing agency request. Regarding the national marketing agency, no further step was taken to resubmit a request as results of the member survey done for the development of the new PGC Business Plan showed decreasing interest in the pursuit of this objective.

### 4.2 Operations

The Chairman mentioned that the Board of Directors held 7 meetings by teleconference and 3 in-person meetings (on March 20 in Ottawa, on September 18 & 19 in Ottawa [fall meeting] and on November 19 in Toronto [work meeting for updating the Care of Pullets Guidebook]).

#### 4.2.1 Finance and Audit Committee

The 2018 financial statements have been approved in the morning by the Board of Directors. Incomes are quite similar to 2017. However, expenses were significantly higher in 2018 mainly because more professional services were engaged to conduct PGC's work and a firm was contracted to craft the new PGC Business Plan. Also, the directors' travel expenses were now at the charge of PGC (in the past, they were paid by the provincial organizations).

**ON MOTION DULY MOVED** by Mr. Harold Froese and seconded by Ms. Marie-Josée Forest, it was unanimously resolved to approve the 2018 financial report.

**ON MOTION DULY MOVED** by Mr. Harold Froese and seconded by Mr. Jeffrey Clarke, it was unanimously resolved to appoint Raymond Chabot Grant Thornton as the public accountant for 2019.

As for the 2019 budget, a greater amount has been allocated for professional services (mainly for staff) to accomplish the PGC's new Business Plan.

**ON MOTION DULY MOVED** by Mr. Harold Froese and seconded by Mr. Daniel Wollman, it was unanimously resolved to approve the 2019 budget.

#### 4.2.2 Communications Committee

No meeting took place in the past year. Two newsletters (winter and summer) were sent to provincial and national organizations.

#### 4.2.3 Cost of Growing Committee

No meeting took place in the past year. The firm MNP was contracted to conduct the cost of growing survey for pullets raised in aviary systems.





#### 4.2.4 Production Management Committee

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Regarding the Animal Care Policy for pullets, a PGC representative has been actively participating in the EFC Animal Care Program Redevelopment Project Team to ensure coherent and adequate completion of all elements relating to pullets.

The PGC started to update the Care of Pullets Guidebook to make it compatible with the Code of Practice for the Care and Handling of Pullets and Laying Hens. The PGC intend to release the updated version in 2019.

### 5. 2019-2023 BUSINESS PLAN

The year 2018 was the last year of the 2015-2018 PGC's master plan. A new Business Plan spanning from 2019 to 2023 was developed during the second part of the year to renew PGC's short and long-term objectives. The mission, the immediate priorities and the work plan objectives are presented.

### 6. COST OF PRODUCTION STUDY FOR PULLETS IN AVIARY SYSTEMS

The PGC contracted the firm MNP to conduct an aviary cost of growing survey to follow up on the conventional and floor production studies. The study is based on 2017 producer data located in the provinces of Ontario, Quebec and Manitoba. The results of the study still require some analysis to be done by the Board of Directors and will be rendered available later in 2019. The study is meant to provide insight into the variance in costs for this production system compared to conventional and floor production systems.

### 7. PRODUCTION MANAGEMENT UPDATE (MR. JEFF CLARKE)

Mr. Jeffrey Clarke provides an update regarding the work conducted by the EFC Production Management Committee to implement the Code of Practice for the Care and Handling of Pullets and Laying Hens.

### 8. APPOINTMENT OF OFFICERS (BY PROVINCIAL REPRESENTATIVES)

The election of the PGC officers for the next year took place during the meeting of the Board of Directors held earlier today.

The members elected to serve as officers on the Board of Directors for 2019 are:

- **Chairman:** Mr. Andrew DeWeerd
- **Saskatchewan:** Mr. Daniel Wollman
- **Manitoba:** Mr. Harold Froese
- **Ontario:** Mr. Craig Hunter
- **Quebec:** Ms. Marie-Josée Forest
- **New Brunswick:** Mr. François Jacques
- **Nova Scotia:** Mr. Jeffrey Clarke
- **Newfoundland-Labrador:** Ms. Mary Oliver



The members elected to serve as officers on the Executive Committee for 2019 are:

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

The Chairman presented and congratulated the officers elected for the next year as well as the Board of Directors.

## **9. OTHER BUSINESS**

The representatives of the provincial egg and pullet boards mentioned that they would like to have a PDF version of the new PGC Business Plan.

## **10. CLOSING REMARKS FROM THE CHAIRMAN**

The Chairman thanked all the participants in the room for their attendance.

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



# REPORT OF ACTIVITIES

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## Board of Directors Meetings

In 2019, PGC's Board of Directors (BOD) held five teleconferences to monitor activities and guide the work being done. The BOD also met in person prior to the 2019 AGM in Ottawa, for a work meeting in Toronto (June 28) and for the Annual Fall Meeting in Halifax (September 11-12).

The staff that took care of the administration of the PGC over the last year includes Ms. Jennifer Crawford, acting executive director, and Ms. Djazia Abdoun, administrative assistant. As of April 1<sup>st</sup>, Ms. Katia Colton-Gagnon became the executive director when Ms. Crawford resigned. Ms. Colton-Gagnon and Ms. Abdoun are both employed by the Agricultural Research and Policy Branch of the *Union des producteurs agricoles*.

## Representations

### Egg Farmers of Canada (EFC)

In 2019, the PGC Chairman and directors attended various meetings to discuss the issues facing our sector with the EFC directors, particularly regarding the implementation of the pullet portion of the *Code of Practice for the Care and Handling of Pullets and Laying Hens* with the EFC Animal Care Program Redevelopment Project Team. Our two organizations intend to develop audit methods that reflect the new requirements of this code. PGC representatives also sit on the EFC's Production Management and HACCP committees.

### Canadian Egg Industry Reciprocal Alliance (CEIRA) Board of Directors

In 2019, the PGC vice-chairman attended 2 in-person meetings and 4 meetings by teleconference to provide the perspectives of pullet growers.

## Main Projects

### Presentation to Provinces

PGC provided a 30-minute in-person presentation to all the provincial egg and pullet boards (except for British Columbia and Quebec which will be visited in early 2020) to present our 2019-2023 Business Plan, our mission and values, our history, our governance structure, our committees and staff, what we do, PGC's priorities for 2019 and our budget. The intent of this national tour is to explain PGC's need for support from all the provincial egg and pullet boards in order to have programs efficiently delivered to pullet growers and to be recognized as a national organization engaged in the oversight of all activities related to pullet production. PGC needs the support of all the provincial egg and pullet boards to move forward as well as formal agreements to ensure communication with pullet growers across Canada.

### Survey on the Aviary Pullet Cost of Growing (COG)

PGC hired the consulting firm MNP LLP to conduct a cost of growing (COG) study for the aviary pullet production system following completion of earlier surveys during 2009 and 2015-2016 for cage and floor production systems respectively. These earlier COG studies were based on 2007 and 2014 producer data. This aviary COG study is based on 2017 data from six growers located in the provinces of Manitoba, Ontario and Quebec.

The results of the aviary COG study were presented in the PGC's newsletter and show a differential supplemental cost of 1.40\$ per pullet when compared to the COG study for a cage system. Mainly because of the very small sample size that limits representativeness and reliability, the PGC Board of Directors decided not to publish the detailed results of the study.



The sample size was limited because many growers contacted during the screening period had to be excluded due to their recent start date in an aviary operation. Hence, the number of operations with long stable operating histories is currently limited which might lead to higher costs as they are still in their start-up phase (most started in 2015-2016). To remedy this concern, additional sampling will be required to increase confidence in the resulting COG. Some growers also had to be excluded because they have multiple poultry enterprises on their farm and were unable to segregate costs for the aviary operation.

In the future, when more growers will operate aviary systems, it will be possible to establish a more reliable COG for this type of production. Nonetheless, starting or converting to an aviary system requires a higher capital cost per pullet as compared to more traditional production systems.

#### Care of Pullets Guidebook

The pullet care guide, developed by PGC and first 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, 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 2020.



# 2019 GOVERNANCE STRUCTURE

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## **BOARD OF DIRECTORS**

Andrew DeWeerd – Chairman

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

Marie-Josée Forest – Treasurer, Provincial Representative for Quebec

Daniel Wollman – Secretary, Provincial Representative for Saskatchewan

Harold Froese – Director, Provincial Representative for Manitoba

Craig Hunter – Director, Provincial Representative for Ontario

Mary Oliver – Director, Provincial Representative for Newfoundland and Labrador

## **2019 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: Marie-Josée Forest
- Secretary: Daniel Wollman

### **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.

- Chair: Marie-Josée Forest
- Member: Mary Oliver

### **3. Communications Committee**

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

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

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

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

- Co-Chair: Andrew DeWeerd & François Jacques
- 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.

- Chair: François Jacques
- Members: Craig Hunter and Daniel Wollman



## 2019–2023 BUSINESS PLAN FOLLOW-UP

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Planning within PGC is a group effort by the Board of Directors, the Executive Committee, and staff. The year 2019 was the first year of the five-year period PGC's Business Plan.

PGC identified the following priorities for 2019:

- To offer the PGC presentation to all the provincial egg and pullet boards;
- To participate actively in the meetings of the EFC Animal Care Program Redevelopment Project Team;
- To investigate for funding sources to implement the Animal Care Assessment Program for pullets;
- To update and finalize the Care of Pullets Guidebook with the new requirements of the Code of Practice;
- To hold a meeting between the PGC and EFC executive committees;
- To obtain official participation of a representative appointed by PGC on the EFC Production and Management Committee;
- To create the PGC website.

These priorities are included in the Key Result Areas defined as where 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

### EVALUATION OF KEY RESULT AREAS

#### KEY RESULT AREA 1: OPERATIONS

##### OBJECTIVE

To be recognized as a national organization engaged in the oversight of all activities related to pullet production.

##### GOALS

To collaborate with provincial players leading to the recognition of the PGC as the national representative of pullet growers.

- Accountability: Chair (Executive Committee, provincial organizations, Executive Director)
- Target date: April 2019
- Performance indicator: Three-year funding agreement defined and agreed to by member provinces.

**PROGRESS:** In March, a request for a three-year funding agreement was sent to all the provincial organizations. As a result, six provincial organizations have agreed to contribute to the PGC on a yearly basis. From September to December, PGC offered a presentation to all the provincial organizations (except for British Columbia and Quebec which will be visited in early 2020).

To lead the development and implementation of programs related to the Code of Practice and Animal Care Policy for pullets.

- Accountability: Chair of Production Management Committee
- 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.

**PROGRESS:** One PGC representative actively participates to the meetings of the EFC Animal Care Program Redevelopment Project Team for the development of the pullet program and assessment measures. Following a letter sent to EFC in 2019, the PGC and EFC executive committees will meet in early 2020 to discuss about official participation of a representative appointed by PGC on the EFC Production Management Committee. PGC updated the Care of Pullets Guidebook according to the new requirements and some recommended practices of the 2017 edition of the Code of Practice and will publish this updated version in 2020.

To participate to the COP for pullet production in Canada both for the next COP as well as the Re-Base to be conducted between formal COP.

- Accountability: Chair of COP Committee (Executive Director, FPCC)
- 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.

**PROGRESS:** Following a letter sent to EFC in 2019, the PGC and EFC executive committees will meet in early 2020 to discuss about official participation of a representative appointed by PGC on the EFC Production Management Committee.

To ensure that a representative from PGC is a permanent member of the EFC Production Management Committee and Animal Care Program Redevelopment Project Team.

- Accountability: Chair (Executive Director, Board of Directors)
- Target date: 2023
- Performance indicator: Permanent membership on the committees of a PGC representative.

**PROGRESS:** Following a letter sent to EFC in 2019, the PGC and EFC executive committees will meet in early 2020 to discuss about official participation of a representative appointed by PGC on the EFC Production Management Committee.

## KEY RESULT AREA 2: COMMUNICATIONS AND ENGAGEMENT

### OBJECTIVE

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

### GOALS

To strengthen the partnership between PGC and EFC 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 (1 X a year) of PGC with EFC Chair and Executive.

**PROGRESS:** Meetings and discussions with EFC are held on an ongoing basis. A meeting between the executive committees of PGC and EFC is planned at the beginning of 2020.

To sustain 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 (Farm Products Council of Canada, Agriculture and Agri-Food Canada, Canadian Food Inspection Agency); results tracked

**PROGRESS:** No meeting was held in 2019.

To establish 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 of Directors, and pullet growers, technical support for growers

**PROGRESS:** Directors reported on the activities of PGC to their provincial board. Two newsletters (February and December) were sent to all the provincial organizations and PGC's industrial partners.



To continue providing updates at provincial meetings of pullet growers and stakeholders and annual general meetings.

- Responsibility: 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.

**PROGRESS:** Directors share news about changes in pullet production in their respective province at regular meetings supported by presentations elaborated by the Executive Director.

To develop the PGC website.

- Accountability: Executive Director (Communications Committee)
- Target date: 2020
- Performance indicator: Launch of a bilingual website.

**PROGRESS:** The firm Créatures Stratégie Image inc. has been contracted to craft the PGC website.

To attend national/international conferences and meetings 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.

**PROGRESS:** Several conferences and meetings were attended by the directors, e.g. Midwest Poultry Federation Convention, 2019 Canadian Egg Farmers Northwest Territories Conference, *Le Rendez-vous avicole*, semi-annual meeting of the Egg Farmers of Quebec, etc.

### KEY RESULT AREA 3: GOVERNANCE

#### OBJECTIVE

To establish a formalized governance structure that ensures PGC can act as the independent and autonomous national organization representing Canadian pullet growers.

#### GOALS

To perform 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 AGM
- Performance indicator: By-Law changes passed by the Board and AGM.

**PROGRESS:** No progress.

To engage 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 are active PGC members.

**PROGRESS:** A letter to request funding and to present the new Business Plan was sent to all non-member provinces. A presentation will be provided to all non-member provinces by early 2020.

#### 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.

To improve 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).

**PROGRESS:** A new service agreement for the administration of PGC has been signed with the Agricultural Research and Policy Branch of the *Union des producteurs agricoles*. Management and administration of PGC are being accomplished in Longueuil, Quebec.

To continue improving the PGC's bilingual capacity.

- Accountability: Executive Director (Executive Committee)
- Target date: Ongoing
- Performance indicator: Bilingual policy developed and implemented.

**PROGRESS:** All documents are currently published in both official languages.

To implement the annual Staff Evaluation Process.

- Accountability: Chair (Executive Committee)
- Target date: Annually
- Performance indicator: Ongoing cyclical staff evaluation underway.

**PROGRESS:** The staff evaluation was conducted during the fall meeting in September 2019.

To continually improve PGC's financial management processes and funding opportunities and grants.

- Accountability: Treasurer (Chair, 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 are sent to the Board of Directors. The expense policy for directors was updated and implemented in 2019. PGC is admissible for funding under the federal AgriAssurance program.



# 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, 2019

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## Pullet Growers of Canada

### Financial Statements December 31, 2019

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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, 2019 and the statements of earnings and changes in the 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 6, 2020

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<sup>1</sup> CPA, CA permis no. 105474

## Pullet Growers of Canada Earnings

Year ended December 31, 2019  
(unaudited - see notice to reader)

	<u>2019</u>	<u>2018</u>
	\$	\$
<b>Revenues</b>		
Provincial contributions	<b>208,889</b>	206,883
Interest Income	<b>8,282</b>	5,894
	<u>217,171</u>	<u>212,777</u>
<b>Expenses</b>		
Insurance	<b>1,209</b>	1,191
Office expenses	<b>993</b>	1,128
Travel	<b>66,709</b>	66,597
COP Survey	<b>6,870</b>	
Business Plan		25,015
Professional services	<b>57,619</b>	86,074
	<u>133,400</u>	<u>180,005</u>
<b>Excess of revenues over expenses</b>	<u><b>83,771</b></u>	<u><b>32,772</b></u>



## Pullet Growers of Canada Changes in Net Assets

Year ended December 31, 2019  
(unaudited - see notice to reader)

	2019	2018
	\$	\$
Net assets, beginning of year	349,553	316,781
Excess of revenues over expenses	83,771	32,772
Assets, end of the year	<u>433,324</u>	<u>349,553</u>





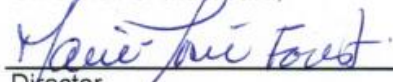
## Pullet Growers of Canada Balance Sheet

December 31, 2019

(unaudited - see notice to reader)

	<u>2019</u>	<u>2018</u>
	\$	\$
<b>ASSETS</b>		
Current		
Cash	455,605	392,863
Interests receivables	767	
Accounts receivables		20,282
	<u>456,372</u>	<u>413,145</u>
<b>LIABILITIES</b>		
Current		
Account payable (Note 2)	23,048	63,592
<b>NET ASSETS</b>		
Retained earnings	<u>433,324</u>	<u>349,553</u>
	<u>456,372</u>	<u>413,145</u>

On behalf of the Board,



Director

Director

## Pullet Growers of Canada Notes complémentaires

December 31, 2019

(non audité - voir avis au lecteur)

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### 1 - GOVERNING STATUTES

The Company is incorporated under the Canada Business Corporations Act.

### 2 - ACCOUNTS PAYABLE

	<u>2019</u>	<u>2018</u>
	\$	\$
Accounts payables	<b>10,126</b>	55,853
Sales and taxes payable	<b>12,922</b>	7,739
	<b><u>23,048</u></b>	<b><u>63,592</u></b>

## FINANCIAL DETAILS

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<b>Income</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
Contributions from provinces	\$208 889	\$206 883	\$194 843
Interest income	\$8 282	\$5 894	\$2 292
	<b>\$217 171</b>	<b>\$212 777</b>	<b>\$197 135</b>
<b>Expenses</b>			
Professional services	\$57 619	\$86 074	\$37 208
Business Plan 2019-2023	–	\$25 015	–
Meetings and travel	\$66 709	\$66 597	\$11 792
Directors' insurance	\$1 209	\$1 191	\$1 191
Cost of growing survey	\$6 870	–	–
Office and other administrative	\$993	\$1 128	\$919
	<b>\$133 400</b>	<b>\$180 005</b>	<b>\$51 110</b>
<b>Breakdown of professional services</b>			
MNP <sub>LLP</sub>	\$6 870	\$22 500	–
Accounting	\$3 992	\$3 686	\$2 856
Executive Director and Administrative Assistant	\$42 035	\$56 975	\$28 295
Raymond Chabot Grant Thornton	\$2 500		
Forest Lavoie Conseil	–	–	\$2 947
Jeffrey Clarke	–	–	\$1 864
Mike Petrik	–	–	\$385
Translation	\$2 222	\$2 913	\$861
	<b>\$57 619</b>	<b>\$86 074</b>	<b>\$37 208</b>

*Vincent Bélanger-Marceau*  
CPA, CGA

## REVENUE FROM PROVINCES FOR 2019

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Province	Layers	Contribution	Non-member
BC	3 319 889	-	33 198,89 \$
AB	2 789 167	-	27 891,67 \$
SK	1 244 136	12 441,36 \$	-
MB	2 616 841	26 168,41 \$	-
ON	9 775 961	105 096,87 \$	-
QC	5 571 933	55 719,33 \$	-
NB	536 212	5 362,12 \$	-
NS	886 114	-	8 861,14 \$
PE	148 226	-	1 482,26 \$
NL	410 051	4 100,51 \$	-
NT	134 327	-	1 343,27 \$
<b>Total 2019</b>	<b>27 432 857</b>	<b>208 888,60 \$</b>	<b>72 777,23 \$</b>

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

In 2019, the contribution rate is 0.01\$ per layer and total contributions for member provinces are **208 888.60\$**.

## 2020 BUDGET

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<b>Projected Revenue</b>	<b>2020 Budget</b>	<b>2019 Results</b>
Contributions from provinces*(0.0075\$ per layer)	\$148 638	\$208 889
Interest income	\$8 000	\$8 282
<b>TOTAL REVENUE</b>	<b>\$156 638</b>	<b>\$217 171</b>
<b>Projected Expenses</b>	<b>2020 Budget</b>	<b>2019 Results</b>
Salaries and benefits	\$75 000	\$48 905
Meetings and travel	\$70 000	\$66 709
Accounting	\$7 000	\$6 492
Translation	\$6 000	\$2 222
Directors' insurance	\$1 225	\$1 209
Office and other administrative	\$1 200	\$947
Bank fees	\$50	\$46
Cost of growing survey	\$0	\$6 870
Website	\$15 000	\$0
<b>TOTAL EXPENSES</b>	<b>\$175 475</b>	<b>\$133 400</b>
<b>EXCESS OF REVENUE OVER EXPENSES</b>	<b>-\$18 837</b>	<b>\$83 770</b>

\*Presuming 5 provinces are members of PGC in 2020.

## NOTES

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