



Pullet Growers
of Canada

Éleveurs de poulettes
du Canada

PULLET GROWERS OF CANADA

2020 Annual Report



**Pullet Growers
of Canada**

**Éleveurs de poulettes
du Canada**

**PULLET GROWERS OF CANADA
555 ROLAND-THERRIEN BLVD, OFFICE 100
LONGUEUIL, QUEBEC J4H 3Y9
info.secretariat@epc-pgc.ca**

TABLE OF CONTENTS

NOTICE OF MEETING.....	2
AGENDA	3
CHAIRMAN’S MESSAGE.....	4
MINUTES OF THE 14 TH ANNUAL GENERAL MEETING	5
REPORT OF ACTIVITIES FOR 2020	10
2020 GOVERNANCE STRUCTURE	12
2019-2023 BUSINESS PLAN FOLLOW-UP	13
2019-2023 BUSINESS PLAN (EXECUTIVE SUMMARY)	17
FINANCIAL STATEMENTS – DECEMBER 31, 2020.....	18
FINANCIAL DETAILS	24
REVENUE FROM PROVINCES FOR 2020	25
2021 BUDGET	26
NOTES.....	27



NOTICE OF MEETING

NOTICE OF MEETING 15th ANNUAL GENERAL MEETING

NOTICE is hereby given that the Pullet Growers of Canada's Annual General Meeting (AGM) will be held on **Wednesday, March 17, 2021, at 1 PM ET**. Due to the COVID-19 pandemic, the AGM will be conducted by means of electronic facilities.

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

The purpose of the AGM will be to:

1. Receive and consider the Chair of the Board of Directors' report for the financial year ending December 31, 2020;
2. Receive and consider the Committees of the Board's activity reports for the financial year ending December 31, 2020;
3. Receive and consider the public accountant's statement and the financial statements for the financial year ending December 31, 2020;
4. Appoint the public accountant for the financial year ending December 31, 2021;
5. Appoint officers in accordance with the By-Laws (by member provincial representatives);
6. Transact such further and other business as may properly be brought before the meeting.

Please confirm your attendance to this meeting at info.secretariat@epc-pgc.ca.

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

François Jacques
Chair



AGENDA

Agenda of the 15th Annual General Meeting
Pullet Growers of Canada
March 17, 2021, 1 PM ET
By means of electronic facility

Agenda

1. Welcome and opening remarks
2. Introduction of the 2020 Board of Directors and staff
3. Minutes of the 14th Annual General Meeting
4. Report of activities for 2020
5. Financial statements for 2020
6. 2021 financial year
7. Our priorities and action plan for 2021
8. Other business
9. Closing remarks and adjournment



CHAIRMAN'S MESSAGE

Dear pullet growers, egg producers and industry partners,

It is with great pleasure that I present the Pullet Growers of Canada's (PGC) 2020 Annual Report. This year was marked by a global pandemic resulting in instability in the Canadian demand for table eggs. However, the table egg supply chain has shown huge resiliency and has adapted efficiently to the unexpected market changes mostly because we are evolving in an industry under supply management.

The PGC team has worked hard in the past year to pursue the activities required to achieve the objectives of the 2019-2023 Business Plan. Firstly, PGC has provided an in-person presentation about the organization to all the provincial egg and pullet boards. Also, PGC has launched the organization's website which is a useful tool for pullet growers, egg farmers and stakeholders. Moreover, PGC has rendered available an updated version of the *Care of Pullets Guidebook* in compliance with the *Code of Practice for the Care and Handling of Pullets and Laying Hens* (Code of Practice).

In December, PGC held a workshop on the Animal Care Program for pullets. All the provincial egg boards have shown great interest in this event and participated actively showing that the role of PGC in the implementation of the Code of Practice is relevant and even beneficial to our industry. The discussions that took place have set the ground for collective action regarding the implementation of the pullet section of the Code of Practice as important deadlines are approaching fast.

In 2021, PGC's directors will contribute to the design and the development of standardized audit methods and procedures for pullet barns, in collaboration with the Production Management Committee of Egg Farmers of Canada. This will be an important process and PGC will make sure that the interests of pullet growers are brought to the table in an informative way.

I am taking this opportunity to thank the *Union des producteurs agricoles* for providing professional, dedicated and accessible 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 put for the advancement of our sector and by communicating the issues and challenges facing growers in their respective provinces.

Thank you for your continuous support to our organization.

Respectfully,

François Jacques
Chairman, Pullet Growers of Canada



MINUTES OF THE 14th ANNUAL GENERAL MEETING

MINUTES OF THE 14th ANNUAL GENERAL MEETING
OF THE PULLET GROWERS OF CANADA
ZOOM VIRTUAL MEETING
JUNE 11, 2020

1. WELCOME AND OPENING REMARKS

Mr. Andrew DeWeerd, Chairman of the Pullet Growers of Canada (PGC), welcomes all 28 participants at the 14th Annual General Meeting (AGM), including growers and guests. Mr. DeWeerd mentions that it is uncommon to hold an AGM virtually, but that there was no other choice with the COVID-19 pandemic. He also mentions that the AGM is a good opportunity to update the provincial egg boards on the activities conducted by PGC in the past year.

ON MOTION DULY MADE by Mr. François Jacques and supported by Mr. Harold Froese, it is unanimously resolved to approve the agenda.

2. INTRODUCTION OF THE BOARD OF DIRECTORS AND STAFF

The Chairman introduces the Board of Directors who represented PGC's six member provinces over the last year, namely Mr. François Jacques (New Brunswick), Ms. Marie-Josée Forest (Quebec), Mr. Daniel Wollman (Saskatchewan), Mr. Harold Froese (Manitoba), Mr. Craig Hunter (Ontario) and Ms. Mary Oliver (Newfoundland-Labrador).

The Chairman introduces the staff who took care of PGC's administration over the last year, namely Ms. Katia Colton-Gagnon, general manager, and Ms. Djazia Abdoun, administrative assistant. The Chairman thanks them for the good work that was accomplished during the past year.

3. MINUTES OF THE 13th ANNUAL GENERAL MEETING

No corrections to the minutes were requested by the members.

ON MOTION DULY MADE by Mr. Craig Hunter and supported by Ms. Marie-Josée Forest, it is unanimously resolved to approve the minutes of the 13th AGM held on March 19, 2019.

4. REPORT OF ACTIVITIES FOR 2019

4.1. Board of Directors meetings

The Chairman mentions that the Board of Directors held five meetings by teleconference and three in-person meetings (on March 19 in Ottawa, on June 28 in Toronto [work meeting on the Animal Care Program] and on September 11-12 in Halifax [fall meeting]).



4.2. Representations

The Chairman mentions that the PGC directors continued to represent the interest of pullet growers on national committees, namely the Egg Farmers of Canada (EFC) Animal Care Program Redevelopment Project Team (Mr. François Jacques), the EFC Production Management Committee (Mr. Jeffrey Clarke as an observer), the EFC Hazard Analysis and Critical Control Points (HACCP) Review Team (Messrs. Andrew DeWeerd and François Jacques), the Canadian Industry Reciprocal Alliance (CEIRA) Board of Directors (Mr. François Jacques) and the committees involved in the update of the *Code of Practice for the Care and Handling of Pullets and Laying Hens* (Code of Practice) and the *Code of Practice for the Care and Handling of Farm Animals: Transportation* (Mr. Andrew DeWeerd).

4.3. 2019-2023 Business Plan follow-up

The Chairman mentions that PGC had identified the following priorities for 2019:

1. To offer the PGC presentation to all provincial egg and pullet boards

Messrs. DeWeerd and Jacques have provided an in-person presentation to all the provincial egg boards from September 2019 to February 2020.

2. To participate actively in the meetings of the EFC ACP Redevelopment Project Team

The Chairman indicates that the PGC Board of Directors has met with the EFC staff and Chair of the Production Management Committee and that both organizations have reached an agreement that PGC would join the EFC's Animal Care Program to elaborate the pullet audit. Moreover, PGC have made a financial commitment to help cover the pullet audit for both members and non-members and PGC wish that the audits are developed in 2020.

3. To investigate for funding sources to run a pilot project on the implementation of the Animal Care Program for pullets

The Chairman mentions that PGC is admissible to the AgriAssurance Program under the national industry association component. Obtaining this funding would allow rolling out the Animal Care Program for pullets across the country.

4. To update the Care of Pullets Guidebook with the new requirements of the Code of Practice

The Chairman indicates that an updated version in compliance with the Code of Practice is now available in both official languages on PGC's website. Once ready, the pullet audit methods will be integrated in the Guidebook.

5. To hold a meeting between the PGC and EFC Executive Committees

The Chairman mentioned that a meeting between PGC and EFC Executive Committees was held in February 2020 to discuss about the importance of working together as national organizations.



6. To obtain official participation of a representative appointed by PGC on the EFC Production and Management Committee

The Chairman mentions that one of the PGC directors is a member of the committee as of April 2020.

7. To complete the aviary cost of growing (COG) survey

The Chairman mentions that the COG survey is completed. The survey was conducted by MNP_{LLP} and is based on 2017 data of six growers from three provinces. The results show a supplemental differential cost of \$1.40 per pullet when compared to the COG for a cage system. The detailed results were not published because of the very small sample size which limits representativeness and reliability.

8. To create and launch PGC's Website

Ms. Marie-Josée Forest mentions that the organization's website was launched and is a useful tool for pullet growers and provincial egg boards. Moreover, PGC has a new logo.

5. FINANCIAL STATEMENTS FOR 2019

Ms. Marie-Josée Forest indicates that the 2019 financial statements have been audited by Raymond Chabot Grant Thornton and approved in the morning by the Board of Directors. As of December 31, 2019, total revenues were \$217,171 and total expenses were \$133,400 for an excess of revenues over expenses of \$83,771. The net assets at the end of the year were \$456,372.

Ms. Forest mentions that the contribution rate was \$0.01 per layer in 2019 and that the contributions of the six member provinces totalled \$208,888.

ON MOTION DULY MADE by Mr. François Jacques and supported by Mr. Daniel Wollman, it is unanimously resolved to approve the 2019 financial report.

Budget for 2020

Ms. Marie-Josée Forest mentions that the contribution rate has been reduced to \$0.0075 per layer in 2020 and that the revenues were calculated based on the fact that five provinces would be members in 2020. Total revenues are expected to reach \$156,638 and total expenses are expected to reach \$175,475 for a deficit of \$-18,837. The amount allocated for professional services is \$75,000 although \$48,905 were spent for this expense item in 2019. The 2020 budget's deficit will be covered by the cash balance available in PGC's bank account.

The Chairman mentions that the provinces of Manitoba and Saskatchewan have announced that they would not renew their membership with PGC. Hence, PGC would count three member provinces for 2020.

ON MOTION DULY MADE by Mr. Daniel Wollman and supported by Mr. Craig Hunter, it is unanimously resolved to approve the 2020 budget.



6. APPOINTMENT OF THE PUBLIC ACCOUNTANT FOR THE 2020 FINANCIAL YEAR

ON MOTION DULY MADE by Mr. François Jacques and supported by Ms. Marie-Josée Forest, it is unanimously resolved to appoint Raymond Chabot Grant Thornton as the public accountant for 2020.

7. APPOINTMENT OF OFFICERS

The Chairman mentions that he is retiring from his position. 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 2020 are:

- **Chairman:** Mr. François Jacques
- **Ontario:** Mr. Alvin Brunsveld
- **Quebec:** Ms. Marie-Josée Forest
- **New Brunswick:** Ms. Kimberly Kelly

The members elected to serve as officers on the Executive Committee for 2020 are:

- **Chairman:** Mr. François Jacques
- **1st Vice-Chair:** Ms. Marie-Josée Forest
- **Secretary:** Ms. Kimberly Kelly
- **Treasurer:** Ms. Marie-Josée Forest

The Chairman presents and congratulates the officers elected for the next year as well as the Board of Directors.

8. PRIORITIES AND ACTION PLAN FOR 2020

Mr. François Jacques thanks Mr. Andrew DeWeerd for all the work accomplished since the constitution of the organization. He also thanks Messrs. Craig Hunter, Harold Froese and Daniel Wollman and Ms. Mary Oliver for providing useful ideas, insights and knowledge as directors during the past years. He finally welcomes the new directors, namely Ms. Kimberly Kelly from New Brunswick and Mr. Alvin Brunsveld from Ontario.

Mr. Jacques mentions that, due to the COVID-19 pandemic, the Animal Care Program for pullets Workshop that was supposed to be held in March 2020 was postponed to the next fall and that the date is to be confirmed. All the provincial egg boards and EFC are welcome to attend this event to provide input regarding the level of the implementation of the Code of Practice in each province.

Mr. Jacques informs that PGC is planning to run a pilot project on the implementation of the Animal Care Program for pullets once criteria and methods have been chosen to audit the Code of Practice.

He also mentions that PGC is planning to develop a legal contract template to facilitate business between pullet growers and egg farmers in the event of diseases or losses.

Mr. Jacques indicates that PGC is planning to collaborate and share the cost with EFC to update the questionnaire and finalize a protocol to collect data for pullet growing during the next survey to be conducted in the spring of 2021.

He also mentions that PGC is planning to provide state-of-the-art information to provincial egg boards and pullet growers regarding pullet rearing by the means of the newsletter and the website.



Finally, Mr. Jacques informs that Egg Farmers of Ontario, Fédération des producteurs d'œufs du Québec and Egg Farmers of New Brunswick are currently members of PGC and that all the other provincial egg boards are welcome to join PGC. He also mentions the members' advantages and the reasons for becoming a member of the organization.

9. OTHER BUSINESS

No other business is discussed.

10. CLOSING REMARKS

Mr. Andrew DeWeerd thanks the following persons for the work they accomplished for PGC over the years: Mr. Jeffrey Clarke from Egg Farmers of Nova Scotia, Mr. Daniel Wollman from Saskatchewan Egg Producers, Mr. Harold Froese from Manitoba Egg Farmers, Ms. Mary Oliver from Egg Farmers of Newfoundland & Labrador and Mr. Craig Hunter from Egg Farmers of Ontario. He also thanks Mr. Alvin Brunsveld and Ms. Kimberly Kelly for joining PGC as new directors.

Mr. DeWeerd mentions that PGC was constituted in 2006 because there was no national organization representing pullet growers as opposed to hatching egg producers and egg farmers. He mentions that PGC has accomplished numerous projects over the last 14 years and that it has been an honour for him to serve as the Chairman of the Board of Directors for all these years.

Finally, Mr. DeWeerd thanks all the participants for their attendance.

ON MOTION DULY MADE by Mr. François Jacques and supported by Ms. France Perreault, it is unanimously resolved to close PGC's 14th AGM.



REPORT OF ACTIVITIES FOR 2020

Board of Directors Meetings

In 2020, PGC's Board of Directors (BOD) held seven teleconferences to monitor activities and guide the work being done.

The staff that took care of PGC's administration over the last year includes Ms. Katia Colton-Gagnon, general manager, and Ms. Djazia Abdoun, administrative assistant. 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 2020, 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 pullets' requirements of this code. PGC's directors are also members of the EFC's Production Management and HACCP committees.

Canadian Egg Industry Reciprocal Alliance (CEIRA) Board of Directors

In 2020, the PGC Chairman attended four teleconferences to provide the perspectives of pullet growers.

Main Projects

Presentation to Provinces

In 2020, PGC completed its national tour of the provincial egg and pullet boards. PGC provided a 30-minute in-person presentation to present its 2019-2023 Business Plan, its mission and values, its history, its governance structure, its committees and staff, its priorities for 2019-2020 and its budget. The intent of this national tour was 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.

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 was rendered available in 2020.



Website

PGC launched its website (epc-pgc.ca) which is a useful tool for pullet growers, egg farmers and stakeholders. The website provides details regarding the organization, its actions, its priorities, the industry profile and much more. Useful tools and documentation for pullet growers such as the Care of Pullets Guidebook are published on the website.

Animal Care Program for Pullets Workshop

In December 2020, PGC held a workshop on the Animal Care Program for pullets. This workshop's objectives were to provide a portrait of pullet growing in Canada (seven provincial egg boards had answered a questionnaire prior to the workshop), communicate the key messages regarding current and potential challenges faced by pullet growers and get feedback from stakeholders on potential options relating to the implementation of, communication about, and audit for the Code of Practice for pullets. At least one representative of each provincial egg board was present at this event. As for the next steps, PGC aims to find an efficient and proactive way to design and develop a standardized national implementation of the pullet portion of the Code of Practice, in collaboration with EFC, while keeping in mind that one of the major concerns that provincial egg boards have expressed during the workshop is duplication of the processes and resources. PGC's objective is to be a facilitator acting in the best interest of the provinces.



2020 GOVERNANCE STRUCTURE

Board of Directors

- Chairman: François Jacques
- Vice-Chairman and Treasurer, Provincial Representative for Quebec: Marie-Josée Forest
- Secretary, Provincial Representative for New Brunswick: Kimberly Kelly
- Director, Provincial Representative for Ontario: Alvin Brunsveld

2020 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: François Jacques
- Vice-Chairman and Treasurer: Marie-Josée Forest
- Secretary: Kimberly Kelly
- Director: Alvin Brunsveld

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
- Members: Board of Directors

3. Communications Committee

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

- Chair: Marie-Josée Forest
- Members: Board of Directors

4. COG Committee (Committee of the Whole)

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

- Chair: 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: Board of Directors



2019-2023 BUSINESS PLAN FOLLOW-UP

Planning within PGC is a group effort by the Board of Directors, the Executive Committee, and staff. The year 2020 was the second year of the five-year period PGC's Business Plan.

PGC identified the following priorities for 2020:

- To offer the PGC presentation to all the provincial egg and pullet boards;
- To update and finalize the Care of Pullets Guidebook with the new requirements of the Code of Practice;
- To hold a meeting between PGC and EFC Executive Committees;
- To hold a workshop on the Animal Care Program for pullets;
- To launch PGC's website;
- To run a pilot project on the implementation of the Animal Care Program for pullets;
- To offer a legal contract template;
- To participate in the next EFC Cost of Production survey.

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 PGC as the national representative of pullet growers.

PROGRESS: All the provincial egg boards have been offered a presentation by PGC in 2019 and 2020. In 2020, three provincial egg boards were members of PGC.

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

PROGRESS: 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. PGC held a workshop on the Animal Care Program for pullets and gathered stakeholders' feedback options relating to the implementation of, communication about, and audit for the Code of Practice for pullets.

To participate in the Cost of Production (COP) Survey for pullet production in Canada both for the next COP as well as the Re-Base to be conducted between formal COP.

PROGRESS: In February 2020, a meeting was held between PGC and EFC Executive Committees. PGC reiterated its interest to participate in the COP for pullet production by reviewing the questionnaire and sharing the cost of the study.

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

PROGRESS: In February 2020, a meeting was held between PGC and EFC Executive Committees. PGC mentioned the advantages of having one of its members on the EFC committees.

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:

PROGRESS: Meetings and discussions with EFC are held on an ongoing basis. A meeting between PGC and EFC Executive Committees was held in February 2020.

To sustain relationships with pertinent federal and provincial government agencies/departments aimed at providing information on activities of the PGC.

PROGRESS: No meeting was held in 2020.

To establish the means to inform PGC stakeholders continuously.

PROGRESS: Directors reported on the activities of PGC to their provincial board. Three newsletters (April, August and November) 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.

PROGRESS: Directors shared news about changes in pullet production in their respective province at regular meetings supported by notes and presentations prepared by the general manager.

To develop the PGC website.

PROGRESS: PGC launched its bilingual website which is a useful tool for pullet growers, egg farmers and stakeholders.

To attend national/international conferences and meetings pertinent to the issues of pullet growers in Canada.

PROGRESS: Directors attended the member meetings of provincial egg boards. Due to COVID-19 pandemic, most national conferences were cancelled in 2020.

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.

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.

PROGRESS: PGC offered a presentation to all non-member provinces in 2019 and 2020. This was an occasion to gather their feedback on the best way to ensure representation of pullet growers in those provinces. PGC also held a workshop on the Animal Care Program for pullets that allowed the provincial egg boards to provide feedback on the current and potential challenges faced by pullet growers and on potential options relating to the implementation of, communication about, and audit for the Code of Practice for pullets. PGC mentioned the importance to have support from all the provinces to move forward with the implementation of the Code of Practice.

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:

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

To continue improving the PGC's bilingual capacity.

PROGRESS: All documents are published in both official languages.

To implement the annual Staff Evaluation Process.

PROGRESS: The staff evaluation is conducted on an annual basis.

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

PROGRESS: Monthly financial reports are sent to the Board of Directors. 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, 2020

Pullet Growers of Canada

Financial Statements December 31, 2020

Independent Auditor's Report	2
Financial Statements	
Earnings	3
Retained Earnings	4
Balance Sheet	5
Notes to Financial Statements	6



Notice to Reader

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, 2020 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 LLP¹

Brossard
March 5, 2021

¹ CPA, CA CPA permit no. 105474



Pullet Growers of Canada Earnings

Year ended December 31, 2020

(Unaudited - see Notice to Reader)

	2020	2019
	\$	\$
Revenues		
Provincial contributions	125,360	208,889
Interest Income	3,328	8,282
	<u>128,688</u>	<u>217,171</u>
Expenses		
Insurance	1,251	1,209
Office expenses	467	993
Travel	32,562	66,709
Website	15,345	
COP Survey		6,870
Professional services	56,716	57,619
	<u>106,341</u>	<u>133,400</u>
Excess of revenues over expenses	<u>22,347</u>	<u>83,771</u>

The accompanying notes and schedules are an integral part of the financial statements.



Pullet Growers of Canada Changes in Net Assets

Year ended December 31, 2020
(Unaudited - see Notice to Reader)

	<u>2020</u>	<u>2019</u>
	\$	\$
Net assets, beginning of year	433,324	349,553
Excess of revenues over expenses	<u>22,347</u>	<u>83,771</u>
Assets, end of the year	<u><u>455,671</u></u>	<u><u>433,324</u></u>

The accompanying notes and schedules are an integral part of the financial statements.



Pullet Growers of Canada Balance Sheet

December 31, 2020

(Unaudited - see Notice to Reader)

	2020	2019
	\$	\$
ASSETS		
Current		
Cash	472,471	455,605
Interests receivables	51	766
	<u>472,522</u>	<u>456,371</u>
LIABILITIES		
Current		
Account payable (Note 2)	16,851	23,047
NET ASSETS		
Retained earnings	<u>455,671</u>	<u>433,324</u>
	<u>472,522</u>	<u>456,371</u>

The accompanying notes and schedules are an integral part of the financial statements.

On behalf of the Board,

Director

Director



Pullet Growers of Canada Notes to Financial Statements

December 31, 2020

(Unaudited - see Notice to Reader)

1 - GOVERNING STATUTES

The Company is incorporated under the Canada Business Corporations Act.

2 - ACCOUNTS PAYABLE

	<u>2020</u>	<u>2019</u>
	\$	\$
Accounts payables	8,403	10,126
Sales taxes payable	8,448	12,922
	<u>16,851</u>	<u>23,048</u>



FINANCIAL DETAILS

Income	2020	2019	2018
Contributions from provinces	\$125 360	\$208 889	\$206 883
Interest income	\$3 328	\$8 282	\$5 894
	\$128 688	\$217 171	\$212 777
Expenses			
Professional services	\$56 716	\$57 619	\$86 074
Business Plan 2019-2023	–	–	\$25 015
Meetings and travel	\$32 562	\$66 709	\$66 597
Directors' insurance	\$1 251	\$1 209	\$1 191
Cost of growing survey	–	\$6 870	–
Website creation and maintenance	\$15 345	–	–
Office and other administrative	\$467	\$993	\$1 128
	\$106 341	\$133 400	\$180 005
Breakdown of professional services			
MNP <small>LLP</small>	–	\$6 870	\$22 500
Accounting	\$4 570	\$3 992	\$3 686
Executive Director and Administrative Assistant	\$41 617	\$42 035	\$56 975
Raymond Chabot Grant Thornton	\$2 859	\$2 500	–
Lawyer - BHLF	\$3 920	–	–
Translation	–	\$2 222	\$2 913
Petrik Veterinary Consultant inc.	\$1 500	–	–
Serecon inc.	\$2 250	–	–
	\$56 716	\$57 619	\$86 074

Vincent Bélanger-Marceau
CPA, CGA

REVENUE FROM PROVINCES FOR 2020

Province	Layers	Contribution	Non-member
BC	3 334 805	-	25 011,04 \$
AB	2 803 789	-	21 028,42 \$
SK	1 249 180	-	9 368,85 \$
MB	2 621 997	-	19 664,98 \$
ON	9 812 921	79 352,81 \$	-
QC	5 596 473	41 973,55 \$	-
NB	537 828	4 033,71 \$	-
NS	887 860	-	6 658,95 \$
PE	148 518	-	1 113,89 \$
NL	410 859	-	3 081,44 \$
NT	134 592	-	1 009,44 \$
Total 2020	27 538 822	125 360,07 \$	86 937,00 \$

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

In 2020, the contribution rate is 0.0075\$ per layer and total contributions for member provinces are **125 360.07\$**.

2021 BUDGET

Projected Revenue	2021 Budget	2020 Results
Provincial contributions* (0.0075\$ per layer)	\$119 604	\$125 360
Interest income	\$2 500	\$3 328
TOTAL REVENUE	\$122 104	\$128 688
Projected Expenses	2021 Budget	2020 Results
Salaries and benefits	\$75 000	\$41 617
Meetings and travel	\$40 000	\$32 562
Accounting	\$7 000	\$7 429
Translation	\$3 000	\$0
Directors' insurance	\$1 350	\$1 251
Office and other administrative	\$1 000	\$467
Legal fees	\$10 000	\$3 920
Cost of growing survey	\$0	\$0
Workshop	\$0	\$3 750
Website	\$1 000	\$15 345
TOTAL EXPENSES	\$138 350	\$106 341
EXCESS OF REVENUE OVER EXPENSES	-\$16 246	\$22 347

*Presuming 3 provinces are members of PGC in 2021.

