

2020 Annual Report

# Leading The Way



Fisheries Council of Canada  
Conseil Canadien des Pêches

# Table Of Contents

01

About the Fisheries Council of Canada

02

Message from the Chair

04

Message from the President

06

COVID-19 & Canadian Fisheries

08

Progress on Strategic Goals

20

Leadership & Staff

# About The Fisheries Council Of Canada

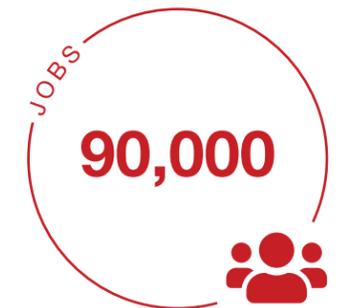
Established in 1915, the Fisheries Council of Canada (FCC) is the voice of Canada's wild-capture fish and seafood industry, promoting a healthy resource and prosperous industry playing a vital role in the Canadian economy. Our members include small, medium and larger-sized companies along with Indigenous enterprises that harvest and process fish from Canada's three oceans. FCC members take pride in being key employers in their communities, providing jobs and creating an economic base for other local businesses.

## VISION

We are Canada's fish and seafood voice, promoting a healthy resource and prosperous industry playing a vital role in the Canadian economy.

## MISSION

To represent fisheries and seafood associations and companies engaged in harvesting, processing and marketing of fish and seafood. To influence government policy affecting sustainable seafood production and its members' prosperity in domestic and global markets.



# Message from the Chair



This past year has not been without its challenges. The COVID-19 pandemic has made significant and lasting changes to the way the world operates, and we've faced unpredictable obstacles that created considerable uncertainty for the fish and seafood industry.

It is in times of challenge that the value of associations like FCC becomes crystal clear. Industry associations act as a collective voice and central processing unit working for the collective good of members. We got to see that demonstrated this year as FCC sprung into action to help members and the broader industry get through the COVID-19 pandemic.

While members like Ocean Choice International worked at the ground level to adapt to constantly changing health, safety and operational guidance, FCC was working behind the scenes to engage with Fisheries and Oceans Canada, the Canadian Food Inspection Agency, Agriculture and Agri-Food Canada, trade commissioners and other authorities to ensure we had clear and up-to-date information.

FCC also advocated to have our industry declared an essential service, allowing members to continue operations and support the food supply chain. They helped to secure over \$62.5 million in federal support through the Canadian Seafood Stabilization Fund and other programs that were instrumental in helping us to secure PPE for employees, shift production from a foodservice focus to retail, and more.

From obtaining clarity on the requirements for having foreign technicians cross the border to perform maintenance work, to navigating the new protocols put in place by significant trading partners like China, FCC has been there as a resource to centralize efforts and get quick, concise guidance.

Having FCC on our side, with their dedication to representing the needs of the industry, has been crucial to the industry's continued success. We are stronger together.

And while we're not out of the woods yet, I remain confident that FCC has our best interests top of mind. I look forward to seeing what is on the horizon for the Canadian fish and seafood industry that will help us build back better.

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## Carey Bonnell

Ocean Choice International  
2020-2021 Chair, FCC Board of Directors

 A quote graphic featuring a background image of a harbor with several boats docked at a pier. The text is in a red, serif font.
 

“ It is in times of challenge that the value of associations like FCC becomes crystal clear.

— **Carey Bonnell**  
Chair, FCC Board of Directors

# Message from the President



While it's easy to focus on all the challenges that have come out of this past year, the pandemic has also presented several opportunities that the fish and seafood industry can take advantage of to come out of this even stronger. That's what FCC has its sights set on for the coming year.

During the COVID-19 pandemic, as consumer behaviour switched from foodservice to cooking at home, sales of seafood – especially frozen products – actually grew. We are one of the categories with the highest rising demand during the pandemic. This has created a unique opportunity that FCC, in partnership with the Canadian Aquaculture Industry Alliance (CAIA), intends to capture through our proposed three-year domestic marketing campaign aimed at increasing fish and seafood consumption among seafood positive Millennials. Increasing domestic demand for fish and seafood will create an alternative market for members looking to diversify their sales beyond our usual export markets and grow our earning potential. And the time is now, while seafood is still in high demand at home.

And speaking of growing our economic potential, we also intend to fully capture the new opportunity available to us with the federal government's Blue Economy strategy. In partnership with the Canadian Aquaculture Industry Alliance, FCC has already created a vision and action plan that sets out sustainable growth targets and six required actions to position Canada as a global top three producer of the best sustainable seafood by 2040.

Unfortunately, in 2020 we weren't able to offer our Future Leaders Canada career development program that is specific to our sector. But, the program will be virtual in 2021 and better than ever! It will offer more learning and broader networking opportunities. Participants will be our future leaders!

It is through initiatives like these that FCC believes the fish and seafood industry can lead the way in economic recovery following the pandemic. By taking advantage of the unique opportunities presented by the events of 2020, and by securing federal support, we can show Canadians how valuable our industry is and always has been.

I hope you enjoy reading this Annual Report. It provides some highlights of the last year or so but is not exhaustive in its coverage of our activities or value to members. To learn more, visit our website, follow us online, email us or give us a call. Thank you for your interest in Canada's wild-capture fisheries sector.

FCC remains committed to finding silver linings in storm clouds, to continue to ensure a bright future for the Canadian fish and seafood industry where we can sustainably grow our potential.

**Paul Lansbergen**  
President, FCC

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FCC remains committed to finding silver linings in storm clouds, to continue to ensure a bright future for the Canadian fish and seafood industry where we can sustainably grow our potential.

— **Paul Lansbergen**  
President, FCC

# COVID-19 & Canadian Fisheries

With the arrival of the COVID-19 pandemic across the world, 2020 was not the year anyone expected. This global emergency has had lasting implications for almost every global sector, including fisheries. As some of the most sustainable and well-managed fisheries in the world, members of the Canadian fish and seafood industry were well positioned to adapt to continuously changing mitigation needs, but managing the disruption to the status quo was a top priority for FCC.

On behalf of our members, FCC spent much of the year pivoting from our planned strategic activities and putting emphasis on helping the industry first navigate – and then weather – the unique challenges COVID-19 presented.

## FISH AND SEAFOOD IS AN ESSENTIAL SERVICE

In the earliest stages of the COVID-19 pandemic, FCC recognized the need for the fish and seafood industry to be declared an essential service to facilitate our ability to continue to support the food supply chain. Our association successfully lobbied for inclusion of our industry in the federal government's list of essential sectors, securing the industry's ability to continue operations.

FCC's membership was quick to adapt to increased health and safety protocols and effectively prioritized the safety of employees while remaining operational.

**\$62.5 MILLION** TOTAL INDUSTRY SUPPORT SECURED

## SECTOR SPECIFIC SUPPORT

With input from a special working group, FCC advocated to Fisheries and Oceans Canada Minister Bernadette Jordan to propose a COVID-19 crisis support package for the Canadian fish and seafood sector. This lobbying was also successful, resulting in the creation of the \$62.5 million Canadian Seafood Stabilization Fund, which helped to ensure the resilience of the food system by allowing Canada's fish and seafood processing sector to safely and efficiently process, store, package, and distribute healthy, high-quality products, sourced from fish harvesters and aquaculture operators, onto the plates of Canadians. Funding was also instrumental in assisting the fish and seafood industry as they worked to pivot from foodservice sales to retail products to meet the changing habits of consumers.

FCC also helped facilitate the new internal decision by Farm Credit Canada to include the integrated harvesting and processing function of FAS factory vessels within the scope of their mandate and enable the fish and seafood sector to receive support from Farm Credit Canada during the COVID-19 pandemic. Longer term, this will enable Farm Credit Canada to support the sector in the years to come as it invests in vessel fleet renewal.

FCC was also instrumental in helping the industry take advantage of the federal government's Surplus Food Rescue Program.

“ I have been extremely impressed with how resilient the industry is and our fishers.

— **The Honourable Bernadette Jordan**  
Minister of Fisheries, Oceans, and the Canadian Coast Guard

## INFORMING THE SECTOR

In our internet era it is often said you can get lost in the sea of information available. This has been very true over the last year. One of the largest challenges of the COVID-19 pandemic has been the constant stream of information as authorities learn more about transmission and mitigation of the virus. On behalf of our members, FCC acted as a vital filter for this information by seeking out, analyzing and summarizing the most relevant information that was critical to continued operations for the fish and seafood industry.

FCC participated in countless COVID-19 sessions and initiated several direct inquires to authorities like Public Health Canada, the Canadian Food Inspection Agency, Fisheries and Oceans Canada, Agriculture and Agri-Food Canada, trade commissioners, food sector associations, and more to distill the latest guidance into information members could implement.

## BUILDING BACK BETTER

As the world continues to recover from the pandemic, FCC is actively engaged in creating opportunities for our members to lead the way in economic growth to help Canada build back better. To begin with, FCC focused on economic recovery opportunities in our pre-budget submission to advocate for continued support in the 2021 federal budget. We expressed support for plans to get Canadians back to work, keep supply chains moving, facilitate innovation investment and improving access to important markets, among other important initiatives.

Longer term, we've put together a vision and action plan to take advantage of the federal government's new commitment to develop a Blue Economy Strategy, which will position Canada as one of the global top three best producers of fish and seafood by 2040. We're also working on securing funding for a multi-year, intensive domestic marketing campaign to address the perceived value of Canadian fish and seafood among younger consumers and create an increased stable market for our members' products.

**60+** COVID-19 MEMO UPDATES TO MEMBERS

**15+** WEEKLY COVID INFORMATION CALLS FOR MEMBERS

## MANAGING MARKET ACCESS

The COVID-19 pandemic resulted in the disruption and restriction of trade in key export markets. Managing the expectations of various trading partners as each adopted its own transmission mitigation protocols remains a top priority for FCC.

This has been particularly important with our second largest export market, China. China was the first to recover from the first wave of the pandemic and implement stringent testing and protocols for imported products. FCC has been engaged with trade authorities, Fisheries and Oceans Canada, the Canadian Food Inspection Agency and other authorities to ensure members remain informed and the market remains accessible. FCC also updated its China market factsheet to include reassuring messages related to industry COVID-19 protocols and food safety.

More recently, FCC has been working on behalf of members to ensure continued market access to the UK after Brexit and to push the Canadian government to implement the required actions under the US MMPA so that we have access to that important market.

# Progress on Strategic Goals

## 1 ACHIEVING A REGULATORY ENVIRONMENT THAT FACILITATES COMPLIANCE AND MINIMIZES REGULATORY BURDEN

As the united voice for the national wild-capture fisheries industry, FCC understands how important it is that our members have the freedom to operate without unnecessary regulation or burden. Advocacy on behalf of members that helps shape a favorable regulatory environment is one of FCC's core functions.

While the COVID-19 pandemic has meant a shift away from in-person advocacy activities, such as our annual Lobby Day in the spring, FCC has been able to maintain activities on key files that are current priorities for the industry.

**35** DIRECT ADVOCACY TOUCHES WITH DECISION MAKERS UNDER THE LOBBYING ACT

**4** APPERANCES BEFORE PARLIAMENTARY COMMITTEES

## TRACEABILITY

Traceability of product has been a key topic in the Canadian fish and seafood industry. It carries both reputation and regulatory risks for the sector. As such, FCC co-hosted a workshop on this issue with the Canadian Food Inspection Agency (CFIA) for industry members in February that explored the nuances of implementing traceability for the sector.

Reports of fish fraud continue to gain international attention, posing a potential threat to the credibility of the global fish and seafood industry. Although mainly a problem in less regulated countries outside of Canada, the negative consumer reaction to this issue within Canada spurred FCC to undertake actions to ensure fish fraud would not harm our reputation with the Canadian consumers.

FCC has been engaged with officials from CFIA, Fisheries and Oceans Canada and Agriculture and Agri-Food Canada on the implementation of traceability and potential vulnerabilities within the supply chain. FCC remains committed to representing the needs of the industry on this issue and will continue to engage with authorities on the path forward.

## SPECIES AT RISK

FCC participated in an industry group on aquatic species at risk, which was formed this year as a replacement of the formal Species At Risk Advisory Committee (SARAC). We have engaged, on behalf of members, in consultations with Fisheries and Oceans Canada on proposed recovery strategies and action plans for multiple aquatic species at risk, including Loggerhead Sea Turtles and blue whales.

This participation is key in maintaining our industry's stewardship of species at risk and ensuring fishing activities can continue on without significant impact to these species.

“ I understand the great importance of the fisheries sector to Canada's coastal communities, and the vital role that the Fisheries Council of Canada (FCC) and its members provide.

— **The Honourable Bernadette Jordan**  
Minister of Fisheries, Oceans, and the Canadian Coast Guard

2

# MAINTAIN AND EXPAND MARKET ACCESS TO EXPORT MARKETS

In the face of the COVID-19 pandemic, trade became more complicated as virus transmission mitigation forced the closure or monitoring of many international borders. Trade is critical to the success of Canada's fish and seafood industry, which exports 85 per cent of its products to over 100 markets, with top trading partners being the United States, China, Europe and Japan. FCC is committed to ensuring trade with export markets remains free and open.

“ I remain personally committed to working with [the Fisheries Council of Canada], along with my team across China, on this really important work in trying to get your wonderful products to the consumers here in China.

— **Dominic Barton**  
Canadian Ambassador to China

## TRANSITIONAL TRADE WITH THE UK

As the United Kingdom broke away from the European Union, Canada needed to negotiate a transitional trade deal with the now independent region. FCC advocated on behalf of the Canadian fish and seafood industry for continued tariff-free exporting of products. The UK is Canada's fifth largest trading partner, totaling \$131 million, or 1.7 per cent, of Canadian seafood exports in 2019.

A Trade Continuity Agreement was successfully reached, and FCC continued advocacy efforts for rapid ratification by Parliament, including appearing before the House Standing Committee on International Trade. While ratification did not occur by the January 1, 2021 deadline, the two countries did sign an MOU on provisional application to minimize trade disruption until ratification occurs. FCC was among the chorus of voices calling for this.

FCC will continue to monitor this file to ensure members continue to enjoy a favourable trading relationship with this key partner.

## MARINE MAMMAL PROTECTION ACT

FCC has been actively involved in Canada's compliance with the Marine Mammal Protection Act, an American regulation that requires importing countries to have similar protections and regulations in place regarding marine mammals like right whales. Our association has kept engaged with Fisheries and Oceans Canada on the issue of intermediary nations and informed members of the potential issue of re-exporting product into the US that initially comes from a country indicated as having restrictions on them.

FCC also provided comments during a consultation period with Fisheries and Oceans Canada regarding proposed amendments to the Marine Mammal Regulations (MMR) on the issue of nuisance seal licenses.

## MARKET PROMOTION IN JAPAN

Before the COVID-19 pandemic took root, FCC was able to travel to Osaka, Japan for its Seafood Show to promote Canadian fish and seafood and maintain our strong relationship with the Japanese market as our fourth largest importer.

As part of these promotions, FCC added to our Canadian Seafood brand by developing a factsheet for Japan, Safe and Healthy Source of the Highest Quality, available in English and Japanese. The factsheet outlines the appeal of Canadian seafood for the Japanese market and is a useful tool in our trade relations there.



## CANFISH 2020

CANfish magazine is FCC's proprietary magazine offering an opportunity to highlight the topics that make the fish and seafood industry one of the cornerstones of Canadian life.

The 2020 edition of CANfish magazine explores the opportunities that lie ahead for the Canadian fish and seafood industry as we begin to recover from the COVID-19 pandemic, and tells the world what they can expect from the fisheries sector in the coming months and years as we work to create an even more sustainable and prosperous industry.

A digital version of the magazine was distributed to fish and seafood industry members and stakeholders, trade commissioners, Canadian Parliamentarians and other key decision makers. We are proud to be able to offer in-depth features on relevant industry topics as a supplement to our member and product directory. This directory is circulated to stakeholders and buyers in key markets to provide them with access to source products directly and exclusively from FCC members.



3

## POSITION FISHING AS FOOD HARVESTING AND PROCESSORS AS FOOD PRODUCERS

FCC is working to shift the language used to describe the fishing industry and our products to position fishing as food harvesting and fish processors as food producers. This is to strengthen the reputation of our members as producers of safe, reliable, healthy and sustainable products, which will ensure the continued success and growth of the Canadian fish and seafood industry. This has the added benefit of aligning our industry with other trustworthy and valued Canadian industries like agriculture.



The research actually points to some questions we need to answer for people and these are things that we need to make sure that people like FCC and CAIA go forward with to continue to promote seafood, to show how easy it is to cook and how inexpensive in a lot of cases it is as well.

— **Dominic Barton**  
Canadian Ambassador to China

### UNDERSTANDING THE DOMESTIC MARKET

Canadians are not eating the two servings of fish and seafood per week that are recommended by health authorities like the World Health Organization. Working with Nourish Food Marketing, FCC and the Canadian Aquaculture Industry Alliance (CAIA) conducted a robust domestic consumer research project, funded by the Canadian Fish and Seafood Opportunity Fund (CFSOF). We polled thousands of Canadians on their current behaviours and attitudes towards fish and seafood.

We found that fish and seafood accounts for only 12 per cent of meat protein occurrences, and only 1.56 per cent of total intake, in the average Canadian diet. And while fish and seafood is popular among older generations like Baby Boomers, it is not on the radar of Millennials or their Gen Z or Gen Alpha children. More than half of those polled said perceived cost is the largest barrier to increased consumption.

This project helped us understand the reasons why fish and seafood is trailing other proteins in consumption, and guided us to create a plan to change that.



### GROWING THE DOMESTIC MARKET

We have an opportunity to move the needle among younger Canadians and families by addressing the perceived cost of Canadian fish and seafood and capture a higher percentage of the meat protein market. And the time is now. The COVID-19 pandemic has resulted in more Canadians cooking and eating at home, and an increased desire for healthy, local food. In fact, demand for fish and seafood is rising more than almost any other food category during the pandemic.

Recognizing this unique and timely opportunity to build the domestic market for fish and seafood, FCC and the Canadian Aquaculture Industry Alliance (CAIA) are partnering again to launch, subject to funding, a multi-year domestic consumer marketing campaign aimed at increasing the market among young Canadians towards consuming fish and seafood two times per week. To do this, we'll focus on promoting Canadian fish and seafood by making it more accessible, quick and easy to cook and educating consumers on its health benefits as a superfood.

Improving the domestic market for fish and seafood will create a more stable and predictable channel for economic growth for the Canadian industry.

### SECURING FARM CREDIT CANADA FINANCING

FCC was successful in securing inclusion of FAS factory vessels in Farm Credit Canada's mandate of food production and value-add processing as it relates to the fisheries sector. As a result, FAS factory vessels became eligible for Farm Credit Canada financing in a way that is not restricted to only the processing equipment onboard. Knowing that these vessels are largely financed using syndicates, Farm Credit participates in such syndication which may exceed the value of the processing equipment. This expanded their ability to provide support during the COVID-19 pandemic and longer-term as companies make future investments in FAS vessels.

4

## IMPROVE DOMESTIC AND INTERNATIONAL RECOGNITION OF THE SUSTAINABILITY OF OUR FISHERIES

Canada already has a strong global reputation as a producer of high quality agri-food products, and the fish and seafood industry is part of that. One of our priorities at FCC is to maintain this reputation and improve recognition of that brand among domestic and international audiences alike.

This involves communicating messages of the industry's world-leading sustainability compliance, corporate social responsibility and stewardship action with stakeholders, provincial/territorial, federal and international governments, trading partners, environmental groups and consumers all over the world. Favourable perception by these audiences guarantees our members' social license to operate.

### TELLING OUR SECTOR'S STORY

FCC has embarked on a three-year communications effort, funded under the Canadian Fish and Seafood Opportunity Fund (CFSOF) offered by Fisheries and Oceans Canada. This initiative aims to raise the positive profile of the Canadian fish and seafood industry, improve the reputation of the sector and increase domestic consumption of Canadian products.

The Telling Our Sector's Story project focuses on positioning the Canadian fish and seafood industry as stewards of the ocean who provide safe, healthy and sustainable food

to domestic and international markets while supporting our economy and coastal communities. Its goal is to position members of FCC as world leaders with public, government and industry audiences.

The project got underway in 2020 with the development of a three-year strategy and the launch of several initiatives that will facilitate the promotion of our industry for the duration of the program.

### EARNED MEDIA

The voice of the Canadian fish and seafood industry travelled far this year in the form of earned media articles. FCC had news-worthy stories to share, which earned us coverage in trade, regional, and national media.

For example, The Hill Times, a news publication read by key Canadian decision makers on Parliament Hill and elsewhere in Ottawa, published two op-eds penned by FCC this year. The first, "We need to be loud and proud for our seafood production", was an early call to reclaim the Canadian fish and seafood industry's place as an economic powerhouse with a Blue Economy Strategy. The second, "A path to a blue recovery", penned jointly with the Canadian Aquaculture Industry Alliance, restated this idea with the added opportunity to increase economic recovery from COVID-19 with the fish and seafood industry at the forefront.

This positive media attention was significant for positioning FCC and the industry as active players in Canada's development and recovery.

**46M+** REACH FROM EARNED MEDIA ARTICLES

## SPOTLIGHT ON THE FUTURE OF FISHERIES

FCC partnered with TheFutureEconomy.ca to publish a Spotlight on the Future of Fisheries, where four industry thought-leaders explored the main opportunities and challenges facing the Canadian fishing industry, including resource sustainability, fishing innovation, Indigenous reconciliation, stability of access and investment.

The feature included in-depth interviews, analysis and a podcast hosted at TheFutureEconomy.ca. It reached thousands of readers and was one of the most popular Spotlights ever published.

**175k+** IMPRESSIONS ON SOCIAL MEDIA (SPOTLIGHT FEATURE)

## WORLD WATER DAY

The United Nations' World Water Day campaign on March 22 drew international attention to the importance of our global water resources. As a champion of sustainable oceans, FCC implemented a robust social media campaign to highlight the stewardship of our waters by the Canadian fish and seafood industry.

**93M+** REACHED: #WORLDWATERDAY2020

FCC was also featured in a special insert, Our Water, in the National Post. Published on March 19, ahead of World Water Day, our half page feature highlighted our industry's proactive sustainability measures. The article focused on the industry's already high rates of effective fisheries management, our third-party certification successes and our efforts to balance marine conservation with economic prosperity. It was showcased on the same page as Fisheries and Oceans Canada Minister Bernadette Jordan's feature about the Blue Economy strategy, and reflected the need to expand our economies into Canadian waters.

## NATIONAL FISHING MONTH

To celebrate National Fishing Month in August, FCC executed a full social media strategy to highlight key messages pertaining to sustainability, stewardship and the importance of the wild-capture fish and seafood industry. We also used the opportunity to launch brand new Facebook and LinkedIn pages for FCC and rebrand our Twitter under the handle @FisheriesCA.



@FisheriesCA

Our campaign, which included the creation and distribution of "I Love Canadian Seafood" Twitter banners to encourage engagement, reached over 24,000 people across our three social channels and grew our presence by over 500 per cent over the previous month.



5

## ADVOCATE FOR A STABLE AND PREDICTABLE SUPPLY ENVIRONMENT

Stability is critical to continued growth for the Canadian fish and seafood industry. FCC advocates for opportunities for the industry to expand sustainable economic potential. Fishing is one of Canada's oldest industries for a reason, because it supports not only the food supply chain but also local, coastal and Indigenous communities. It is a core focus of FCC to make sure it remains available to Canadians for generations to come.

### BLUE ECONOMY

Following the commitment made by the Canadian federal government in the 2020 Speech from the Throne to develop a Blue Economy Strategy, FCC and the Canadian Aquaculture Industry Alliance (CAIA) released a joint vision and action plan to capture the untapped potential of our waters: Canada's Blue Economy Strategy 2040.

There is an opportunity in the Blue Economy Strategy to continue to lift Canada to even greater heights through the seafood industry and support economic recovery from the current COVID pandemic. Our proposal outlines a vision to position Canada to be a global top three best sustainable fish and seafood producer by 2040. FCC and CAIA are recommending sustainable growth targets and six required actions.

### 2040 SUSTAINABLE GROWTH TARGETS:

- 1 **Double the Value of Canadian Seafood**
- 2 **Double Economic Benefits**
- 3 **Double Domestic Consumption of Fish and Seafood**

### REQUIRED ACTIONS:

- 1 **Identify federal department to drive sector economic development**
- 2 **Develop specific organization with mandate to grow the seafood sectors**
- 3 **Develop 5-year action plans for the seafood sector**
- 4 **By 2025, through marine-based planning, ensure seafood development areas are finalized**
- 5 **Expedite development of Aquaculture Act**
- 6 **Completion of the new regulations under the Fisheries Act**

“ The ocean economy globally is set to double by 2030 to \$3 trillion.

— **Kendra MacDonald**  
CEO, Canadian Ocean Supercluster

### MARINE CONSERVATION

The Canadian federal government has set a target to conserve 25 per cent of our oceans by 2025 and 30 per cent by 2030. The Canadian fish and seafood industry is supportive of marine conservation and has been engaged in consultations on this initiative to help ensure the needs of the fishing industry are heard. We have an opportunity to balance conservation with economic prosperity and create a future of fisheries that is sustainable long-term.

Marine conservation and economic prosperity from fishing are not mutually exclusive. With robust consultative process the seafood industry can help shape the development of Marine Protected Areas.

FCC has been representing our industry's interests as Canada works towards its future targets. There are potential trade-offs relating to climate change, food security, and economic prosperity. FCC is focusing on these macro considerations to support other more local interests in specific conservation site consultations.

We have also been participating in consultations on the Post-2020 global biodiversity framework negotiations under the Convention of Biological Diversity. We have also created a marine conservation working group within FCC to discuss potential issues that will arise from Canada's international commitments and domestic mandates.

### STABILITY OF ACCESS TO THE RESOURCE

The sector is constantly adapting to the uncertainties of a natural resource and ecosystem. When it comes to government policy it is paramount that it does not add to that uncertainty. Transparent and predictable policies and outcomes are critical to facilitate continued investment and innovation in the sector. FCC has been a strong voice in advocating stability and has made progress. It has received assurances from DFO that any relinquishment of commercial licences must be voluntary. This will remain an issue and FCC will continue to be engaged.

6

## ENSURE THE CONTINUED GROWTH OF FCC

As the national voice representing the Canadian fish and seafood industry, FCC is the go-to organization for government officials, Parliamentarians and media. Our presence and profile with our key audiences are at their highest in recent memory. But our association is only as strong as our membership. In order to act as a unified voice for the sector, FCC is always striving to support our current members and recruit new members who can help shape the future of the industry. The value of membership is multi-faceted: power in information, influence with government, assistance with member-specific issues and, much, much more.

**\$500k** IN CANADIAN FISH AND SEAFOOD OPPORTUNITY FUNDING SECURED

**160+** MEMOS TO MEMBERS

“ Working through FCC my company was able to overcome a significant CFIA regulatory matter that, if left unresolved, would have cost many jobs and could have cost millions to overcome. I can't thank them enough.

— **Ron Schindler**  
President, Connor Bros. Cloverleaf Seafoods Co.

### WEBINAR SERIES

Whether we knew it or not, FCC couldn't have picked a more relevant topic for our 2020 Annual Conference: Innovating for the Future. Our association had to think of an innovative way to deliver the value of our usual in-person Annual Conference in the face of COVID-19 and broke new ground by offering our first digital conference during National Seafood Month in October.

We partnered with TheFutureEconomy.ca to bring a series of professional and polished sessions featuring our lineup of conference speakers as a series of pre-recorded webinars. We delivered eight sessions, including a VIP interview with Bernadette Jordan, Minister, Fisheries and Oceans Canada; a panel on Canadian superclusters; a keynote session on the habits and attitudes of Canadian consumers; and a live session on a markets overview and the impacts of COVID-19 on the industry.

**790k+** IMPRESSIONS:  
#FCCWEBINARSERIES

### FUTURE LEADERS

In 2019, FCC launched its Future Leaders Canada program in partnership with the National Fisheries Institute (NFI) in the United States, who runs a similar program. The sector specific program aims to provide emerging leaders in the fisheries industry with high-value professional development and networking opportunities to build the skills necessary to foster the success of the sector.

Over three, three-day sessions, participants in the program travel across North America to key fishing industry communities. There, participants experience key aspects of the fisheries and seafood industry through activities like facility tours, meetings with key stakeholders and both Canadian and international government officials and introductions to retailers and consumers.

The 2020 Future Leaders program had to be postponed due to COVID-19, But we are resuming the program in 2021 with a fully-virtual agenda that will allow more participants to attend more sessions than ever before.

“ The first session provided an invaluable opportunity to build a network of diverse individuals, not only from across the country, but also across all aspects of the Canadian fisheries industry.

— **Kris Smith**  
2019 Future Leaders Canada Participant

### GOVERNANCE

FCC is constantly looking for ways to enhance its governance through the adoption of association management best practices. Its strategic approach to annual budgeting and work planning is award-winning. FCC reports back to its membership on progress on its annual deliverables so members can keep it accountable. Over the next year FCC will be renewing its three-year strategic plan.

### COMPELLING MEMBERSHIP VALUE PROPOSITION

FCC understands that association membership is voluntary. FCC must earn the commitment and support of its members. We work hard to deliver value to members. We also work hard to articulate and communicate that value to members. This translates into little things like asking “so what” when writing memos to members – we need to focus on the most important aspects of the topic and why it matters. It means connecting with members on their issues and having influence with government based on our experience and insights. Last and not least, we are a forum for members to network with other leaders in the sector and government. For companies not yet a member, we cordially invite you to contact us to discuss why you should become one.

# Leadership & Staff

## STAFF

**Paul Lansbergen**

President

**Sharon Leslie**

Executive Assistant, Office and Conference Coordinator

**Kate Docking**

Manager, Policy and Regulatory Affairs

**Kelly McCarthy**

Manager, Communications

## 2020/2021 BOARD OF DIRECTORS

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 @FisheriesCA 613-727-7450 info@fisheriescouncil.org fisheriescouncil.ca

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