



## OUR VALUES



### PEOPLE

Genuine  
Independence



### PRODUCT

Quality  
Consistency  
Flavour  
Versatility



# ANNUAL REPORT 2014- 2015





JEFF MALLOY, PRESIDENT, THE LOBSTER COUNCIL OF CANADA

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Dear fellow members of the Lobster Council of Canada -

It is hard to believe that my time as President of the Lobster Council of Canada (LCC) is coming to an end. I have found it be a positive, rewarding and of course (since this is the fish business) challenging and sometimes frustrating experience. I can now look back and reflect on the dozens of meetings and hundreds of hours that I and countless other volunteers have spent to make the LCC project such a success. I have been honoured to have been involved in this process since the beginning, before the 2007 Lobster Summit, during the interim when the roundtable was formed to pull it all together, to the formation of the LCC, to being a member of the first board of directors formed in early 2010 to moving up through the executive to my current position where I was able to attend the 2014 Lobster Value Recovery Summit and the challenging period that has followed.

As I reflect on that time I celebrate our many successes and lament where we were did not get quite as far as we had hoped. In terms of successes I think of the early working groups made up of stakeholders from across the lobster value chain that helped us analyze the recommendations from 2010's "Long-term Value Strategy for Canadian Lobster". These working groups were able to condense these recommendations down to three key actionable elements - quality, brand and price. With the lens of thousands of years of combined practical lobster sector experience we chose to focus on brand and quality as an early marketability focus. We then developed a new and exciting Canadian Lobster brand program with brand vision, mission, promise, core values and a new graphic image. We also worked with all stakeholders to promote quality focused handling and developed three quality grading standards that can be embraced by harvesters and first buyers to ensure the right lobster goes to the right market and to help ensure that quality producers are compensated for their efforts.

Last year we presented the framework for a marketing strategy to our membership to show stakeholders what we would do with their hard earned pennies to market and promote lobster at home and around the world. We also have been closely involved in making eco-certification under the standards of the Marine Stewardship Council a reality for all Lobster Fishing

Areas in New Brunswick, Prince Edward Island, Nova Scotia and Quebec. None of this would have happened without the LCC to build consensus, educate all participants, leverage funding partners and carry out the necessary work.

To show our leadership commitment to the lobster sector and to generate much needed revenue we have also been involved in many other projects involving communications, traceability, automation and trade shows.

While we are proud of our accomplishments it has not been easy and we have faced challenges and frustrations along the way, many that were expected and some that were not, many that we have overcome and others that remain elusive. In general we have brought together participants in a value chain that are fiercely independent and due to the policies at play in our industry structured to be at odds with each other. We have work to do in some areas, especially in SW Nova Scotia, which was and continues to be a challenging region given the high volume of product handled and history of independence. We must develop an outreach plan while trying to keep everyone else focused and together – a tall order but vital to overall success.

From extensive research we know that the world recognizes and wants to buy Canadian seafood. With this in mind, and the promise of matching federal marketing funding, we have focused our energies on building and promoting a Canadian lobster brand. Due to internal political pressures within associations and provinces we are seeing an eroding of that commitment. Our industry loves to focus on the end of our wharf and not the end of the buffet in Tokyo, which, in my mind, is a mistake if we want to compete with premium proteins from around the world. To compete with Maine and properly position Canadian lobster in the market we must focus on supporting a Canadian lobster branding and marketing/promotion effort.

The final challenge that I will mention involves political support and the requirement that politicians listen to those who are organized. It is well known to anyone involved in the LCC since our inception that the LCC project was a risky venture, given the structure of the industry (so many independent voices), the market value (close to 2

billion today) and the overall politics of lobster. For us in leadership positions we have focused on building momentum and political support one step at a time to the point where we hope to achieve our overall goal – an industry levy or equivalent, shared by all, to invest in marketing and promotion, market access, increased market intelligence and other priorities of the LCC. As we left the Lobster Summit in March of 2014 we had a committed lobster sector (notwithstanding a partial void from SW Nova Scotia), we had shown governments that we were serious, professional and united and had unveiled a new and exciting Canadian lobster brand.

Since then we have seen strong support and action in three of the four Atlantic Provinces (and strong support in part of the fourth) with enabling legislative changes proposed or enacted in all provinces. We know that our industry does not do a great job of lobbying government and the lobster sector, due to disorganization, internal politics and other factors, is particularly poor at showing a unified front. The task of political leaders is to integrate what voters want with policies they know are needed and this has never been more correct than today in the lobster sector. We need our politicians to be courageous because it is the right thing to do for the lobster sector.

I feel the greatest accomplishment of the LCC has been to bring all sides of the industry together to better understand each other. Before the LCC, the different facets of the industry couldn't sit in the same room together without fighting. Now, we have a much better understanding of each other's roles and can work together for the betterment of the entire industry

I want to thank all of my fellow Directors for their hard work, the governments and voluntary members who help us remain viable by providing us with grants and paying dues and our staff who make it all happen on a day to day basis in an industry that while challenging is so ingrained in my blood that I cannot imagine doing anything else.

Respectfully submitted,  
Jeff Malloy  
President





京东 (JD.COM) 是中国最大的自营式电商企业, 2015年第一季度在中国自营式B2C电商市场的占有率为56.3%。目前京东集团旗下设有京东商城、京东金融、拍拍网、京东智能、O2O及海外事业部。2014年5月, 京东在美国纳斯达克证券交易所正式挂牌上市 (股票代码: JD), 是中国第一个成功赴美上市的大型综合型电商平台, 与腾讯、百度等中国互联网巨头共同跻身全球前十大互联网公司排行榜。2014年, 京东市场交易额达到2602亿元, 净收入达到1150亿元。

THE LCC IS WORKING TO INCREASE DEMAND AND PRICE FOR CANADIAN LOBSTER BY BRINGING TOGETHER INDUSTRY STAKEHOLDERS TO WORK ON PROJECTS/ISSUES OF MUTUAL BENEFIT AND AND TO SERVE AS THE VOICE OF THE CANADIAN LOBSTER INDUSTRY.

The Lobster Council of Canada was established in 2009 to bring together all Canadian lobster industry stakeholders including harvesters, live shippers, processors, First Nations, and governments to work on projects of mutual benefit.

Areas of focus currently include lobster quality and traceability, a national branding strategy, marketability and market access challenges and opportunities.

Boasting government support and members from across Atlantic Canada and Quebec, the Lobster Council of Canada is guided by a council which consists of its members and an elected board of directors.

This diverse group of individuals and companies are the lifeblood of the association.

Members provide needed sustainable funding to the association and also provide direction on the issues facing the lobster sector.

Membership in the Lobster Council of Canada is growing as more and more momentum builds in the lobster industry.

If you would like more information on joining The Lobster Council of Canada, contact Geoff Irvine, Executive Director at 902-423-1155 or [geoff.irvine@lobstercouncilcanada.ca](mailto:geoff.irvine@lobstercouncilcanada.ca)



## 2014-2015 LOBSTER COUNCIL OF CANADA BOARD OF DIRECTORS

### HARVESTERS

Peter Boertien – Prince Edward  
Island Fishermen’s Association

Ronnie Heighton – Northumberland  
Fishermen’s Association

Leonard Leblanc – Gulf Nova Scotia  
Fleet Planning Board

Zoel Breau – Maritime  
Fishermen’s Union

Bernie Berry – Coldwater  
Lobster Association

Laurence Cook – Grand Manan  
Fishermen’s Association

Eugene O’Leary –  
Guysborough County Inshore  
Fishermen’s Association

Monty Way – Fish, Food  
and Allied Workers

Kevin Hardy – Fish, Food  
and Allied Workers

### PROCESSORS/LIVE SHIPPERS

Jerry Amirault – NS/NB Lobster  
Processors Association

Jeff Malloy – Acadian  
Fishermen’s Cooperative

Catherine Boyd – Clearwater  
Seafoods Ltd.

Marilyn Clark – Nova Scotia  
Fish Packers Association

Bernard MacLennan – Fishermen’s  
Market International

Gilles Maillet – Shediac Lobster Shop

Spiros Tourkakis – Paturel International

Robert MacDonald – Gidney Fisheries

Pam Perrot – Beach Point Processing

### FIRST NATIONS

Ed Frenette – Atlantic Policy Congress  
of First Nations Chiefs Secretariat Inc.

Hubert Nicholas –  
Membertou First Nation

## NOVA SCOTIA

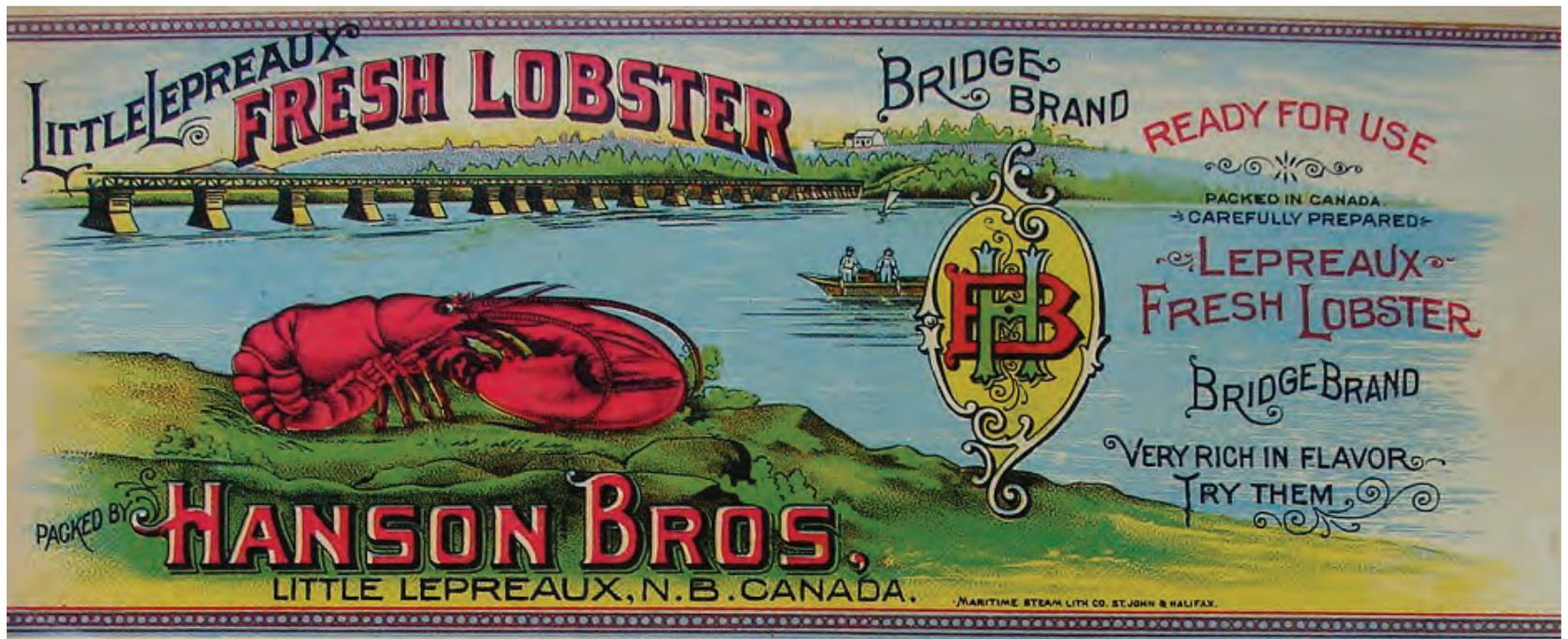
- Alain Bossé Consulting
- Aquashell Holdings Inc.
- Atlantic Catch Data Ltd.
- Atlantic Policy Congress of First Nations Chiefs Secretariat
- Bakers Point Fisheries Ltd.
- Ceilidh Fishermen's Co-op Ltd.
- Certainly Cinnamon Catering
- Chase's Lobster Pound Ltd.
- Clearwater Seafoods Inc.
- Eastern Shore Fishermen's Protective Association
- Fishermen's Market International
- Fishermen's Premium Atlantic Lobster
- Fundy Fixed Gear Council
- Gidney Fisheries Ltd.
- Gulf NS Bonafide Fishermen's Association
- Gulf NS Fishermen's Coalition
- Gulf NS Fleet Planning Board
- Guysborough County Inshore Fishermen's Association
- Halifax International Airport Authority
- Halifax Port Authority
- John Lohr, MLA
- Kintetsu World Express Inc.
- LFA 27 Management Board
- Lobster World Inc.
- Lobsters R Us Seafood
- Maritime Fishermen's Union Local 6
- Merrill MacInnis
- Mime'j Seafoods Ltd.
- North Bay Fishermen's Co-op Ltd.
- North Nova Seafoods
- Northumberland Fishermen's Association
- Nova Scotia Fish Packers Association



- PC Forwarding
- Premium Seafoods Group
- R.I. Smith Co. Ltd.
- R&K Murphy
- Sambro Fisheries Ltd.
- Sea Star Seafoods Ltd.
- Ships Lobster
- Simply Fresh Seafood Inc.
- Tangier Lobster Company Ltd.
- Vernon D'eon Lobster Plugs Ltd.
- Victoria Co-operative Fisheries Ltd.
- W. Sears Seafood Ltd.
- Wedgeport Lobster Ltd.
- Woods Harbour Lobsters Ltd.
- Worldwide Perishables Canada Co.
- Xsealent Seafood Company
- ZF Max Inc.

## NEW BRUNSWICK

- Alma Fishermen's Association
- Cape Bald Packers Ltd.
- Captain Dan's
- East Coast Seafood/Paturel International
- Fundy North Fishermen's Association
- Gourmet Chef Packers
- Grand Manan Fishermen's Association
- Greater Moncton International Airport
- Island Fishermen Cooperative Association Ltd.
- Maritime Fishermen's Union
- CHICKEN OF THE SEA
- Raymond O'Neill & Sons Fisheries
- Shediac Lobster Shop Ltd.
- Trinav Fisheries Consulting Ltd.
- Westmorland Fisheries Ltd.



## PRINCE EDWARD ISLAND

- Acadian Fishermen's Cooperative
- Aquatic Science & Health Services
- Beach Point Processing Company
- By the Water Shellfish
- Canada's Smartest Kitchen
- Edwin McKie
- Mi'kmaq Confederacy of PEI
- North Lake Fisheries
- Prince Edward Island Fishermen's Association
- Seafood 2000 Ltd.

## NEWFOUNDLAND AND LABRADOR

- Fish, Food and Allied Workers
- Ocean Choice International

## QUEBEC

- Cooperative des pêcheurs de Cap-Dauphin
- Sogelco International Inc.
- GROUP MDMP

## ONTARIO

- Sobeys Inc.
- Ketchum Marketing

# BUILDING LONG TERM VALUE AND GROWTH FOR THE CANADIAN LOBSTER INDUSTRY

## LEADERSHIP, COOPERATION & COMMUNICATION

- Voice of lobster sector with media and governments
- Provide cross governmental leadership and guidance on issues
- Liaison with International Trade Commissioners
- Work with stakeholders to implement value recovery strategy recommendations and keep track of progress
- Gather and share market intelligence and research
- Newsletters and Bulletins

## INDUSTRY RELATED PROJECTS

- Promote results of Traceability Report
- Promote Foodservice Education Materials
- Lobster Automation Project – Phase 2 – Industry scan and Intellectual property
- China Fisheries Expo proponent
- Report of the Lobster Summit

## MARKETING & PROMOTION

- Generic Marketing Strategy
- Promote Canadian lobster brand
- Seafood Expo North America
- Subway Restaurant promotion
- Support for industry levy/fee discussions

## MARKETABILITY & MARKET ACCESS

- MSC Certification – secretariat and coordination
- European Union labelling
- Comprehensive European Trade Agreement – planning
- Promote Quality grading standards







GEOFF IRVINE, EXECUTIVE DIRECTOR, THE LOBSTER COUNCIL OF CANADA

Dear members of the Lobster Council of Canada -

If success is measured by landed volume and value (196 million pounds worth \$897 million dollars) and export value (\$1.525 billion dollars total all lobster, up 33 % from 2013) and volume (74 million kgs total all lobster shipped, up 19 % from 2013) then 2014 was a record year for the Canadian lobster sector and most participants should be happy with the result and their relative business success. As the organization with the most diverse membership representing the entire lobster value chain, The Lobster Council of Canada has been working to support this success. Our work with market access challenges, marketing and promotion, Canadian lobster branding, traceability, quality grading and handling, automation and communicating with the industry play a daily role in keeping product moving into 50 countries in more and diverse distribution channels than ever. Our challenge in 2015 is to keep the sector focused on continued support for these important issues when times are good so we can be pro-active and ready when things change.

As you will see in this report we work on a wide variety of issues and projects that benefit the lobster sector that are principally focused in three major areas – **marketing and promotion, leadership, co-operation and communication and marketability and market access**, engaging in industry related projects that support these priorities.

It is important to also understand what we do not do. We rarely advocate with governments or other groups (except on issues of market access), preferring to leave this type of activity to associations that include this in their mandate and are usually closer to the issues. We also do not engage in resource management issues with DFO, leaving that to the harvester groups who work with the federal regulator every day.

#### COMMUNICATIONS

We were very pleased to be able to provide three distinctive communications platforms this year, all distributed via MailChimp email (that allows us to review who opens what and how often). The majority of our members open and read our regular **E-Newsletters** that are full of information that we pick up from our members, international lobster sector partners and editorial content from the LCC. We have continued to revise and improve our **Market Research and Intelligence E-Newsletter** that is full of market information, geographic analysis, exchange rates and market trends in both retail and foodservice channels from around the world. In the absence of a budget to develop a professional Market Research and Intelligence Institute (as recommended by the Maritime Lobster Panel) we want to show what that could look like in the future. The last communication tool that we use on a regular basis is the **Bulletin**, an irregularly distributed publication that highlights a timely update on a wide variety of issues that we feel should go to members in between E-newsletters. We hope you find these three publications useful and welcome your feedback at any time to both provide content and help us improve.

#### MARKET ACCESS

As the world economy evolves and lobster markets expand and become more complex it is clear that managing market access issues will continue to be an important part of the work of the

LCC. In 2014 we were involved in several important market access issues including the exciting achievement of **eco-certification** under the standards of the Marine Stewardship Council (MSC). The LCC is the secretariat for the NS/NB Lobster Eco-certification Society and works closely with the client groups on Prince Edward Island and Quebec. Integrating these client groups (to save money, streamline government interaction and integrate marketing efforts) should be an important goal of the entire lobster sector.

The other major access issue involved working with exporters and both provincial and federal government departments on managing the flow of information around changes to **lobster labelling regulations** in the European Union. Ongoing challenges remain with the commercial name "*Homarus Americanus*" as we work with several countries to try and allow use of "Canadian Lobster" on packaging in all EU countries. It is interesting to note that exports of live lobster to Germany have increased year over year so the previous issues involving **lobster husbandry** appear to be decreasing.

Looking ahead there are changes to the **Marine Mammal Act** in the United States that lobster harvesting groups will need to monitor to help ensure a smooth flow of product to that critical market.

## PROJECTS

The LCC undertakes projects that benefit the lobster sector, support our mandate and provide revenue to the council. We started the year with a bang as the Lobster Summit took place during the last week of the 2013/2014 fiscal year with the final task of the Summit event being the compiling and writing of a report on the proceedings. The "Canadian Lobster Value Recovery Summit 2014 Report" was completed and circulated to members and governments in June of 2015.

After several phases and funding sources the LCC successfully completed the lobster traceability project in late April, 2015. The final report, "Traceability Implementation – Suggested Guidelines for the Lobster Industry", completed by Cube Automation, provides a detailed technical overview of how lobster processing plants can implement a modern traceability

program to allow adherence to regulations involving food safety, sustainability and other market requirements.

One of the key marketability recommendations that came from 2011's "Long-term Value Strategy for Canadian Lobster" involves lobster quality and the establishment of a quality grading system for the Canadian lobster sector. In February of 2015 the LCC completed the quality grading project with the release of the report, "Quality Grading Task Group – Final Report". This report reviews best practices and standards in other food sectors and outlines the importance of establishing verifiable quality grading standards between lobster harvesters and the first shore buyers. The three grading standards recommended include hard shell, soft shell and cull with grading criteria suggested for each.

As a follow up to the automation project completed last year and in response to the chronic labour shortage within the Canadian lobster sector the LCC embarked on a second automation focused project in 2015. The project focused on a further scan of existing food processing equipment from around the world that could be used by the lobster sector and an analysis of potential Intellectual Property models. The report, "Lobster Automation – Technology Scan and IP Management", by Fundy Engineering, was released on August, 2015.

The LCC is also involved on a regular basis with national and international organizations including the Lobster Institute in Maine, the Lobster Academy in St. Andrews, NB, the Seafood Value Chain Roundtable in Ottawa, ON and the Canadian Centre for Fisheries Innovation in St. John's, NL.

I look forward to continuing our success as we head into our sixth year of operation and am honoured to work for and represent the lobster sector in Canada.

Respectfully submitted,  
Geoff Irvine  
Executive Director

Core Focus	Responsibilities	Mandate	2013	2014	2015
<b>Leadership, Cooperation and Communication</b>	Provide cooperation and leadership to industry stakeholders	IR - #10			
	Set up a framework to set out the specific details of the Value Recovery Strategy	MLP - #30			
	Consult with harvesters and on-shore sectors to set out the specific details of The Value Recovery Strategy	MLP - #31			
	Provide cross-provincial and cross-sector (processing/ liveshipping/harvesting) leadership & guidance	LCC			
	Communicate with industry stakeholders - provincial and federal governments; trade commissioners; harvesters; processors; live shippers; First Nations; buyers/dealers	LCC			
	Continue to serve as the "VOICE" of the Canadian Lobster Industry	LCC			

Core Focus	Responsibilities	Mandate	2013	2014	2015
<b>Innovation and Industry Related Projects</b>	Lead projects that benefit the Canadian Lobster Industry	LCC			
	Lead and Complete the Lobster Automation Project - Phase 1 and 2	LCC			
	Lead and Complete the Traceability Project	MLP-#24			
	Secure funding for new projects	LCC			
	Play a leading role in the organization of the Lobster Value Recovery Summit - REPORT	MLP			

Core Focus	Responsibilities	Mandate	2013	2014	2015
<b>Marketing and Promotion</b>	Introduce a levy system to fund a Canadian lobster marketing strategy, the market intelligence institute, and price setting mechanisms	MLP-#29 IR - #4			
	Develop and Implement a comprehensive generic marketing & promotion campaign for Canadian Lobster	MLP-#26			
	Establish an independent Maritime Lobster Market Intelligence Institute	MLP-#25			
<b>Marketability and Market Access</b>	Conduct and distribute relevant research	LCC			
	Create Canadian Lobster Brand	LCC			
	Issues Management - i.e. Animal Husbandry	LCC			
	Support Market Access - i.e. MSC eco-certification	LCC			
	Develop industry quality grading standards	LCC			



IR = Independent Review of the Prince Edward Island Lobster Industry	MLP = Maritime Lobster Panel	LCC = Lobster Council of Canada
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## REVIEW ENGAGEMENT REPORT

To the Board of Directors of:  
**The Lobster Council of Canada**

We have reviewed the statement of financial position of **The Lobster Council of Canada** as at March 31, 2015 and the statements of operations and changes in net assets, and cash flows for the year then ended. Our review was made in accordance with Canadian generally accepted standards for review engagements and accordingly consisted primarily of inquiry, analytical procedures and discussion related to information supplied to us by the Organization.

A review does not constitute an audit and consequently we do not express an audit opinion on these financial statements.

Based on our review, nothing has come to our attention that causes us to believe that these financial statements are not, in all material respects, in accordance with Canadian accounting standards for not-for-profit organizations.

Dartmouth, Nova Scotia  
 July 22, 2015

**Chartered Accountants**

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an independent member of  
**BAKER TILLY**  
 INTERNATIONAL

**THE LOBSTER COUNCIL OF CANADA**  
**STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS**  
**FOR THE YEAR ENDED MARCH 31, 2015**  
**UNAUDITED**

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	2015	2014
	\$	\$
<b>REVENUES</b>		
Government grants	160,000	155,000
Project revenue	83,443	243,271
Membership dues	<u>76,245</u>	<u>83,600</u>
	<u>319,688</u>	<u>481,871</u>
<b>OPERATING EXPENSES</b>		
Advertising and promotion	14,569	19,433
Bad debts	3,000	1,700
Board travel	-	3,471
Communications	6,381	6,189
Consultants	39,853	54,155
Insurance	1,492	343
Interest and bank charges	517	245
Meetings	13,177	18,113
Occupancy	11,475	11,562
Office	5,520	7,522
Professional fees	6,502	5,528
Project costs	73,557	196,734
Travel	23,678	20,205
Wages and benefits	<u>132,122</u>	<u>132,018</u>
	<u>331,843</u>	<u>477,218</u>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES</b>	<b>( 12,155)</b>	<b>4,653</b>
NET ASSETS - beginning of year	<u>40,453</u>	<u>35,800</u>
NET ASSETS - end of year	<u>28,298</u>	<u>40,453</u>

THE LOBSTER COUNCIL OF CANADA  
 STATEMENT OF FINANCIAL POSITION  
 AS AT MARCH 31, 2015  
 UNAUDITED

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	2015	2014
	\$	\$
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	22,646	73,614
Accounts receivable (Note 3)	11,075	135,174
HST recoverable	9,174	17,968
Prepays	<u>1,958</u>	<u>2,001</u>
	<u>44,853</u>	<u>228,757</u>
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	16,555	112,149
Deferred revenue	<u>-</u>	<u>76,155</u>
	<u>16,555</u>	<u>188,304</u>
<b>NET ASSETS</b>		
<b>UNRESTRICTED</b>	<u>28,298</u>	<u>40,453</u>
	<u>44,853</u>	<u>228,757</u>

Approved by the Board

\_\_\_\_\_ Director

\_\_\_\_\_ Director

**THE LOBSTER COUNCIL OF CANADA  
STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED MARCH 31, 2015  
UNAUDITED**

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	2015	2014
	\$	\$
<b>CASH PROVIDED BY (USED FOR):</b>		
<b>OPERATING</b>		
Excess (deficiency) of revenues over expenses	( 12,155)	4,653
Changes in non-cash working capital items		
Accounts receivable	124,099	( 116,286)
HST recoverable	8,794	( 5,042)
Prepays	43	759
Accounts payable and accrued liabilities	( 95,594)	99,674
Deferred revenue	( 76,155)	5,090
<b>CHANGE IN CASH</b>	( 50,968)	( 11,152)
<b>CASH - beginning of year</b>	<u>73,614</u>	<u>84,766</u>
<b>CASH - end of year</b>	<u>22,646</u>	<u>73,614</u>



THE LOBSTER COUNCIL  
OF CANADA

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HALIFAX, NS B3H 4B8

902-423-1155  
LOBSTERCOUNCILCANADA.CA



## CANADIAN LOBSTER BRAND

### VISION

Canadian lobster is recognized as the global ‘Gold Standard’ of premium protein based on quality, flavour, texture, consistency and sustainability – driving greater long-term value and growth for the entire industry.

### MISSION

Increase demand and price for the world’s most delectable and healthy protein, fortifying economic sustainability by rewarding everyone within the Canadian lobster value-chain, and the communities in which they live, for generations to come.

### PROMISE

To consistently and sustainably deliver the highest-quality and most flavourful live and processed lobster to consumers who value the best.