



Freshwater Fish Marketing Corporation

Corporate Plan FY2022/23 to FY 2026/27

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1.0 Executive summary

The Freshwater Fish Marketing Corporation (FFMC) has played a pivotal role in meeting the unique needs of Canada's commercial inland fishery for over 50 years. The Corporation's purpose remains true to its 1969 legislated mandate in its current mission statement: *To maximize long term returns to commercial fishers through securing supply, creating an orderly market, promoting international markets, and increasing trade in freshwater fish.*

Canada's commercial inland fishery and FFMC have contributed to the economic prosperity of many fishing communities in western and northern Canada for over half a century. While FFMC has played a far-reaching role in the commercial inland fishery, conditions in the industry have changed. In 2011, the Province of Ontario withdrew from the *Freshwater Fish Marketing Act*, followed by Saskatchewan in 2012 and Manitoba in 2017. These provinces no longer require fish harvesters within their jurisdictions to supply their fish to the FFMC. This has resulted in an open-market supply environment for fish.

The open fish supply market that now covers 95% of FFMC's supply base is impacting operational and financial performance. Increased competition from buyers in the open market is impacting fish deliveries, operational efficiency, processing capacity and financial results. FFMC faces aggressive competitors who are intent on increasing their market share and profiting from the open-market environment.

Recognizing these industry changes, in 2018 the Government of Canada established an advisory panel (the Panel) to explore ways to transform FFMC to remain modern and competitive in the open market. In September 2019, the Minister appointed an Interlocutor who engaged with harvesters and stakeholders and convened the Interim Committee (IC) of Inland Fish Harvesters to advise him in his recommendations to the Minister. The report recommended that DFO continue working with the IC to secure administrative and technical expertise to allow it to formalize its role in representing fish harvesters in Manitoba, Saskatchewan, and the Northwest Territories. In January 2021, the Minister announced a commitment to support the IC as it explores transforming FFMC into a harvester-led entity. In August 2021, the IC legally incorporated into the not-for-profit Freshwater Fish Harvester's Association, Inc. (FFHAI) and continues the work of assessing the feasibility of transforming FFMC into a harvester-led entity.

The Board of Directors and senior management of the Corporation will maintain FFMC's role in Canada's freshwater fishing industry while the transformation process is underway, until a final decision regarding the future of the Corporation is determined. During this period, FFMC will continue to operate as a Crown corporation and fulfill its mandate as legislated in the *Freshwater Fish Marketing Act (FFMA)*. Obligations applicable to Crown corporations will also be met through compliance with additional federal legislation applicable to FFMC.

The short-term impact of COVID-19 continues to introduce uncertainty affecting the financial and operating performance of the Corporation. Additionally, growing numbers of competitive buyers are aggressively expanding their supply chains into FFMC's traditional mandate areas to procure larger volumes of fish. The Corporation is vigorously responding to these actions; however, operational, and financial performance is increasingly strained as a result and the overall situation is adding challenges to FFMC's obligation to fully meet the objectives of its legislated mandate. FFMC's correspondence with the Government of Canada since the shift to open-market conditions began has communicated that operating as a Crown corporation in an open market may result in lower profitability, unprofitability and may increase debt obligations. The Corporation continues to adjust its business model as fishers and markets adapt to the open-market environment. However, the ability to manage the diverging impact of the open-market environment with FFMC's legislated mandate is becoming increasingly difficult. FFMC requires approval of its annual corporate plans that include capital investments to maintain the Corporation's operating efficiency and reliability of service to fishers. As the transformation process progresses and the open market becomes increasingly dynamic, assurances from the Government of Canada to continue guaranteeing debt obligations of the Corporation is imperative. The Corporation's bank requires this assurance.

FFMC will strategically focus on five overarching strategic initiatives for this planning period:

- **trusted brand of choice:** continue to be the trusted, preferred partner for fishers and customers
- **operational excellence:** efficient processes, state of the art systems in logistics and supply chain management
- **culture of performance:** confidence, optimism, and a sense of team supported by transparent communication
- **diversify revenue:** leverage core competencies in logistics, custom processing to access new sources of revenue
- **maintain value:** maintain the value of FFMC for the Government of Canada through transformation

Financial Plan

FFMC's projected operating budget for FY2022/23 is \$74.6 million based on sales revenue of \$75.0 million. Total payments to fishers are forecast to reach \$32.1 million or 43% of sales revenue. Planned retained earnings are \$17.3 million on April 30, 2023. Forecasted total comprehensive income is \$1.9 million before final payment to fishers and income tax.

Capital budget

The Corporation expects to spend \$4.0 million on capital investments in FY2022/23.

Borrowing plan

The aggregate principal amount of borrowings outstanding in FY2022/23 will not at any time exceed \$34.0 million, which is below the maximum statutory limit of \$50 million.

2.0 | Overview

2.1 Corporate mandate

The Freshwater Fish Marketing Corporation (FFMC, the Corporation, or Freshwater) is a federal Crown corporation established in 1969 under the *Freshwater Fish Marketing Act (FFMA)*, for the purpose of marketing and trading in fish, fish products, and fish by-products in and outside Canada.

The Corporation must conduct its operations on a financially self-sustaining basis, without parliamentary appropriations.

The Corporation purchases all fish legally caught and offered for sale in its mandate regions, which encompass Alberta and the Northwest Territories. These jurisdictions participate under agreements with the Government of Canada. The Corporation also purchases fish from outside its mandate regions under contracts with individual fishers or fisher cooperatives—specifically, from Saskatchewan and Manitoba, which were signatories to agreements with the Government of Canada until Saskatchewan withdrew from the *FFMA* in 2012 and Manitoba withdrew in 2017.

The Corporation has the exclusive right to the interprovincial and export trade of fish within its mandate regions, meaning that fishers and fisher cooperatives must sell all their fish to the Corporation, which must buy the fish, unless the sales are local. In Saskatchewan and Manitoba, FFMC has established supply contracts with fishers to match the open-market supply environment in those provinces with market demand for its products.

FFMC achieves its purpose by focusing on the specific activities set out in the *FFMA* and priorities set by the Government of Canada. Government priorities for the Corporation include:

- marketing fish in an orderly manner;
- promoting international markets for fish;
- increasing interprovincial and export trade in fish; and
- increasing returns to commercial fishers.

The maximization of returns takes into consideration the need to remain financially sustainable while reinvesting in capital assets and investing in initiatives to find new markets.

2.2 Public policy role

Until 2012, FFMC was Canada’s exclusive agent for purchasing, processing, and marketing freshwater fish for the inland fishers of northern and western Canada.

With the withdrawal of successive jurisdictions from the *FFMA*, the Minister of Fisheries, Oceans, and the Canadian Coast Guard (the Minister) in September 2018 established an Advisory Panel (the Panel) to look at ways to transform FFMC so it remains modern and competitive in today’s open market. The Panel reported on its findings in July 2019 and found that there is potential for a harvester-led model for the inland fishery. Emphasis was placed on uniting harvester groups to be part of, and provide leadership in, a transformed entity. The Panel’s full report is available at: <https://www.dfo-mpo.gc.ca/fisheries-peches/consultation/ffmc-cpea/transformation-ffmc-cpea-eng.html>.

In September 2019, the Minister appointed an Interlocutor who engaged with harvesters and stakeholders and convened the Interim Committee (IC) of Inland Fish Harvesters to advise him in his recommendations to the Minister. The report (found at: <https://www.dfo-mpo.gc.ca/fisheries-peches/initiatives/ffmc-cpea/interlocutor-report-rapport-interlocuteur-eng.html>) recommended that DFO continue working with the IC to secure administrative and technical expertise to allow it to formalize its role in representing fish harvesters in Manitoba, Saskatchewan, and the Northwest

Territories. In January 2021, the Minister announced a commitment to support the IC to explore transforming FFMC into a harvester-led entity. In August 2021, the IC legally incorporated into the not-for-profit Freshwater Fish Harvester's Association, Inc. (FFHAI) to continue the work of assessing the feasibility of transforming the FFMC into a harvester-led entity.

2.3 FFMC Vision, Mission and Values

FFMC Vision

- To be an industry leader of premium-quality freshwater fish products through efficient supply chain management, value-added processing, and effective marketing.

FFMC Mission

- To maximize long-term returns to commercial fishers through securing supply, creating an orderly market, promoting international markets, and increasing trade in freshwater fish and supporting the following continuing principles:

- Enable access to international markets;
- Maximize returns to stakeholders; and
- Support the long-term viability of the inland fishery in Canada.

FFMC Values

- **Fairness and respect for all:** Treating everyone with dignity and respect are principles guiding all the work we do.
- **Open, honest, and accountable relationships:** We will continue to be transparent and report on the results of our successes and failures.
- **Fisher-focused:** We will continue to develop our relationships with fishers across western and northern Canada.
- **Teamwork and innovation:** We will invest and develop through collaborative efforts.

2.4 Main activities, principal programs, and financial condition

The following is a description of FFMC's main activities:

Providing access to world markets for Canada's inland fishers — FFMC's reach extends worldwide in both food service and retail marketing channels. Freshwater is one of the world's largest and most consistent suppliers of wild-caught walleye, lake whitefish, mullet, and northern pike. Freshwater provides Canadian fishers access to global markets while reducing their risk by hedging foreign currency sales and managing receivables. Although FFMC is a limited player in the global fish and seafood market, the Corporation is a brand leader in several foreign markets such as Finland and France.

Ensuring food safety and quality assurance for Canadian freshwater fish—FFMC's stringent handling, transportation, and processing standards ensure all products meet regulatory requirements. FFMC works closely with the Canadian Food Inspection Agency (CFIA) and customers to ensure its processing facility meets federal and customer requirements for food safety and quality.

Supporting fishers, employees, and customers throughout the supply chain— Commercial fishing is often one of the few primary economic opportunities available to residents in the many remote and northern communities FFMC serves. In many communities where Freshwater operates delivery points, the fishery is the main opportunity for economic development. Many of these communities are predominantly Indigenous (First Nations and Métis). FFMC's presence fosters independent business ownership, increases employment in rural and remote regions of Canada and offsets the need for social assistance.

Supporting the sustainability of freshwater fish stocks—Canadian freshwater fish, by virtue of the lakes where the fish are caught, are an abundant and healthy resource. All species are wild caught from clean pristine lakes in northern and western Canada. FFMC works with and supports regulators and governments to help monitor and contribute to maintaining long-term sustainable fish populations.

Orderly market and price maintenance—Freshwater buys all fish offered for sale either through its mandate or through fish-purchase contracts. FFMC balances wild-caught supply with market demand. For example, FFMC sells most of its products frozen, coordinating supply with demand and increasing returns to fishers.

Investing in processing infrastructure to meet fishery and market needs —FFMC has invested nearly \$20 million since 2010 in infrastructure, processing equipment and systems to add value to products and ensure food processing standards.

FFMC's activities are consistent with the Government of Canada's priorities. Additional details on FFMC's main activities, principal programs and financial condition are available in our most recent annual report at <https://www.freshwaterfish.com/reports/>.

3.0 | Operating environment

3.1 Economic outlook

The global economy is recovering from the worst of the COVID-19 pandemic. However, economic growth is forecast to be unbalanced with countries, businesses, and people in various parts of the world facing different challenges. The economic assessment of the continuing impact of COVID-19 on FFMC's markets is cautious optimism. Sustained mitigation of health risks from COVID-19 variants, supply constraints, and inflation are key concerns affecting the markets FFMC sells its products to in FY2022/23.

The Corporation is assuming that the global economic recovery will continue, with the world coping better with the pandemic, and monetary and fiscal policies remaining supportive throughout 2022. After a rebound of 5.6% in 2021, global growth expectations are 4.5% in 2022 and 3.2% in 2023.

Inflation is concerning for the Corporation. FFMC is assuming that as the health situation improves, demand for our products will further stabilise as the pandemic wanes and the world returns to a more normal state with supply-chain bottlenecks subsiding. Global inflation should peak in early 2022 before receding gradually to 3% by 2023.

Trade agreements

Trade agreements continue to provide potential export opportunities for FFMC. The Comprehensive Economic Trade Agreement (CETA) reduces tariffs on fish and seafood. Under CETA, almost 96% of EU tariff lines for fish and seafood products are duty-free. By 2024, 100% of these tariff lines will be duty-free. Before CETA, EU tariffs for fish and seafood averaged 11% and were as high as 25%. Freshwater benefits from this agreement and continues to pursue additional opportunities in the EU.

The Comprehensive and Progressive Trans-Pacific Partnership (CPTPP) increases export opportunities for FFMC. The CPTPP Agreement eliminates most tariffs on Canadian fish and seafood exports, creating new opportunities in Asian markets. FFMC does not currently export fish to the countries covered by the CPTPP agreement but is collaborating with partners such as the Canadian Trade Commission to pursue new market opportunities.

Under the Canada-United States-Mexico Agreement (CUSMA), FFMC's products are not subject to import tariffs which allow unimpeded market access to the lucrative U.S. freshwater fish market.

All three trade agreements provide sales opportunities for the Corporation.

3.2 External environment

Lake Erie walleye fishing quota and supply increases

The fishing quota for walleye across Lake Erie has increased 75% since 2013. Another 19% increase in allowable catch limits over 2021 is anticipated in 2022. The increasing allowable catch limits are expected to continue for the near future. The increase in walleye available from Lake Erie and the access to fish supply by competitors in the open markets of Western Canada have provided competitors with abundant fish supply to compete against FFMC in key markets such as the U.S. Midwest and in New York City. Walleye and whitefish are the most lucrative species marketed by competitors, but other species including tullibee, perch and mullet, as well as all species of roe are also being aggressively sold to FFMC's customers by competitors.

Financial and operational impact from the open fish buying market in Manitoba

The competition for fish supply by open-market buyers has been intensifying since 2017. Lower fish deliveries are increasing operating costs per kilogram, decreasing processing efficiency, lowering profitability, and lowering final payments to fishers. The Corporation's performance has deteriorated compared to the monopolistic environment FFMC operated under from 1969 through 2017. As the open market continues to develop it is becoming more difficult for FFMC to continue operating as it has over the last 50 years. The Board and senior leadership of the Corporation are aggressively managing all components of the business including fish deliveries, processing and administrative costs, labour efficiency, sales revenues, cash flow, marketing opportunities and inventory levels to mitigate the open-market challenges FFMC faces.

The transformation of FFMC

In September 2019, the Minister appointed an Interlocutor who engaged with harvesters and stakeholders and convened the Interim Committee (IC) of Inland Fish Harvesters to advise him in his recommendations to the Minister. The report recommended that DFO continue working with the IC to secure administrative and technical expertise to allow it to formalize its role in representing fish harvesters in Manitoba, Saskatchewan, and the Northwest Territories. In January 2021, the Minister announced a commitment to support the Interim Committee as it explores transforming FFMC to a harvester-led entity. In August 2021, the IC legally incorporated into the not-for-profit Freshwater Fish Harvester's Association, Inc. (FFHAI) to continue the work of assessing the feasibility of transforming the FFMC into a harvester-led entity.

Manitoba quota buy back

In 2019, the Manitoba government initiated the opportunity for commercial fishers to voluntarily sell their Individual Quota Entitlement's (IQE's) back to the government to help assure the sustainability of fish populations in Lake Winnipeg. That year, 500,000 kilograms of IQE were bought back by the Government. The impact of the IQE buy back directly impacted FFMC. The Corporation lost 500,000 kilograms of walleye deliveries that year. The Government of Manitoba believes that there are early warning signs that the sustainability of fisheries resources in Lake Winnipeg is at risk. FFMC understands the province may buy back another 500,000 kilograms of commercial IQE's in 2022.

Economic development in rural, remote, and northern communities

In remote regions and communities where FFMC operates delivery points, the fishery is the primary commercial means of economic development. Many of these areas are Indigenous (First Nations and Métis). Revenue generated in these communities through initial and final payments provided by FFMC fosters economic growth, job creation and broad-based prosperity.

COVID-19 impact on markets and customers

In FY2020/21, after adjusting for the Surplus Food Rescue Program, FFMC experienced its lowest level of sales revenues since 1999. Successive waves of the pandemic caused continuing challenges for FFMC and its food service customers due to restrictions on in-person dining at restaurants across all jurisdictions where FFMC sells its products. However, the global food-service industry is seeing signs of post-COVID-19 growth. In 2022, the industry is expected to rebound, as consumers show a growing willingness to return to restaurant dining. Growing vaccination rates are improving food service economics in FFMC's major markets. As of January 2022, the level of full vaccination is 63% in the U.S., 79% in Canada and 71% in the European Union. With increasing full vaccination rates and return to restaurant dining, FFMC's sales revenue forecast is \$75 million in FY2022/23. However, while the economic and health outlook continues to improve, FFMC remains cautiously optimistic about when full recovery of demand and revenue in its sales markets will return to pre COVID-19 levels.

Revitalization strategy for Great Slave Lake

In 2019, the Government of the Northwest Territories (GNWT) announced the planned construction of a new fish plant in Hay River in support of its strategy to revitalize the NWT commercial fishery. The strategy includes four overarching goals: increasing lake production on Great Slave Lake; increasing processing in the NWT by constructing a new fish

processing plant in Hay River; growing the NWT market; and accessing export markets. Freshwater is evaluating how this initiative will impact its operations. The new Hay River processing facility is scheduled to be operational by the spring of 2023. The Corporation plans to divest of its processing facility and land in Hay River by the summer of 2023. FFMC and Crown-Indigenous Relations and Northern Affairs (CIRNAC) are actively consulting with Indigenous groups in Hay River regarding the FFMC's assets.

3.3 External reviews

The Office of the Auditor General of Canada in 2017 conducted a Special Examination with the objective of determining whether the Corporation's practices ensured that assets are safeguarded, that resources were managed economically and efficiently, and that operations were conducted effectively. Overall, the report found weaknesses and deficiencies in the oversight and management of the Corporation and in the way operations were conducted. Freshwater's Board of Directors accepted all four recommendations and have implemented corrective actions to address the concerns identified. The 2017 Special Examination and the Corporation's action plan in response is available on FFMC's website:

<https://www.freshwaterfish.com/wp-content/uploads/2021/06/SPECIAL-EXAM-Freshwater-Fish-Marketing-ENG-Mar15-2017-FINAL.pdf>

<https://www.freshwaterfish.com/wp-content/uploads/2021/08/Special-Exam-Detailed-Action-Plan-PACP-CHART.pdf>

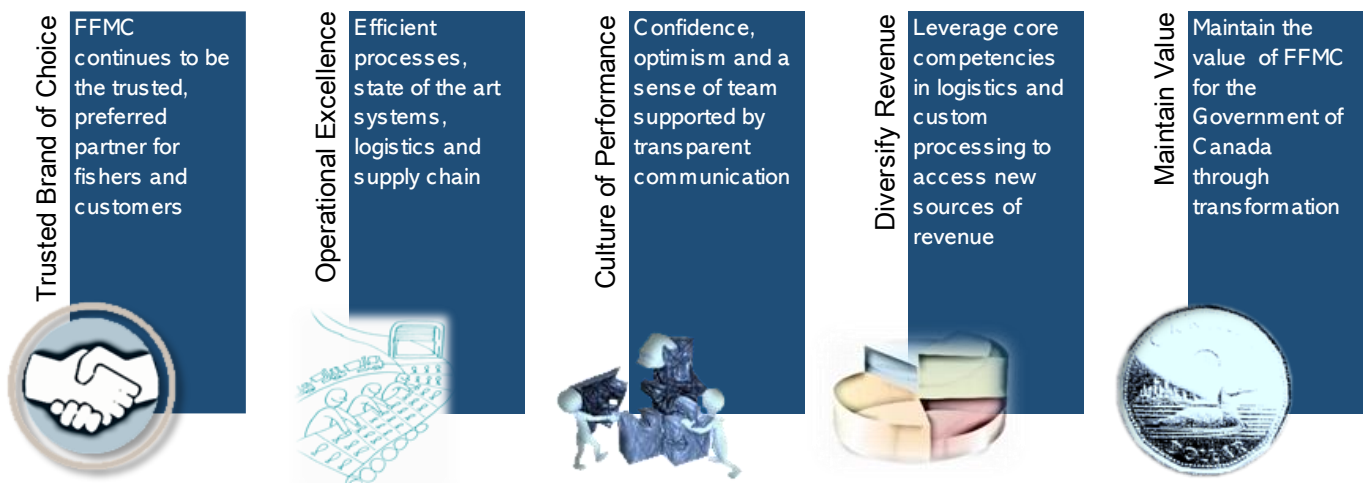
4.0 | Objectives, activities, risks, expected results and performance indicators

4.1 Objectives and activities

FFMC's strategic objectives continue to be reflected through five initiatives in the FY2022/23 to FY2026/27 corporate plan. FFMC will continue to advance and implement a range of strategic objectives and initiatives to support the fishers of western and northern Canada and to maintain the Corporation's role in Canada's freshwater fishery for the Government of Canada through the transformation process.

Over the FY2022/23 to FY2026/27 planning period, FFMC will continue to fulfill its unique role in Canada's inland freshwater fishery by pursuing its Vision and Mission through the following key strategic initiatives:

- **trusted brand of choice:** continue to be the trusted, preferred partner for fishers and customers.
- **operational excellence:** efficient processes, state of the art systems in logistics and supply chain management.
- **culture of performance:** confidence, optimism, and a sense of team supported by transparent communication.
- **diversification of revenue:** leverage core competencies in logistics, custom processing to access new sources of revenue.
- **maintaining value:** maintain the value of FFMC for the Government of Canada through transformation.



4.2 Risk overview

FFMC uses its risk management framework as a crucial mechanism for both mitigating the risks faced by the Corporation and identifying future opportunities. The mechanism ensures that risks are identified, assessed, managed, monitored, and reported on in a comprehensive manner. Management considers risks and opportunities at all levels of decision-making.

The Corporation's performance is influenced by factors including competitive pressures, economic conditions, volatility of fish deliveries and conditions in the markets where FFMC sells its products. Also, as a Crown corporation governed under a legislative framework, FFMC's performance could be impacted by changes to shareholder objectives or directions given by governing bodies. By systematically integrating risk management as a key process across the Corporation, FFMC strives to create value for fishers and to compete effectively in world markets. FFMC's five major categories of risks are strategic, financial, operational, people and resource supply.

Strategic risk is risk that prevents the Corporation from achieving its operating and strategic objectives. The external environment is monitored to discern if strategic changes are required to address emerging risks. Potential strategic risks are identified and assessed to risk criteria. Key strategic risks identified in FY2022/23 are that FFMC remains a going concern pending a decision on its future by the Government of Canada; inflationary cost increases in all areas of the Corporation that are difficult to recover through product selling prices; lack of eco-certification of fish being supplied by FFMC (eco-certification is increasingly desired by consumers); and potential reduction in food service sales that require revenue to be replaced through other markets.

Demand risk is the potential for monetary loss due to differences between forecasted and actual customer revenue and volume. Sales volume and sales revenue forecasts may be impacted by many components including economic changes in markets where FFMC sells its fish, the financial position of customers, prices of alternative proteins relative to freshwater fish, and changing food service and retail consumer tastes and expectations. These and other demand risks could result in lost profit and unrealized sales opportunities for the Corporation, affecting inventory levels, processing efficiency and achievement of strategic objectives.

Financial risk as the term suggests is risk that involves monetary loss caused by elements impacting FFMC that may include market risk (foreign exchange risk and interest rate risk), credit risk (accounts receivable) and liquidity or cash flow risk.

Operational risk is risk associated with internal resources, systems, and processes of the Corporation. The key operational risks facing FFMC include the inherently inefficient process flows of FFMC's processing plant due to the age of processing equipment and plant infrastructure, the diversity and forms of species purchased, and the complexity of products sold.

People risk is the risk that employees do not follow FFMC's procedures, processes, and policies, deviating from expected behaviour in a way that could damage the Corporation's performance and reputation. FFMC maintains a governance structure that includes policies and procedures to guide employee conduct. Key people risks facing FFMC are deteriorating employee satisfaction and lower motivation and engagement, which may negatively impact productivity and the long-term success of the Corporation. Loss of organizational knowledge and skills due to senior leadership, mid-management and vital bargaining-unit employees leaving the organization without an effective succession plan is also a significant risk. Labour shortages are affecting the ability to fully staff the Winnipeg plant to meet processing volumes, especially during peak periods. Overall Winnipeg labour market competition and the attractiveness of FFMC's fish processing environment compared

to other working environments are having an adverse effect on FFMC's ability to recruit and retain direct, skilled, trade and salaried labour.

Resource supply risk refers to a material change in the volume of fish deliveries to FFMC. Competition for fish supply in the open market is intensifying. Additional factors include but are not limited to the population and biomass of specific species, the state of freshwater fish stocks in FFMC's supply area lakes, and limitations on catch levels determined by annual administered quotas.

COVID-19 risk

All FFMC employees are fully vaccinated, and the Corporation has mitigations in place to address the health and safety of its employees during the pandemic. These strategies include physical distancing in the change rooms and cafeterias and directing staff to not come to work if they are exhibiting COVID-19 symptoms. Staff with symptoms are expected to screen their return to work according to the screening criteria recommended by Manitoba Health. Public access to FFMC's facilities is restricted and all contractors and visitors must be double-vaccinated, and ensure they follow FFMC's COVID-19 prevention protocols. FFMC performs more frequent, intense cleaning and disinfecting of offices and work locations and practices healthy behaviour including physical distancing and vigilant hand washing while providing increased access to hand and surface sanitizer, and other personal protective equipment, as appropriate to each job. Mandatory medical face masks are required in all areas, including hallways, change rooms, meeting rooms, offices, cafeterias, and the production floor. Mandatory face shields are required in designated areas.

4.3 Expected results and key performance indicator overview

FFMC uses a strategic management model as a framework to evaluate its performance and to define the major activities under critical business outcomes. For each outcome or objective, FFMC has developed initiatives and key performance indicators that represent success as described in section 4.1 Objectives and activities.

Outcome	Initiative	Performance indicator	FY 2022/23 target	FY 2026/27 target	Data strategy
Maintain value	Meet planned operational and financial commitments	Profit before final payment and income tax	\$1.9 million	\$0.3 million	Annual data from FFMC's financial systems
		% return to fishers	43.0%	42.0%	Annual data from FFMC's financial systems
		Retained earnings	\$17.3 million	\$18.5 million	Annual data from FFMC's financial systems
		Reduce expenses	Meet FY2022/23 operating plan of \$74.6 million	Meet FY2026/27 operating plan of \$77.6 million	Annual data from FFMC's financial systems
		Gross and net sales revenue	Meet FY2022/23 sales target of \$75 million	Meet FY2026/27 sales target of \$78 million	Annual data from FFMC's financial systems
		Direct labour efficiency	Meet FY2022/23 direct labour efficiency targets	Meet FY2026/27 direct labour efficiency targets	Annual data from FFMC's enterprise requirements planning systems
		Operational costs per kg	Meet targeted FY2022/23 operational costs per kg	Meet targeted FY2026/27 operational costs per kg	Annual data from FFMC's enterprise requirements planning systems
		Initial payments to fishers	\$31.1 million	\$33 million	Annual data from FFMC's financial systems
		Delivered fish weight	9.0 million kilograms	9.0 million kilograms	Annual data from FFMC's fish purchases system
		Employee attendance	2% improvement over FY2021/22 actual	10% improvement over FY2019/20 (pre-COVID) actual	Annual data from FFMC's human resources systems
		Inventory level	Meet planned inventory targets	Meet planned inventory targets	Annual data from FFMC's financial systems

References to kilograms are in delivered weight. This reflects the weight of the fish when it is received by FFMC, which is often cleaned and with head removed. Therefore, this shows a lower nominal weight than round equivalent, which is commonly used, and estimates the weight of the fish as it was pulled from the water.

5.0 | Financial overview

Expected results for the plan period FY2022-23 to FY2026-27

As discussed in section 4.0, five strategic initiatives support FFMC's vision and mission. These initiatives and the corresponding strategic objectives form the basis for the financial plan. All other sections of the corporate plan form an integral part of the financial plan and should be read in full to obtain a comprehensive understanding of the projected financial results.

The financial plan and key assumptions reflect FFMC's assessment of the Canadian inland commercial freshwater fishery as outlined in section 3.0. The overall outlook for the fishery that FFMC supports in Canada will become increasingly demanding over the planning period.

As a self-sustaining Crown corporation operating in an open-market supply environment, FFMC is projecting limited profitability over the planning period. The minimal profit of \$1.5 million before provision for final payment and income tax in FY2021/22 reflects the challenges that the Corporation continues to face. Sales revenues are recovering in economies where FFMC sells its products, however, waves of the COVID-19 virus throughout the year mitigated the velocity for steady increases in customer demand. Supply chain disruption and inflationary pressures increased processing and fixed overhead costs throughout the year. During the year, FFMC also increased initial payments to fishers to secure fish supply in areas targeted by competitive buyers. Profitability over the remainder of the planning period will continue to be impacted by the open supply market, and by COVID-19 in the near term. These elements will continue to affect the Corporation's operations, competitiveness, and profitability. For more detail on FFMC's expected results, see Appendix 3.

Appendix 1 – Ministerial mandate letter or direction

FFMC mandate letter

During the last fiscal year, FFMC has not received a ministerial mandate letter or direction to confirm the alignment of the Government of Canada's interests and expectations with the Corporation's public policy objectives.

The *FFMA* includes provisions specifically addressing the role of the Corporation in the freshwater fishing industry in Canada. It states that FFMC should market fish in an orderly manner, increase returns to fishers, promote international markets, and increase interprovincial and export trade in fish. FFMC continues to provide the core activities of its legislated mandate. To meet its mandate, FFMC supports the orderly management of the freshwater fishery through planned harvesting, processing, and marketing strategies to optimize returns to commercial fishers.

In 2018, the Government of Canada established an advisory panel (the Panel) to explore ways to transform FFMC to remain modern and competitive in the open market. In 2019, the Government of Canada released the Panel's final report. In September 2019, the Minister appointed an Interlocutor who engaged with harvesters and stakeholders and convened the Interim Committee (IC) of Inland Fish Harvesters to advise him in his recommendations to the Minister. The report recommended that DFO continue working with the IC to secure administrative and technical expertise to allow it to formalize its role in representing fish harvesters in Manitoba, Saskatchewan, and the Northwest Territories. In January 2021, the Minister announced a commitment to supporting the IC as it explores transforming FFMC into a harvester-led entity. In August 2021, the IC legally incorporated as the not-for-profit Freshwater Fish Harvester's Association, Inc. (FFHAI) to continue the work of assessing the feasibility of transforming the FFMC into a harvester-led entity.

Appendix 2 - Corporate governance structure

Board of Directors

Freshwater is committed to maintaining a strong governance framework that guides our leadership and strengthens the reputation and value that we have earned across global and domestic markets. We are committed to meeting our legislated mandate, and to maintain the Corporation's role in the western and northern Canadian fishery for the Government of Canada.

The Board of Directors (the Board) has overall responsibility to oversee the management of the Corporation's business and affairs. In exercising its powers and performing its duties, the Board acts honestly and in good faith with a view to the best interests of the Corporation, which involves considering the interests of fishers, employees, and our sole shareholder, the Government of Canada, in accordance with our governing by-laws and applicable legislation.

To fulfill its stewardship responsibilities, the Board establishes and approves Freshwater's strategic direction through a five-year Corporate Plan, and reviews and approves major strategies and goals. It exercises due diligence by assessing risks and opportunities, ensuring the integrity of financial results, and providing timely reports to the Government of Canada.

The Board has eight available positions and as of January 31, 2022, consisted of seven Directors, including the President. While Alberta is a participating province under the *FFMA*, the Alberta director position remains vacant because Alberta closed its commercial fishery in 2014. The Board and its Committees hold in camera sessions at each of their meetings without the presence of management. From May 1, 2021, to January 31, 2022, the Board met 9 times.

Governance framework

In addition to the Board, FFMC's governance framework includes two standing committees to guide corporate decision-making, the Governance committee and the Audit and Risk Committee. The Board and its committees may hire independent advisors as necessary to discharge their duties and responsibilities.

The Governance Committee is a committee of the Board with specific responsibility for assisting the Board in its oversight duties by evaluating and recommending to the Board corporate governance practices applicable to the Corporation. The Governance Committee also has the responsibility for ensuring that FFMC management has established appropriate policies and procedures, and that they follow appropriate and best practices, respect the spirit and intent of relevant government guidance and goals, and comply with applicable legislation. The Committee also leads the Board in its review and assessment of the Board's performance.

The Audit and Risk Committee ensures the adequacy of and has oversight for: risk management, internal controls, financial reporting, the internal and external audit processes, FFMC's system of internal controls, compliance with FFMC's Foreign Exchange Hedging Policy, and compliance with laws and regulations. The Audit and Risk Committee plays a key role in assisting the board in fulfilling its oversight responsibilities and reports the results of its activities to the Board on a regular basis.

FFMC reimburses Board members for all reasonable out of pocket expenses incurred while performing their duties related to FFMC, including travel, accommodation, and meals. FFMC posts associated travel and hospitality expenses for Board members and senior leadership on its website monthly. The Corporation conducts weekly operational reviews, with senior management focusing on operational key performance indicators (KPI's) that include fish deliveries, material yield, labour efficiency, inventory management, accident frequency, absenteeism, and overtime levels. Progress against the Corporation's strategic goals is monitored and appropriate follow-up action is taken to meet

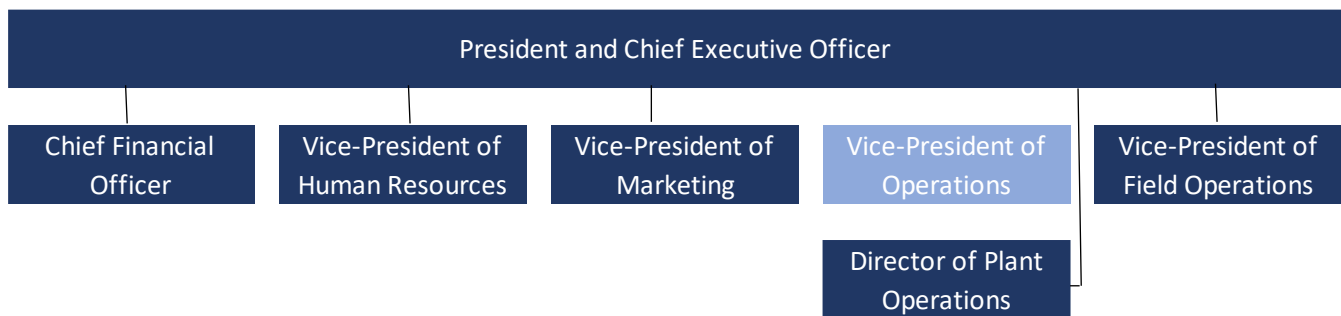
the objectives of FFMC’s strategic plan. Comprehensive monthly performance reviews with senior management and quarterly reviews with the Board focus on financial and species performance, field operations, fish deliveries, marketing performance, processing operations and human resources.

While the President receives an annual salary, the Chair of the Board earns an annual retainer and a per diem set by the Governor-in-Council pursuant to the *Financial Administration Act (FAA)*. Directors earn a per diem also set by the Governor-in-Council in accordance with the *FAA*.

The terms of three board members expire in 2022; FFMC is working with the Government of Canada to address these expiries in a timely manner (e.g., through term renewals, extensions, or new appointments).

Board member	Term	Committee membership	Committee meeting attendance to 2022.01.31	Board meeting attendance to 2022.01.31	Retainer (A)	Per diems (B)	Total remuneration (A+B)	Travel and related expenses
David Bevan	2018-03-26 - 2022-06-30	Audit and Risk	2/2	9/9	\$ 4,688	\$ 1,500	\$ 6,188	\$ -
Karlene Debanche	2021-07-01 - 2025-06-30	Governance	1/1	7/7	\$ -	\$ 825	\$ 825	\$ -
Thomas Colosimo	2019-06-19 - 2022-06-18	Governance	1/1	9/9	\$ -	\$ -	\$ -	\$ -
Vincent Crate	2019-06-19 - 2022-06-18	Audit and Risk	2/2	8/9	\$ -	\$ 1,650	\$ 1,650	\$ 898
Dana Gregoire	2018-06-29 - 2023-06-28	Governance	1/1	9/9	\$ -	\$ 1,238	\$ 1,238	\$ 1,706
Stanley Lazar	2017-04-12 -	The CEO is not a member of any specific Committee		9/9	The CEO does not receive separate remuneration for duties as a Board member			
Micah Melnyk	2018-06-29 - 2023-06-28	Audit and Risk	2/2	9/9	\$ -	\$ 1,375	\$ 1,375	\$ -

Senior Leadership Team (SLT)



The SLT consists of the President and CEO, three Vice-Presidents, one Director and the Chief Financial Officer. The Corporation is in the final stages of recruiting a Vice-President of Operations with a scheduled commencement date prior to April 30, 2022. The current President and CEO is in the role on an interim basis. Members of the SLT conduct themselves according to FFMC’s Code of Conduct and Conflict of Interest policies as well as ethical standards of business and professional and personal conduct. Information about FFMC’s SLT is available on the Corporation’s website at <https://www.freshwaterfish.com/leadership/>.

All SLT members, except for the President and CEO, are remunerated within the Corporation’s approved salary ranges and compensation policies. The Governor in Council establishes the President and CEO’s compensation. The base salary range for the President and CEO is based on the most recent salary ranges and performance pay for Governor in Council CEO-2 appointees of Crown Corporations. With respect to the CEO, performance pay can range from 0% to 15%. For Vice-Presidents, the Chief Financial Officer and Plant Operations Director performance pay can range from 0% to 10%.

Appendix 3 – Financial statements

Annual Statement of Comprehensive Income

FRESHWATER FISH MARKETING CORPORATION	Forecast	Budget	Plan	Plan	Plan	Plan
Annual Statement of Comprehensive Income ('000's)	FY 2021/2022 1/May/2021 30/Apr/2022	FY 2022/2023 1/May/2022 30/Apr/2023	FY 2023/2024 1/May/2023 30/Apr/2024	FY 2024/2025 1/May/2024 30/Apr/2025	FY 2025/2026 1/May/2025 30/Apr/2026	FY 2026/2027 1/May/2026 30/Apr/2027
Delivered weight to customers (Kgs.)	6,925	7,113	7,042	6,971	6,902	6,833
Revenue	\$ 68,589	\$ 74,950	\$ 75,685	\$ 76,426	\$ 77,175	\$ 77,932
Cost of Sales						
Opening inventory of processed fish products	15,656	9,965	7,856	7,489	7,664	8,488
Fish purchases	25,560	31,126	32,371	32,695	33,022	33,022
Plant operating expenses	28,893	31,529	32,780	34,085	35,445	36,864
Depreciation of production assets	1,618	1,735	1,770	1,805	1,841	1,878
	71,727	74,355	74,777	76,074	77,972	80,252
Less ending inventory of processed fish products, net of write downs	-9,965	-7,856	-7,489	-7,664	-8,488	-9,995
	61,762	66,499	67,288	68,410	69,484	70,257
Gross profit on operations	6,827	8,451	8,397	8,016	7,692	7,674
Marketing and administrative expenses						
Salaries and benefits	2,973	3,213	3,277	3,343	3,410	3,478
Agent commissions, advertising and promotions	1,248	1,464	1,493	1,523	1,554	1,585
Other administrative costs	1,414	1,417	1,447	1,477	1,509	1,541
Finance costs	459	538	549	560	571	582
	6,094	6,632	6,766	6,903	7,043	7,185
Other income and expenses						
	-809	-38	175	175	175	175
	5,285	6,594	6,941	7,078	7,218	7,360
Profit (loss) before provision for final payment and income tax	1,542	1,857	1,455	938	474	314
Provision for final payment	1,000	1,000	1,000	500	0	0
Income tax expense (recovery)	142	470	114	109	118	79
	1,142	1,470	1,114	609	118	79
Total comprehensive income (loss)	\$ 400	\$ 387	\$ 341	\$ 329	\$ 356	\$ 235

Annual Statement of Financial Position

FRESHWATER FISH MARKETING CORPORATION	Actual	Forecast	Budget	Plan	Plan	Plan	Plan
Annual Statement of Financial Position	FY 2020/2021	FY 2021/2022	FY 2022/2023	FY 2023/2024	FY 2024/2025	FY 2025/2026	FY 2026/2027
('000's)	30/Apr/2021	30/Apr/2022	30/Apr/2023	30/Apr/2024	30/Apr/2025	30/Apr/2026	30/Apr/2027
ASSETS							
Current							
Cash	1,055	1,250	1,275	1,000	1,100	1,150	1,200
Accounts receivable	6,079	10,652	13,060	13,638	14,245	14,882	15,551
Inventory	18,070	12,322	10,213	9,889	10,064	10,888	12,395
Prepaid expenses	128	350	350	225	225	225	225
	<u>25,332</u>	<u>24,574</u>	<u>24,898</u>	<u>24,752</u>	<u>25,634</u>	<u>27,146</u>	<u>29,371</u>
Non-current							
Property, plant and equipment	18,427	19,070	21,231	22,710	23,439	23,468	23,397
Intangible assets	229	175	115	115	115	115	115
	<u>18,656</u>	<u>19,245</u>	<u>21,346</u>	<u>22,825</u>	<u>23,554</u>	<u>23,583</u>	<u>23,512</u>
Total Assets	<u>43,988</u>	<u>43,819</u>	<u>46,244</u>	<u>47,577</u>	<u>49,188</u>	<u>50,729</u>	<u>52,883</u>
LIABILITIES AND EQUITY							
Current							
Accounts payable and accrued liabilities	4,638	4,000	4,040	5,000	5,250	5,500	5,750
Accrued obligation for employee benefits	609	609	579	579	579	579	579
Provision for final payment to fishers	-	1,000	1,000	1,000	500	-	-
Term Loan	9,308	8,375	7,443	6,510	5,577	4,644	3,711
Working Capital Loan	10,200	10,735	13,695	14,660	17,124	19,493	22,095
Provision for environmental liability	385	-	-	-	-	-	-
Derivative-related liabilities	494	354	354	354	354	354	354
	<u>25,634</u>	<u>25,073</u>	<u>27,111</u>	<u>28,103</u>	<u>29,384</u>	<u>30,570</u>	<u>32,489</u>
Non-current							
Deferred tax liabilities	1,767	1,766	1,766	1,766	1,766	1,766	1,766
Accrued obligation for employee benefits	124	117	117	117	117	117	117
	<u>1,891</u>	<u>1,883</u>	<u>1,883</u>	<u>1,883</u>	<u>1,883</u>	<u>1,883</u>	<u>1,883</u>
Equity							
Retained earnings	16,463	16,863	17,250	17,591	17,920	18,276	18,511
Total Liabilities and Equity	<u>43,988</u>	<u>43,819</u>	<u>46,244</u>	<u>47,577</u>	<u>49,188</u>	<u>50,729</u>	<u>52,883</u>

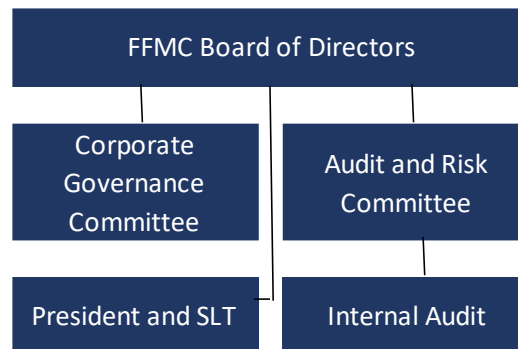
Annual Statement of Cash Flow

FRESHWATER FISH MARKETING CORPORATION Annual Statement of Cash Flows ('000's)	Actual	Forecast	Budget	Plan	Plan	Plan	Plan
	FY 2020/2021	FY 2021/2022	FY 2022/2023	FY 2023/2024	FY 2024/2025	FY 2025/2026	FY 2026/2027
	1/May/2020	1/May/2021	1/May/2022	1/May/2023	1/May/2024	1/May/2025	1/May/2026
	30/Apr/2021	30/Apr/2022	30/Apr/2023	30/Apr/2024	30/Apr/2025	30/Apr/2026	30/Apr/2027
Operating activities							
Comprehensive income (loss) for the period	367	400	387	341	329	356	235
Add (deduct) items not affecting cash:							
Future tax expense (recovery)	-52	-1	0	0	0	0	0
Depreciation and amortization	1,857	1,851	1,971	2,071	2,171	2,271	2,371
Fixed asset retirements	15	0	0	0	0	0	0
Gain on disposal of property, plant and equipment	-34	0	0	0	0	0	0
Write-down of inventory (reversal of write-down)	603	0	0	0	0	0	0
Increase (decrease) in net derivative-related liabilities	-1,305	-140	0	0	0	0	0
Increase (decrease) in provision for final payment to fishers	0	1,000	0	0	-500	-500	0
Increase in provision for environmental liability	0	0	0	0	0	0	0
Net changes in non-cash working capital:							
Decrease (increase) in accounts receivable	2,058	-4,573	-2,408	-578	-607	-637	-669
Decrease (increase) in inventories	8,271	5,748	2,109	324	-175	-825	-1,507
Decrease (increase) in prepaid expenses	-17	-222	0	125	0	0	0
Increase (decrease) in accounts payable and accrued liabilities	884	-638	40	960	250	250	250
Decrease in provision for environmental liability	-22	-385	0	0	0	0	0
Increase (decrease) in obligation for employee benefits	16	-7	-30	0	0	0	0
Cash provided by (used in) operating activities	12,641	3,033	2,069	3,243	1,468	915	680
Investing activities							
Additions to property, plant and equipment and intangible assets	-896	-2,440	-4,072	-3,550	-2,900	-2,300	-2,300
Proceeds on disposal of property, plant and equipment	37	0	0	0	0	0	0
Cash used in investing activities	-859	-2,440	-4,072	-3,550	-2,900	-2,300	-2,300
Financing activities							
Loans payable issued	0	535	2,960	965	2,465	2,368	2,603
Repayment of loans	-13,356	-933	-932	-933	-933	-933	-933
Cash provided by (used in) financing activities	-13,356	-398	2,028	32	1,532	1,435	1,670
Increase (decrease) in cash during the period	-1,574	195	25	-275	100	50	50
Cash at the beginning of the period	2,629	1,055	1,250	1,275	1,000	1,100	1,150
Cash at the end of the period	1,055	1,250	1,275	1,000	1,100	1,150	1,200

Appendix 4 – Risk and risk responses

The Board of Directors has overall responsibility for the establishment and oversight of the Corporation’s risk management framework. The Audit and Risk Committee assists the Board of Directors and is responsible for: review, approval, and monitoring of the Corporation’s risk management policies, including the development of a risk management program which involves establishing corporate risk tolerance; identifying and measuring the impact of various risks; and developing risk management action plans to mitigate risks that exceed corporate risk tolerance. The Audit and Risk Committee regularly reports to the Board of Directors on its activities.

Under the guidance of the Board of Directors and the Audit and Risk Committee, FFMC relies on effective leadership and engaged employees utilizing effective business tools and stakeholder engagement to ensure the disciplined execution of initiatives. It focuses on the identification and management of the key risks that could impact the achievement of FFMC’s strategic objectives. As part of its oversight process, the Board reviews Freshwater’s risk profile on a quarterly basis and actively contributes to the risk management process. FFMC’s risk management framework and practice are consistent with guidance issued by Treasury Board and are subject to review by internal audit. A register of risks is maintained and updated regularly; it evolves as new risks are identified and existing ones are mitigated.



Risks are identified with the assistance of external consultants through a thorough analysis of FFMC’s environment. Any existing mitigation to help reduce the likelihood or impact of the risk is considered and additional mitigation is identified where practicable for each risk. The risks and categories identified are not static and are reviewed regularly by the ARC. The review may identify new risks, may determine that risks have decreased through sufficient mitigation to reduce their likelihood or impact, or may determine that the risk level has increased due to changes in the environment. The ARC monitors management’s progress on implementing the mitigation plans for each risk. The ARC retains an external consultant to perform internal audits and report on management’s progress on risk mitigation plans.

Appendix 5 – Compliance with legislative and policy requirements

FFMC is governed by the *Freshwater Fish Marketing Act*. FFMC is also subject to other federal legislation. FFMC complies with Treasury Board policies, Governor in Council directives, ministerial directives, and other federal, provincial, and municipal legislation such as land titles, individual property, environmental protection, food safety, and occupational health and safety legislation. The following illustrates FFMC's efforts to comply with legislation and directives to which it is subject.

Access to Information Act

FFMC processes requests received under the *Access to Information Act*. FFMC posts summaries of all ATIP records released on its website at <https://www.freshwaterfish.com/reports/>. The public may make an access request in writing, by calling, or by emailing the FFMC ATIP co-ordinator at ATIP@freshwaterfish.com.

Employment Equity Act

FFMC is committed to building a workforce that reflects the diversity of the Canadian workforce. FFMC maintains policies to ensure equitable employment opportunities are provided to all applicants. Our staffing policy ensures that recruitment and selection rules and tools are non-discriminatory and that applications are reviewed and evaluated based on objective and established criteria. FFMC is an inclusive workplace that strives to attract, hire, and retain talent from diverse backgrounds.

Conflict of Interest Act

FFMC ensures that Directors annually review and affirm their commitment to and compliance with the *Conflict-of-Interest Act*, the Guidelines for Public Office Holders, and the *Freshwater Fish Marketing Act*, as well as FFMC's Code of Conduct policy through a formal process by providing conflict of interest declarations to Members.

Canadian Human Rights Act

FFMC conducts itself and provides experiences to its employees consistent with the expectations as set out in the *Canadian Human Rights Act*. FFMC has applicable policies such as a Code of Conduct, and policies pertaining to staffing, salary administration, violence in the workplace, harassment, and discrimination. FFMC also provides employees with a confidential means for disclosure through its Code of Conduct policy. FFMC's staffing and recruitment policies consider equal opportunity initiatives for women, Indigenous peoples, and members of visible minorities.

Official Languages Act

FFMC strives to meet its commitments and obligations under the *Official Languages Act* and endeavours to balance its mandate of operating on a financially self-sustaining basis with spending requirements for bilingualism and compliance with Parts IV, V, VI and VII of the legislation.

Directive on Travel, Hospitality, Conference and Event Expenditures (DTHCEE)

Freshwater complies with the current DTHCEE and ensures compliance with Bill C-58 requirements, including the proactive disclosure of appropriate travel and hospitality expenses monthly. Controls include guidance and focused training, as well as oversight activities during the processing of claims.

Actual and projected travel and hospitality expenditures are in the following table:

TRAVEL AND HOSPITALITY	FY 2021/22 Plan	FY 2021/22 Forecast	FY 2022/23 Plan	FY 2023/24 Plan	FY 2024/25 Plan	FY 2025/26 Plan	FY 2026/27 Plan
Travel	36,000	145,000	218,000	240,000	270,000	270,000	270,000
Hospitality	10,000	25,000	35,000	35,000	35,000	35,000	35,000
Total Travel and Hospitality	46,000	170,000	253,000	275,000	305,000	305,000	305,000

Freshwater's travel expenditures involve supporting relationships with customers and fishers. FFMC continues to ensure that travel, hospitality, conference, and event expenditures are prudently managed with probity and represent the most economic and efficient use of funds given the nature of the activity in relation to the achievement of its mandate.

Trade agreements

Freshwater is well-positioned to take advantage of opportunities through effective and timely marketing activities. The Canada-United States-Mexico Agreement (CUSMA), the Comprehensive and Progressive Trans-Pacific Partnership (CPTPP) and the Canada-European Union Comprehensive Economic and Trade Agreement (CETA) offer trade advantages that the Corporation considers for additional sales and marketing opportunities.

Canada Labour Code Part II and the *Canada Occupational Health and Safety Regulations*

FFMC is committed to providing a safe and healthy work environment for its employees. FFMC has a health and safety policy and comprehensive health and safety programs to identify, assess and control workplace hazards. These safety programs and practices are developed with the participation of the joint health and safety committee, management, and employees.

Pay Equity Act

The overwhelming majority of FFMC's employees are represented by collective agreements that incorporate pay equity legislation. As FFMC renegotiates its collective agreements, compliance with pay equity legislation is reviewed to ensure compliance. For FFMC's non-represented employees, compensation structure, job analysis and job descriptions include pay equity legislation and GBA+ considerations.

Government procurement obligations under trade agreements

FFMC maintains a corporate procurement policy to provide the Corporation with a flexible management framework that promotes the efficient, effective, open, fair, ethical, and transparent acquisition of goods and services while supporting its mandate and operational requirements.

Appendix 6 – Government priorities and direction

This appendix describes how FFMC’s priorities and activities align with government-wide priorities and highlights notable activities in key areas. Government-wide priorities are outlined in the Speech from the Throne and the Budget Plan. FFMC contributes to government-wide priorities in the following ways:

Transparent and open government

FFMC is accountable and transparent to its shareholder and its stakeholders. The corporation adheres to legislative requirements regarding transparency and practises proactive disclosure of information on an ongoing basis. FFMC publishes on its website all annual and quarterly financial reports as well as the proactive disclosure of travel and hospitality expenses of Board members and the Senior Leadership Team. Detailed information is available on our website.

Access to information

As a federal Crown corporation, FFMC is subject to the *Access to Information Act (the Act)*. The *Act* creates an enforceable right of access to records under the control of a government entity in accordance with the principle that government information should be available to the public. By providing access to government information, the *Act* serves the important public interest of enabling public debate on the conduct of government institutions, strengthening the accountability of government to its citizens.

Privacy

Privacy is of vital importance to Canadians and controlling the collection, use and disclosure of personal information has become a pressing issue. FFMC is subject to the *Privacy Act*, which is administered by the Office of the Privacy Commissioner of Canada. Under the *Privacy Act*, FFMC must limit the collection, use and disclosure of personal information, provide appropriate security to guard against a loss or misuse of data and provide individuals with a right of access to the personal information that FFMC holds about them. Concerns or complaints about FFMC’s privacy practices or its compliance with the *Privacy Act* can be escalated to the federal government’s Privacy Commissioner, who acts as an independent authority to resolve privacy problems and oversee compliance with the *Privacy Act*.

Info Source

FFMC, along with all government institutions, is subject to the *Access to Information Act* and the *Privacy Act*. FFMC publishes an inventory of its information holdings as well as relevant details about personal information under its control. The Info Source inventory can assist the public in making an access to information or personal information request, or in exercising their privacy rights.

Code of Conduct and Ethics

Fairness, respect, and integrity are core values for FFMC. FFMC’s Code of Conduct guides how employees operate and sets out the process to report violations of this code.

Access to fishers and Canadians

FFMC holds an annual public meeting to share financial and operational results as well as information on the future of the Corporation. The meeting is open and accessible to the public annually in November. FFMC continues to develop a strong social network in the Canadian inland fishery. Regular fisher meetings are held with agents, co-operatives, and fishers to share information and develop stronger working relationships. Through e-mail distribution and FFMC’s website, information is shared with fishers that deliver fish to the Corporation.

Gender-based analysis plus

FFMC uses and considers GBA+ when developing policies, practices and negotiating collective agreements. Collective bargaining agreements for represented employees address gender-based biases and wage equality. Approximately 44% of FFMC employees identify as female and are paid equal wages. 51% of FFMC employees have

recently immigrated to Canada bringing a diversity of cultural backgrounds. 16% of men and 6% of women employed by FFMC are Indigenous. FFMC is committed to supporting a workforce that reflects the diversity of Canada's population. This includes continuously reviewing and revising FFMC policies, practices, and behaviours to ensure the Corporation does not discriminate against individuals or groups and operates with inclusiveness. During its annual reviews of corporate policies, GBA+ data is reviewed to ensure compliance.

Diversity and employment equity

Diversity means a rich pool of backgrounds, abilities, strengths, and schools of thought working together. As a federal Crown corporation, FFMC is committed to building a workforce that reflects the diversity of its industry and of the Canadian workforce. FFMC is a welcoming and inclusive workplace that attracts and retains talent from diverse backgrounds. FFMC's diversity strategy supports the Government of Canada's commitment to diversity, and FFMC is working toward having a workforce that reflects the diversity of the industry and communities our employees work in. FFMC's Board of Directors has one Director who self-declares as Indigenous.

In terms of FFMC's broader diversity, FFMC employs up to 400 employees with peak employment in June and throughout September and October. Our workforce includes 44% females, 22% Indigenous, 3% persons with disabilities and 38% members of visible minorities. Individuals can identify in more than one equity group and all disclosures are voluntary.

Sustainable development and greening government operations

In Canada and abroad, the effects of climate change are becoming evident. Impacts such as coastal erosion, thawing permafrost, increases in heat waves, droughts and flooding, ecosystem changes, and risks to critical infrastructure and food and water security are being felt in Canada and globally. The Government of Canada's response to climate change requires action to reduce greenhouse gas emissions to the atmosphere and increase the resiliency of assets, services, and operations to adapt to the changing climate. Greening government operations support Canada's sustainability goals already established under the Paris Agreement on climate change and in the Pan-Canadian Framework on Clean Growth and Climate Change. It also contributes to objectives in the federal government's Greening Government Strategy, including those to reduce environmental impacts beyond carbon, including on waste and water.

In support of the Government of Canada's commitment for climate change and reducing the environmental impacts of government, FFMC continues to implement sustainability initiatives. FFMC is recycling batteries, paper, cardboard, and printer cartridges. The Winnipeg processing facility uses recirculated water from the heat exchanger that would normally be discharged to melt ice in the winter months. FFMC is installing a wastewater treatment facility at the Winnipeg plant to mitigate the amount of effluent being discharged to the municipal sewer system. All lighting at the Winnipeg facility has been updated to LED. The Corporation utilizes an environmental waste management company to pick up oils, paints, filters and computers and contracts with another recycler for broken plastics such as totes, tubs, and pallets. New engines installed on the Poplar River barge were upgraded and now meet EPA commercial marine tier three exhaust emission standards.

Indigenous issues – consultations

Consultations with Indigenous peoples are occurring due to FFMC's action to divest of its assets in Hay River, NWT. Supporting the social and economic inclusion of Indigenous peoples is a priority for the Corporation. FFMC's role in fostering the inland Canadian fishery ensures that Indigenous communities and peoples have greater access to opportunities. Commercial fishing is often one of the primary economic opportunities available to residents in the many remote and northern communities the Corporation serves. In many communities where Freshwater operates delivery points, the fishery is the only opportunity for economic development. FFMC's presence fosters independent business ownership and increases employment in rural and remote regions of Canada.

Safe and respectful workspaces

As a federal employer, FFMC has an obligation to provide a workplace that is civil, respectful, and free of harassment. FFMC is committed to providing a harassment-free workplace and endeavours to provide a work environment that is supportive of the dignity and self-esteem of every person. FFMC is also committed to providing a violence-free workplace where any act of violence is unacceptable and will not be tolerated.

Factors that may contribute to violence or harassment in the workplace that FFMC is made aware of or that are reported are dealt with or investigated. Any deliberate acts of violence and harassment in the workplace by an employee is subject to discipline.

FFMC maintains a workplace violence prevention and respectful workplace policy to ensure that employees and management understand that disciplinary action will occur for those who commit or contribute to workplace violence or harassment. Those employees subjected to violence or harassment in the workplace understand there are procedures for recourse and that assistance and counselling is available. Employees and management understand that everyone has a responsibility to report factors that may contribute to violence or harassment in the workplace and that all incidents of workplace violence and harassment must be reported.

FFMC is committed to resolving workplace violence and harassment situations to the best of our ability and, if they cannot be resolved, having a third party investigate to arrive at conclusions and recommendations for corrective action. FFMC is also committed to using the required resources to prevent and to respond to incidents of workplace violence and harassment and communicating to employees any factors contributing to workplace violence and harassment. FFMC provides support for employees affected by workplace violence and harassment and does what is practical to achieve a violence-free and harassment-free workplace

