Cooke-ing up a world of flavours
Our greatest strength is our people

Bigger doesn’t always mean better.

That statement might seem strange coming from a company that started small and never really stopped growing. But there’s a difference between careful, strategic growth and growth just for the sake of growth.

Take this newsletter, for example. We started producing this on our office photocopier and asked our staff to find time in their busy schedules to print, collate, staple, address, stamp and mail the newsletter to all our employees. We believed in the newsletter as a great way to keep our growing company connected – and that’s when all our operations were still contained to the East Coast of North America. Not that long ago, our whole company was still contained to the East Coast of North America.

In this issue, we celebrate the growth of Cooke and our emergence as a truly global, multi-faceted seafood supplier. The Seafood Expo North America in Boston is a steady measure of our progress. We’ve gone from a few of our people manning a little booth at what was then known as the Boston Seafood Show to become one of the biggest attractions at the Seafood Expo North America. This year was our biggest show yet as we expanded our booth by almost double to incorporate the newer additions to the business such as Wanchese, Icicle and Cooke Uruguay.

We are a different company today and our newsletter reflects that. It’s not a newsletter anymore – it’s a magazine – and publishing it is a big job. What hasn’t changed is the importance we place on staying connected and the newsletter is still a big help. Our photocopied little publication is now professionally published in English and Spanish and distributed all around the Cooke world. This show takes a year’s worth of our work and the quality of those products depends on the marketing teams are vital to this showcase of delicious True North Seafood products. The main photo features our Patagonia Silver Hake - perfect for grilling, baking and frying. Bottom left is some of our incredibly popular Candied Salmon and bottom right is our Patagonian Southern Red King Crab. Learn more about all of our products at truenorthseafood.com


For comments or suggestions, contact Chuck Brown at chuck.brown@cookeaqua.com

Our newsletter has grown with our company but we’ve also been strategic. We can’t just keep adding pages every time our company expands or before long, we won’t just be a magazine. We’ll be a phone book and no one will have time to read it. Bigger isn’t always better so we’re trying to let our newsletter evolve with a focus on the stories that we think will be the most interesting to readers all around the Cooke world.

Our greatest strength is our people. This isn’t a great company because we’re “big.” We’re not a great company because of our products or buildings or our equipment. Cooke is a great company because of our people.

Obviously not all of you could attend the show in Boston but you were there. It’s like Andrew Young, our Senior VP of Global Sales and Marketing, says in the article in this newsletter about the seafood show: “It is clear to our customers that you care about what you do, and you make us look good.”

Because we have a strong foundation of great people, our company can and will keep growing responsibly and strategically. Our goal isn’t only to get bigger. It’s also to get better.
There are five types of salmon caught in Alaska – sockeye (red), pink (humpies), chum (dog), coho (silver), and king (Chinook). Pink salmon are the most plentiful and the size of the pink run can make or break a season. The pink return is the most variable and the least predictable as well. They also are the smallest of the Pacific salmon species at an average of 3.4 lbs.

Sockeye is fished in Bristol Bay from June 10 to July 25. The season ends in other areas (Southeast, Prince William Sound, Kodiak Island, Alaskan Peninsula/Aleutian Islands) between August 20 and September 30, except for the set net gillnet fishery in Yakutat.

While the Alaska Department of Fish and Game (ADF&G) forecasts the harvest and run numbers, no dates are included for the opening of the fishing seasons in the various areas. While approximate dates are known for the openings in the various management areas (between June 1 and June 10), fishers and our processing plants must be ready and on-call for when the department declares the season open.

There are peak points in the run and the catches might be low in the early days of the season, with the processing plants running on skeleton crews.

The Big Idea is a new newsletter feature where we talk to our experts and present our more complicated operations in simple terms. If you have a BIG IDEA, contact: chuck.brown@cookeaqua.com

The mystery and the science behind the wild salmon fishery in Alaska

The wild salmon fishery in Alaska is unpredictable. With salmon farming, the number and quality of the fish and when they are ready for harvest are pretty much known quantities, or at least predictable.

John Woodruff, Executive Vice President – Operations for Icicle Seafoods, describes Alaska’s fishery in one word: Chaos. “Chaos reigns in this business,” Woodruff says. “There’s a gross uncertainty you have to deal with.”

That uncertainty is around how many fish will show up, how much our fleets will catch, and thus, how many people to hire for the processing plants; how many cans, cartons and boxes, and how much packaging to send up to the plants; and how to manage the supplies for the plants and the people. Because the cheapest and most effective way to send up supplies is by boat, the supplies must be sent long before it’s clear what the season will look like.

During the salmon run, which starts around June 1 and goes until around September 15, depending on supply, Icicle has two floating processing plants which move to where the salmon are being caught during the season. There are also five shore-based processing plants, including year-round plants in Petersburg and Seward, and three seasonal plants. Peak processing for wild salmon happens around August 10, with about 2,000 people working in the plants and vessels.

There are five types of salmon caught in Alaska – sockeye (red), pink (humpies), chum (dog), coho (silver), and king (Chinook). Pink salmon are the most plentiful and the size of the pink run can make or break a season. The pink return is the most variable and the least predictable as well. They also are the smallest of the Pacific salmon species at an average of 3.4 lbs.

Sockeye is fished in Bristol Bay from June 10 to July 25. The season ends in other areas (Southeast, Prince William Sound, Kodiak Island, Alaskan Peninsula/Aleutian Islands) between August 20 and September 30, except for the set net gillnet fishery in Yakutat.

While the Alaska Department of Fish and Game (ADF&G) forecasts the harvest and run numbers, no dates are included for the opening of the fishing seasons in the various areas. While approximate dates are known for the openings in the various management areas (between June 1 and June 10), fishers and our processing plants must be ready and on-call for when the department declares the season open.

There are peak points in the run and the catches might be low in the early days of the season, with the processing plants running on skeleton crews.

The challenge, Woodruff says, is ensuring the plants have the right amount of supply for processing throughout the season. “We don’t want to can red salmon, but sometimes it’s the only way to keep up with the flow of the fish into the plant.”

The Big Idea is a new newsletter feature where we talk to our experts and present our more complicated operations in simple terms. If you have a BIG IDEA, contact: chuck.brown@cookeaqua.com

Bristol Bay is Icicle’s primary source of sockeye. More than 90 percent of the catch in the area is red salmon. The catch in Prince William Sound is primarily pinks, generated from local hatcheries, with some chums in the catch as well. The Kodiak salmon fishery is a mixture of reds and pinks, with pinks dominating in some years. Southeast Alaska is a pretty solid mixture of pinks, chums, cohos, and reds but pinks tend to be the dominant species here as well.

At the processing plants, we process the fish into a number of products – whole gutted individually quick frozen (IQF) fish, either head on or head off, IQF fillets and canned salmon. We also process the roe into several forms and sometimes freeze milt. Icicle cans primarily pink salmon. Sockeye’s best market is in the fresh or frozen, fillets or H&G markets. Species other than pinks are rarely canned as there is not as much market demand for those products.

The challenge, Woodruff says, is ensuring the plants have the right amount of supply for processing throughout the season. “We don’t want to can red salmon, but sometimes it’s the only way to keep up with the flow of the fish into the plant.”

The mystery and the science behind the wild salmon fishery in Alaska

The Big Idea is a new newsletter feature where we talk to our experts and present our more complicated operations in simple terms. If you have a BIG IDEA, contact: chuck.brown@cookeaqua.com

Bristol Bay is Icicle’s primary source of sockeye. More than 90 percent of the catch in the area is red salmon. The catch in Prince William Sound is primarily pinks, generated from local hatcheries, with some chums in the catch as well. The Kodiak salmon fishery is a mixture of reds and pinks, with pinks dominating in some years. Southeast Alaska is a pretty solid mixture of pinks, chums, cohos, and reds but pinks tend to be the dominant species here as well.

At the processing plants, we process the fish into a number of products – whole gutted individually quick frozen (IQF) fish, either head on or head off, IQF fillets and canned salmon. We also process the roe into several forms and sometimes freeze milt. Icicle cans primarily pink salmon. Sockeye’s best market is in the fresh or frozen, fillets or H&G markets. Species other than pinks are rarely canned as there is not as much market demand for those products.

The challenge, Woodruff says, is ensuring the plants have the right amount of supply for processing throughout the season. “We don’t want to can red salmon, but sometimes it’s the only way to keep up with the flow of the fish into the plant.”

The Big Idea is a new newsletter feature where we talk to our experts and present our more complicated operations in simple terms. If you have a BIG IDEA, contact: chuck.brown@cookeaqua.com

Bristol Bay is Icicle’s primary source of sockeye. More than 90 percent of the catch in the area is red salmon. The catch in Prince William Sound is primarily pinks, generated from local hatcheries, with some chums in the catch as well. The Kodiak salmon fishery is a mixture of reds and pinks, with pinks dominating in some years. Southeast Alaska is a pretty solid mixture of pinks, chums, cohos, and reds but pinks tend to be the dominant species here as well.

At the processing plants, we process the fish into a number of products – whole gutted individually quick frozen (IQF) fish, either head on or head off, IQF fillets and canned salmon. We also process the roe into several forms and sometimes freeze milt. Icicle cans primarily pink salmon. Sockeye’s best market is in the fresh or frozen, fillets or H&G markets. Species other than pinks are rarely canned as there is not as much market demand for those products.

The challenge, Woodruff says, is ensuring the plants have the right amount of supply for processing throughout the season. “We don’t want to can red salmon, but sometimes it’s the only way to keep up with the flow of the fish into the plant.”

The Big Idea is a new newsletter feature where we talk to our experts and present our more complicated operations in simple terms. If you have a BIG IDEA, contact: chuck.brown@cookeaqua.com

Bristol Bay is Icicle’s primary source of sockeye. More than 90 percent of the catch in the area is red salmon. The catch in Prince William Sound is primarily pinks, generated from local hatcheries, with some chums in the catch as well. The Kodiak salmon fishery is a mixture of reds and pinks, with pinks dominating in some years. Southeast Alaska is a pretty solid mixture of pinks, chums, cohos, and reds but pinks tend to be the dominant species here as well.

At the processing plants, we process the fish into a number of products – whole gutted individually quick frozen (IQF) fish, either head on or head off, IQF fillets and canned salmon. We also process the roe into several forms and sometimes freeze milt. Icicle cans primarily pink salmon. Sockeye’s best market is in the fresh or frozen, fillets or H&G markets. Species other than pinks are rarely canned as there is not as much market demand for those products.

The challenge, Woodruff says, is ensuring the plants have the right amount of supply for processing throughout the season. “We don’t want to can red salmon, but sometimes it’s the only way to keep up with the flow of the fish into the plant.”
Forecasting the salmon run

Forecasting the season is the biggest challenge each year. While forecasts for Bristol Bay are considered reliable, other areas can be more volatile and unpredictable.

In 2015, there was an unforeseen run of pinks – more than 200 million individual pink salmon were caught that year. In 2016, the numbers were down dramatically and between 50 and 60 million salmon were caught. An average year’s catch is 130 to 150 million individual fish. While the salmon are wild, some of the rivers are restocked from hatcheries both in Alaska and in coastal British Columbia to maintain the population. The return rates on the different species of salmon vary greatly, from 1 to 2 percent in a bad year and 6 to 8 percent in a good year for pink salmon released to the ocean as fry, to anywhere from 10 to 20 percent and up for sockeye smolts.

How many salmon return each year is determined by many factors, with warmer water temperatures in the ocean possibly to blame for last year’s poor pink run. ADF&G issues run forecasts and harvest projections for the year in March. Only certain areas are forecasted, based on “economic importance, feasibility, compatibility with existing programs, and management needs.” Some of the forecasts are for large hatchery runs from the private non-profit operators, based on the number of fry and smolts released. Other areas’ projections are based on recent catch levels, which means they also reflect the recent level of catch effort – how many boats are out catching salmon in those areas. “The forecast is a best guess most years,” says Woodruff. “Last year, no one predicted the dearth of pinks, or the low overall harvest.”

The main indicator of an upcoming run is the “escapement magnitude of parental stocks” – how many salmon escaped harvest, and therefore went on to spawn, during previous years. The ADF&G uses a variety of methods to estimate escapement, including weirs, SONAR in-river estimates, and aerial surveys. Another factor in the forecast is the previous year’s return for that generation of salmon. This doesn’t help with pink salmon as they always return two years after spawn, without exception. Pink salmon are intertidal spawners – the spawn is laid in the mouths of streams and the fry swim into the ocean. The forecast for pinks takes into account the generational return rate – how many of this year’s parents returned two years ago, their grandparents four years ago and on back, with the most recent generations’ return rates weighted the highest.

“Ocean conditions are a huge factor with pinks,” says Woodruff. “There’s none of the early return information to give an indication for the outlook.” The highest returns for pink salmon in Alaska are in odd years. British Columbia sees a higher return in even years. For sockeye, part of the forecast is based on brood table data. The salmon spend a year or two in freshwater before heading out to the ocean and some of the salmon mature and return to spawn early. The males who spend one year in freshwater and one year in saltwater are known as “jacks,” and their return rate for sockeye smolts.
Corporations are not allowed to own a fishing permit in Alaska so a primary goal of our operational staff in the area is relationship management. "You always try to be the prettiest girl at the dance," explains Woodruff. "You don't get there unless you're offering something special. Realistically, in Bristol Bay, you want to be pretty enough to keep our permit holders selling to us." So Icicle is focused on maintaining a relationship with our permit holders, some of whom have been selling to the company for 15 years or more.

Icicle maintains its supply chain through relationships with the permit holders. Woodruff compares why fishermen might choose to sell to Icicle to why you might go to a particular grocery chain – prices, service, loyalty, familiarity, proximity.

"We maintain the relationship to ensure they understand that we're one of the best markets," says Woodruff. "There's a fairly strong mentality among most Alaskan fishermen and women. They tend to be hunter-gatherers, cowboys, not ranchers. They want to be independent and can be tremendously competitive."

Icicle has dealt with a lot of fishermen throughout the state. It's an extremely diverse group.

The salmon are caught by drift and set net gillnetters, seiners and trollers, and the harvests tend to be close to the Icicle processing plants, which are located near the fishing areas of Bristol Bay, Kodiak, Cook Inlet, the Prince William Sound, and Southeast.

Salmon permits must be owned by a person, not a corporation. They're issued by method of catch – gillnet, seine or troll (hook) – and are priced by location. For the 2017 season, prices ranged from $30,000 for Kodiak seine cards to $160,000 for seine permits for the Southeast. A permit to drift fish in Bristol Bay can be purchased for about $130,000 this spring but it wasn't very long ago these were priced at twice that amount. These prices fluctuate routinely based on market and harvest expectations for the various areas.

"We're hoping for a solid pink year in 2017," Woodruff says. "The whole industry could use it."
Washingtonians are proud of their traditions of working on the water and farming the land.

Aquaculture is a ‘not-so-new’ twist on these traditions that takes farming to a familiar landscape we know and love – the ocean. While aquaculture dates back to ancient times, modern salmon farming didn’t get its start in North America until about 40 years ago, in the Puget Sound.

Salmon farming in Washington started in the early 1970s with two projects in Rich Passage, between Fort Ward, Bainbridge Island, and Manchester.

The National Oceanic and Atmospheric Administration (NOAA) and private industry worked to grow Coho and chinook pansized salmon. The Washington Department of Fish and Wildlife (WDFW) ran delayed release from net pens to enhance regional sport fisheries.

From this, Ocean Systems, Inc. (later renamed Domsea) anchored a pilot net pen system at Fort Ward. Within two years, 65 tons of pan-sized salmon were sold to test markets. This project became the first commercial net pen farm in North America, and spurred another commercial enterprise, Pacific Ocean Farms, which invested in Pacific salmon farming within the Puget Sound.

Funded by the US Fish and Wildlife service, the experimental facilities at Manchester were offered to East Coast colleagues to propagate disease-free smolts that would help rebuild many New England rivers. However, the transfer was called off, leaving over a million Atlantic salmon smolts in the Manchester facility. Industry stepped in to help, and by the end of the 1970s, Manchester held the largest broodstock of Atlantic salmon in the country.

By adding the Atlantic salmon farming operations in Washington State to its Maine operations, Cooke took a leadership role in the United States aquaculture sector.

Today, we have farms based close to Cypress Island, Hope Island, Port Angeles, and Rich Passage. All of these facilities have operated in one form or another, under various owners, for more than 30 years.

Farming for the future in the State of Washington
True North Seafood Company is releasing a new skin-pack product line, using farmed and wild salmon as well as whitefish from across Cooke’s global presence, to North American retailers in July.

Cooke will be “making a play on owning the resource, as well as the freshness, quality and traceability,” Andrew Young, Senior Vice President of Sales and Marketing, said.

The skin-pack range was launched at Seafood Expo Global in Brussels in April.

“We own the sea sites, we own the quota, we process the product ourselves,” said Andrew Lively, Marketing Director. “That is a big sales point for a lot of larger customers who want to know where their product is coming from.”

This makes Cooke’s products different from our competitors.’

“We’re not sourcing from anywhere else. This is coming from our own boats and farms, that is different from anyone else out there,” said Lively.

While some of our competitors are launching similar skin-pack product lines, none of them own the entire production the way Cooke does.

All of these products can be channeled into its skin-pack products, said Lively and Young.

The range will include farmed Atlantic and wild Pacific salmon, the latter from Icicle, as well as white fish, including Pollock and Pacific cod from the Alaskan wild fisheries, and hake from Uruguay and Argentina.

The products will be processed at our plant in Suffolk, Virginia.

Four North American retail customers are already lined up to take the range, said Young.

Members of our Sales & Marketing team went on a summer tour of Sobeys stores throughout Atlantic Canada last year and are reviewing the possibility of growing the program in the future. The campaign was designed to spread the word about our fresh, local salmon products. Brand ambassadors visited grocery stores to talk to customers and serve samples. They also gave away bottles of Maple BBQ spice with the purchase of True North salmon portions, steaks or candied salmon – and customers have come back asking for more of the popular seasoning. The True North Seafood Marketing Team is always looking for new ways to communicate with customers and showcase our products. Follow us on Facebook, Instagram and Twitter to keep up to date.
Keeping employees safe is part of the Cooke culture

By Bradley Lewis, Health & Safety Manager

Cooke Aquaculture is committed to employee health and safety. The focus of the Health and Safety Department is to work with all staff to develop and promote safe work practices at all times.

A truly safe workplace requires everyone to work together to ensure our own individual safety and that of all our co-workers, contractors, and guests.

To this end, the Health and Safety Department is working with all staff to develop and promote safe work practices at all times. A truly safe workplace requires everyone to work together to ensure our own individual safety and that of all our co-workers, contractors, and guests.

New sections may be added as needs evolve.

These volumes will be accompanied by employee and manager training to ensure constant awareness and application.

As well, Cooke has recently invested in a leading software package called Intelex, which will help us report accidents, set safety goals, and identify trends to allow us to put in place prevention and mitigation and identify areas where we can improve.

Our goal is to ensure Employee Health and Safety be woven into the fabric of our company and be integral to our DNA and how we work so that we remain ‘Anchored in Safety.’

Try It For Yourself
Perfect for an appetizer or lunch, these are a definite crowd-pleaser.

**INGREDIENTS**
- 1 avocado, halved and pitted
- 4.5 oz. True North Salmon Toppers
- ¼ cup diced red bell pepper
- 1 tbsp. minced jalapeno
- ¼ cup cilantro leaves, roughly chopped
- 1 tbsp. lime juice
- Salt and pepper (to taste)

**DIRECTIONS**
1. Scoop out some of the avocado from the pitted area to widen the “bowl” area. Place the scooped avocado into a medium-size mixing bowl. Mix with a fork.
2. Add the True North Salmon Toppers, bell pepper, jalapeno, and cilantro to bowl. Pour lime juice over. Stir until everything is well mixed.
3. Scoop the Salmon Topper mixture into the avocado bowls. Season to taste with salt and pepper.
Cooke Aquaculture’s new processing plant on the island of Yell, Shetland, is proving a valuable asset to the company, much to the delight of Willie Young, Business Support & Primary Processing Director. Trials were implemented in February and early March 2016, and the plant was “up and running” at the end of April. “From the outset, the plant has run smoothly,” Willie said. “We installed the latest technology and have three automatic BAADER lines as well as one manual line. This has more than doubled the 7,000 fish capacity of the previous site. There have been no equipment or technical issues and we have been processing on average 15,000 fish per day and on occasions up to 17,000 fish. Our processing rate is impressive when you consider that the factory only runs for a maximum of eight hours in every 24. We have to work within a deadline dictated by the Lerwick Ferry times.”

The biggest advantage of the plant’s location on Yell is the ability to process all of the salmon that Cooke produces on Shetland without the need to send fish to Kirkwall on Orkney. Most of the Shetland sea sites are in the Yell and Unst area, producing 13,000 to 14,000 tonnes. This means that most harvested fish are at the plant within one hour and the logistics of harvest planning are much easier. Fish are transported by boat to Cullivoe, and then have a short journey by tanker. Harvest bins and forklifts are no longer required which was very labour intensive in the past. Staff levels have increased to 55, compared to the 29 the plant used to employ. As well as local employees, staff are transported from mainland Shetland.

With only two thirds of the floor space utilized, there is spare capacity for more production lines. This will allow the plant to cope with the planned increase in Shetland’s production. Willie was able to recruit the valued services of Dave Bugh, from our Kirkwall site, to oversee the final stages of the build and manage the new facility.
Sitka, Alaska, USA – This March marked Icicle’s 40th straight year of participation in the sac roe herring fishery in Sitka. Sitka herring is fished solely for the sac roe harvested from the female fish.

The herring is caught in a derby-style, purse seine fishery, where all 48 boats compete to catch fish in limited areas. The Alaska Department of Fish and Game (ADF&G) sets the guideline harvest level (GHL) based on sampling and surveying of the estimated fish return numbers. This year the GHL was set at 14,642 short tons. Sampling is done leading up to the opening to find the fish with the highest mature roe percentages. Once good percentages are found, ADF&G sets the opening time.

The 48 permit holders, six of whom fish for Icicle, were put on two-hour notice at 8 a.m. on March 17. They had to wait until March 19 for their first chance to fish. The opener lasted 3 hours and 20 minutes. This may seem short, but the second opener on March 22 was just 15 minutes. This year there were only four openers (or permitted time to fish for herring). Overall, Icicle bought about 1,400 tons of fish in this highly competitive fishery.

Bairdi crab season

Petersburg, Alaska, USA – This February, Icicle took part in the Southeast bairdi crab season. This is the same fishery featured on The Deadliest Catch, but in southeast Alaska rather than the Bering Sea. Icicle has participated in Petersburg since the company’s founding in the 1960s. This year there were 58 vessels registered in southeast Alaska, fishing a total of 4,640 pots. This information is used together with the estimated amount of mature male bairdi crab to help fishery managers set season start and end dates.

The season lasted a total of 11 days, starting February 17 at noon and wrapping up in the primary fishing areas five days later, and another six days later in the non-core areas. The core areas have a much higher concentration of bairdi crab than the non-core areas, so fishing must be limited to avoid overfishing of the resource. The harvest this year was not particularly robust compared to past years, but fluctuations in the harvest are to be expected. Icicle was one of only three buyers in Southeast Alaska this year and we purchased 520,000 pounds of bairdi crab.
Icicle Seafoods, part of the Cooke family of companies, is undertaking major upgrades at several Alaskan processing facilities all aimed at improving the quality of products and the efficiency of operations. The company will spend more than $10 million USD on state-of-the-art processing machinery, computer software applications and a major transformation of a floating processor into a permanently-moored plant.

“Through various projects throughout our operations, we will see major increases in production quality, capacity and inventory tracking,” said Colin Tippett, Vice-President, production quality, capacity and inventory operations, “and we will see major increases in production. In the case of Egegik, the workers will move to the end of the processing line to help increase production of what is known as ‘shatter packs’ of sockeye salmon fillets. Shatter Packs are a method of freezing fish fillets in layers with layers of thinner plastic between the layers of fish. By interweaving the fish fillets and the plastic, the vendor at the end of the process is able to remove small amounts of fillets from the larger blocks by banging on the block – shattering off the quantity required.

This method is common for packing whitefish but not salmon. Once the line is in operation, lice will be the only processor in Alaska packing sockeye fillets in shatter packs. In addition to offering a new and valuable product to customers, this type of packing saves on packaging materials and freezing, while diverting about 700,000 pounds of fish from lice’s canned line to its frozen line – and frozen fish are significantly more valuable than canned. The Northern Victor is expected to be permanently moored at Dutch Harbour by January 2018. A Marel system has also been installed onboard the Northern Victor, allowing the team to monitor pollock recovery on a line-by-line basis, said General Manager of IS Vessel Co. Hunter Berns.

“Seeing recovery in real time allows us to adjust our Baader machines in response to decreases. We should see recovery improvements. We upgraded our scales as well, which will reduce overpack and increase recovery,” Hunter said.

In addition to these longer-term projects, there have been some quicker projects onboard the vessel. For example, Innova software installations have given managers more information than they’ve ever had. While in the past, for example, a processor might not know which lines are running best, now yields are measured in real time for each line.

“We’ve gone from not really knowing how each line is performing to knowing exactly what’s happening on each line hour by hour,” Colin said.

Small changes have also helped increase the production of individually Quick-Frozen (IQF) portions of fish. Adding some workers to the IQF areas and making work stations more comfortable for people have helped to increase output by 10 percent. IQF production is delicate and time-consuming and the addition of more, more comfortable and a new style of conveyer belt have all combined to increase output.

There has also been work done to improve communications within the company, to bridge gaps and to become more efficient in processing purchase orders.
Variety is the spice of life as Cooke brings world of flavors to Seafood Expo North America

The world comes to Boston each spring for North America's biggest seafood show – Seafood Expo North America. In 2017, a bigger, better True North Seafood delivered a whole new world of products and showcased our incredible variety to customers.

“This is a very exciting time for our company,” said Andrew Young, Senior Vice President of Global Sales and Marketing with True North Seafood. “At the Boston show, and every single day, we are all working toward the same goal – to be the most profitable, exciting, innovative and fastest growing team in seafood.”

Even though the Cooke / True North Seafood presence was much larger than in past years, the company continues to maintain a personal touch. Some visitors to our booth in Boston had a chance to chat with CEO Glenn Cooke and his father, Gifford.

The expanded array of products and the addition of seafood experts from around the world gave us our strongest presence ever in Boston. To accommodate the growing team, we acquired the booth space next to the traditional True North booth, doubling our size at the show.

“We have an incredible growth story that now includes a range of seafood beyond compare,” said Young. “Atlantic salmon from four countries – Canada, the US, Chile and Scotland; wild salmon from Alaska; scallops from the US and Argentina; fish from the US, Spain, Uruguay and Argentina; shellfish from the US and Argentina. It is all here.”

Seafood Expo North America set records in 2017 with 1,350 exhibitors from 53 countries attracting thousands of visitors to the Boston Convention & Exhibition Center. True North Seafood set our own records as the size of our booth doubled and we brought more representatives to the show than ever before.

“This is a great opportunity for the teams to work together to show the customers from the wild side of the business what the farmed side has to offer,” said Sam Daniels, VP of Sales and Marketing for Wanchese.

The addition of the Wanchese Fish Company in 2015 and Icicle Seafoods and Cooke Uruguay in 2016 gives the Cooke family of companies the ability to offer customers a full range of farmed and wild-caught seafood products. Our sales and marketing teams were doing just that over a busy three days at the show.

Todd Kassch, VP North American Sales with Icicle Seafoods, said his first Boston show as part of the Cooke team was a great experience.

“The first thing that stood out was the

Members of our sales and marketing team at the Cooke booth in Boston.

Displays showcase True North Seafood’s “Proudly Produced in the USA” products, including Icicle and Wanchese.
global nature of the our company. Having the opportunity to talk and share meetings with our counterparts from around the world really drove home the reality of the diversity of our seafood resources and our associates,” Todd said.

“Another thing that struck me was the innovation that was on full display. The new shelf-ready seafood items we were offering were a huge hit and the topic for many meetings I was a part of while our Smoked Salmon Toppers drew interest from more than just traditional retailers.”

Todd said the Cooke booth was designed to focus where it should – on the great food.

“It is always about the awesome seafood we can offer our customers and, as always, Chef Chris Aerni and his team exceeded all expectations with such a wide range of items to offer our customers during meetings. We were able to talk about our seafood, while enjoying our seafood and that makes our job in sales so much easier.”

Jose (Pepe) Morata, Marketing Manager with Grupo Culmárex, the Cooke sea bass and sea bream farming company in Spain, said the Seafood Expo offers an opportunity to showcase products but also to learn.

“At Culmárex, we know quality is not only about the product you sell, but also about who you are and how you produce it. After exchanging views with our global sales team, we realized that is our core.”

Pepe said a goal for Culmárex is to expand from traditional European markets and bring bass and bream to North America in a larger way.

“We are on the right track and we feel we will gain a relevant position in North America as we continue to show customers that our products from Spain are world class.”

Young said credit for our product quality goes to the entire global Cooke team.

“One thing we always keep in mind at this show is that none of it would be possible without great products. Whether they are farmed or wild-caught, from salmon to shellfish to whitefish and more, it takes an incredible effort from our entire team to get these products to our customers. If I have a message to our team – everyone who farms or fishes or keeps equipment running and everything else that goes into getting our products to markets – it is clear to our customers that you care about what you do and you make us look good.”

− Andrew Young

“We are on the right track and we feel we will gain a relevant position in North America as we continue to show customers that our products from Spain are world class.”

You can learn more about all our products at the new website, www.truenorthseafood.com and you can follow us on your favorite social media platforms.

Between meetings with customers, our global sales and marketing teams had a chance to learn about our full range of products – displayed on our booth for new and existing customers to learn about all we have to offer. With access to product specialists from across our wild and farmed seafood lines, the sales team was able to provide a comprehensive overview of our product offerings and answer any questions customers may have.

“Customer feedback was positive, and we received a lot of interest in our new shelf-ready seafood items. We also had the opportunity to connect with current customers and expand our network to potential new ones. Our global team played a key role in these interactions, and their presence on the floor was invaluable.”

− Todd Raasch, Icicle VP Sales North America, and Rob Reisen, True North Seafood Sales (Toronto)
staff were able to meet with customers in a new boardroom set up on the second floor of the Convention Centre. Sample platters served during meetings were prepared by Chef Chris Aerni, who joined the Cooke team once again to prepare fresh samples for visitors to our booth using all the products we offer. Chef Aerni also gave a cooking demonstration at the Expo’s showcase area on Monday afternoon, which was promoted through the Expo’s mobile app. The app provides a map for visitors as well as real time updates about what’s happening around the show. And there were many events happening as the 37th annual show smashed previous records. “It is so exciting to see every inch of the convention center being used for this event,” said Wynter Courmont, Event Director for Diversified Communications, the show’s producer. “With so many participating companies, attendees will have a lot to see and many opportunities to reach their business goals at this year’s exposition.” In addition to a packed exhibit hall, Seafood Expo North America/Seafood Processing North America featured more than 25 conference sessions, a series of master classes and chef demonstrations, the 11th annual oyster shucking competition and the Seafood Excellence Awards competition for Best New Retail Product and Best New Foodservice Product.

Seaford Expo Global / Seafood Processing Global, which took place April 25-27, 2017 in Brussels, Belgium, set record-breaking results making it the largest ever event in terms of both exhibit space and attendance numbers. The world’s largest seafood exposition is organised by Diversified Communications. More than 28,500 buyers and suppliers from around the world came to Brussels for the 25th edition of the event and drew visitors from 150 countries. The expo featured the stands of 1,859 exhibiting companies from 79 countries who showcased their seafood products, services and equipment. The exhibit covered 38,338 net square meters of combined exhibit space.

“It is very impressive to see the exposition grow year after year and to know that it brings the seafood community from nearly 79% of the countries represented in the world. This is a strong indication that business continuity is important to the industry and seafood & processing companies from around the globe are counting on this event to reach their business goals,” said Wynter Courmont, Event Director for Diversified Communications. “The continued growth of this event shows the value of face-to-face meetings for buyers and suppliers doing business in the global seafood industry,” she said. Next year’s Seafood Expo Global/Seafood Processing Global will be held on April 24-26, 2018 at the Brussels Expo. For more information, visit the exposition’s website, www.seafoodexpo.com/global.

Seaford Expo Global / Seafood Processing Global, which took place April 25-27, 2017 in Brussels, Belgium, set record-breaking results making it the largest ever event in terms of both exhibit space and attendance numbers. The world’s largest seafood exposition is organised by Diversified Communications. More than 28,500 buyers and suppliers from around the world came to Brussels for the 25th edition of the event and drew visitors from 150 countries. The expo featured the stands of 1,859 exhibiting companies from 79 countries who showcased their seafood products, services and equipment. The exhibit covered 38,338 net square meters of combined exhibit space. "It is very impressive to see the exposition grow year after year and to know that it brings the seafood community from nearly 79% of the countries represented in the world. This is a strong indication that business continuity is important to the industry and seafood & processing companies from around the globe are counting on this event to reach their business goals," said Wynter Courmont, Event Director for Diversified Communications. "The continued growth of this event shows the value of face-to-face meetings for buyers and suppliers doing business in the global seafood industry," she said. Next year’s Seafood Expo Global/Seafood Processing Global will be held on April 24-26, 2018 at the Brussels Expo. For more information, visit the exposition’s website, www.seafoodexpo.com/global.
Getting the fishing vessels and processing plant operational in Cooke’s new Uruguay sites has been a team effort.

Cooke purchased the former Fripur assets in December to add a fleet of hake fishing vessels, two crab vessels and a large processing plant to its operations in South America. Cooke employees from across our global operations have stepped up to get things operational.

Derek Hatt, Corporate Services Manager from New Brunswick, is assisting in Uruguay to ensure everything is done with Cooke’s global best interests in mind.

“It’s been a long process for the refits and to hire the new crew for the vessels,” Hatt said.

To support the fishing operations, Pedro Bohnsdalen from our Argentinian operations, is helping to get four hake vessels refitted and out fishing. Bohnsdalen also traveled with Hatt and Ross Butler to Norway in January to purchase a new crab vessel to replace one of the two decommissioned Fripur assets. That vessel just arrived from its long Atlantic journey from North of the Arctic Circle in Norway to Montevideo, Uruguay.

Red crab is fished using baited pots, processed on board and frozen at sea, where it can be shipped directly to the customer on arrival in port, or taken to the warehouse at the processing plant until the customer is ready to receive the product.

While Bohnsdalen has been in Uruguay, his son, Pedro Ibar Bohnsdalen, has been continuing his role managing operations in Argentina.

These operations are also supported by Heinrich Strelow, who manages the finances and accounting for Cooke Aquaculture Chile, and Andres Parodi, Regional General Manager for Latin America. Parodi has been leading the processing facilities project while Bohnsdalen has been the lead on the marine operations.

Parodi has provided an important link between the acquisition and the existing Chilean operations in Latin America, and the processing plant will remain part of Cooke’s Latin American operations under his direction. The fishing fleet will continue to be managed by Bohnsdalen, who will report to Butler at Wanchese.

Michael Webb, plant manager at Larsen Bay, Alaska, was brought in to consult on getting the processing plant operational with the existing equipment. Previously, the plant was operated with shifts of hundreds of workers. Webb made suggestions based on his experience in Alaska, Russia, Japan and South Korea on how to operate the plant with improved volume output and a more efficient labour force.

Webb also visited the fishmeal and oil plant, which processes anchovies, to look at ways to improve the product produced there. Cooke Uruguay has identified an opportunity to produce high quality fishmeal and oil to supply our own operations and to sell on the open market using raw materials harvested in local waters. We are currently working with the local government to define a fishing plan to support this initiative.

Victor Jano, Director of Human Resources for Cooke Aquaculture Chile, has also been working on hiring the team that will crew the boats, operate the plant and handle the administration for our operations in Uruguay. So far, 84 people have been hired, and many of the new employees worked for the previous operator. More hires are planned, depending on volume at the plant.

So far, the changes have included refitting one crab vessel. Four hake vessels are also being refitted with a goal of having all fishing by the end of July.

“Eventually we’ll be looking at IQF (individually quick frozen) fillets, skin on and off, portions, various block cut products and other value added packs from our processing plant,” Butler said. “We’re currently exploring many market options.”

The processing plant is a huge building, with space for multiple lines of product. At start up, the plant will have several lines going. The final number of employees will be determined once the product mix, raw material supply and market requirements are better defined.

“The plant was built in a time when the resource, markets and processing technologies were much different,” Butler said. “We’re starting smaller and our planned growth will be based on being efficient and meeting our customers’ needs.”

From left: Victor Jano (Human Resources Director, Cooke Aquaculture Chile), Michael Webb (Plant Manager, Icicle Seafoods, Inc.) and Heinrich Strelow (CFO - Cooke Aquaculture Chile).

Growth and Development

Startup efforts for Cooke in Uruguay: A global team effort
Wanchese, Suffolk Cold Storage, Shoreland employees honoured

Suffolk, Virginia, USA — Employees from our Suffolk and Hampton locations were treated to lunch on June 15 in honor of their hard work and dedication. Between the two locations, we employ over 200 people. This crew has a busy few months coming up with sockeye season, shrimp season, the launch of new products, and normal production. A lunch is also being organized at our North Carolina locations.

Wanchese Fish Company

Safin Derwish says “Wancheese” with Robin Napierski (Marketing), left, and John VanZandt (Accounts Receivable).
Cooke Aquaculture acquires processing plant in Chile
Puerto Montt, Chile – Cooke Aquaculture Chile staff were in the process of moving into new offices in late May 2017 following the acquisition of offices and a processing plant in Tepual near Puerto Montt, Chile, in January. The acquisition marks an important investment by the company and signals Cooke’s desire to be part of a strong industry in Chile over the long term.

“We believe there is a lot of opportunity for a sustainable Chilean salmon farming sector with best in class farming practices and fair and stable regulations,” CEO Glenn Cooke said at the time of the acquisition. “We are making significant investments in our Chilean operations, which shows that its farms are top performers in Chile.

New truck for Orkney and Shetland
Scotland, UK – Truck driver, Darren Stanger took delivery of a brand new Volvo 44 tonne Tractor Unit in November. Cooke has always been interested in following the Cooke business model of vertical integration for its operations in Chile and has been seeking opportunities to develop its own processing capacity. Until now, the company has relied upon third party contractors to process its Chilean fish and considers this purchase to be a very positive move for its Chilean operations. Cooke Aquaculture Chile (formerly known as Salmones Cupquelan) currently employs approximately 270 people but that number will increase when new processing capacity is added. Harvest projections for 2016-2017 are between 18,000 and 19,000 tons (whole fish equivalent) annually. Cooke conducts regular benchmarking of its global farming operations, which shows that its farms are top performers in Chile.

Master Chefs of Great Britain place Cooke salmon on luncheon menu
Scotland, UK – Cooke Aquaculture Scottish Salmon from Shetland has been selected by the Master Chefs of Great Britain (MCGB) to make a special showcase dish for their annual luncheon, marking a 26-year partnership with Scottish Salmon Producers’ Organization (SSPO) Shetland. The prestigious event, held at the Sheraton Park Lane Hotel London, took place in October, serving mincuit salmon loin, horseradish fluted, watercress, razor clam & cockles and seaweed crackers to 200 guests, with salmon supplied by Cooke Aquaculture Scotland as part of a menu devised by MCGB member, Andrew Bennett, and cooked by the Park Lane Hotel team. At last year’s event, SSPO Shetland was presented with the outstanding services award to recognize the Scottish salmon industry’s 25-year partnership supporting one of Great Britain’s most important dining extravaganzas. Commenting on behalf of the SSPO team, David Sandison, Company Secretary said: “The MCGB promote the best of British produce and, as an industry, we are proud to be associated with well respected culinary experts who hold Scottish salmon in such high regard. The industry is committed to producing fish of the highest quality and do so by following strict production standards. Scotland is looked upon as a leader by other aquaculture producing nations and it’s this reputation which helps place Scottish salmon in premium restaurants and eateries throughout this country and beyond.”

Cooke Acquires Skaidir in Shetland
Shetland, Scotland, UK – In September 2016, Cooke Aquaculture Scotland announced the acquisition of Balta Island Seafare Ltd., which has salmon farming operations on Shetland around the Yell and Unst islands. This acquisition, which includes three farm sites and just over 1,000 tons of salmon production, gave Cooke Aquaculture Scotland exclusive management over the northernmost farming region in the UK. Balta operates in a separate management area to Unst and Yell, which will help Cooke reduce biological risks as well as provide the company with flexibility and synergies in production. This additional production will protect jobs in the area and support investments in other aspects of the business, including processing. This transaction is consistent with Cooke Aquaculture’s focus on vertical integration and diversification in terms of geography, products and markets. Cooke’s strategy has been to achieve growth and diversification in terms of geography, products and markets. Cooke’s strategy has been to achieve growth and diversification in terms of geography, products and markets. Cooke’s strategy has been to achieve growth and diversification in terms of geography, products and markets. Cooke’s strategy has been to achieve growth and diversification in terms of geography, products and markets.

Cooke gets five new feeding systems
Bayside, New Brunswick, CANADA – Five new feed systems were delivered to their new homes on the East Coast as part of the world’s largest ever shipment of feed equipment from Steinsvik. Seven feed systems – five for Cooke and two belonging to another company – were shipped from the shipyard in Gdynia, Poland across the Atlantic Ocean. The feed systems traveled as deck cargo across the ocean and were delivered at the end of May. The five new feed systems purchased by Cooke Aquaculture will support operations on the East Coast. Each system has four feeding lines and can feed up to 48 cages each. The Sea Farm Feeder Design has a storage capacity of 300 metric tons. The new feed systems feature fully digital controls, with work stations and break rooms for operators on board.

A cargo ship carrying the new feed systems leaves one of the new vessels to the water.
Salmon on the menu in Washington, DC

Fresh Maine salmon were individually hand selected for the President from the cool, clear waters of Cooke Aquaculture USA’s Deep Cove marine farm site, one of the state’s oldest salmon farms near Eastport, Maine. These fish were raised from small eggs to “smalls” at one of Maine’s freshwater hatcheries before transfer to the Deep Cove marine site. They were harvested and packaged for shipment at the True North Salmon Processing facility in Machiasport. In Washington, the salmon were smoked by the Executive Chef of the Blair House and will be served this evening to guests, including President Trump.

“Many of the men and women who raised these fish are long-term employees with a lifetime of experience on the water and proud contributors to the local economy,” said Glenn Cooke, CEO of Cooke Aquaculture USA. “They took great pride in selecting beautiful fish for the trip to Washington. Our company has a keen interest in promoting the Maine Brand, which reflects our pristine environment and world-class quality, will be represented during the inauguration,” said Maine Department of Marine Resources Commissioner Patrick Keihfer.

Eastport, Maine, USA – Atlantic salmon raised on a Cooke Aquaculture farm in Maine were chosen to be on the menu for Presidential Inauguration events in Washington on January 20.

“We know that Maine’s aquaculture industry is having a major impact on the prosperity of our coastal communities and working waterfronts and that the Maine brand is well respected by customers all over the United States,” says Sebastian Belle, the Maine Aquaculture Association’s Executive Director. “To have farmed salmon that were raised in the State of Maine served to President Trump, Governor LePage and to those celebrating today’s Inauguration, is a real honor and affirmation of Maine’s contribution to the State’s economy, the health of its communities and its people and the health of the US seafood sector.”

Cooke employs approximately 250 people in Downeast Maine in its fully integrated salmon farming operations. As the largest employer and taxpayer in the City of Eastport and a major employer in Machiasport, the company is a key contributor to the State’s economy.

“Maine seafood is the best in the world and it’s a great honor to know that the Maine brand, which reflects our pristine environment and world-class quality, will be represented during the inauguration,” said Maine Department of Marine Resources Commissioner Patrick Keihfer.

The United States is the third largest market for seafood in the world but ranks 19th in terms of aquaculture production importing 91% of its seafood. Maine is within a 24-hour truck ride from over 150 million customers and has over 190 farms that raise finish, shellfish and marine plants with a total economic impact of $137 million.

“Americans want more farmed Atlantic salmon and the Maine industry can deliver as we continue to improve and innovate to meet the increasing demand for our products,” said Belle.

Maine aquaculture is ready to grow and play a major role in reversing our country’s seafood trade deficit.”

Atlantic Canada officials visit Newfoundland sites

From left, Amanda Spencer, Licensing Coordinator, Nova Scotia Department of Fisheries and Aquaculture, Ian Burford, Director of Licensing, Inspection and Quality Assurance, Newfoundland and Labrador Department of Fisheries and Land Resources; Melissa Burke, NL Aquaculture Development Officer, Brennan Gonham, NS Manager of Licensing and Leasing and Kim Gill, Manager of Aquaculture, PEI Department of Agriculture and Fisheries. This group visited our Robin Hood Cove and Matchems sites in Gaultois Passage, Newfoundland and Labrador.
In the News

Glenn Cooke speaks about respect for fishing and farming

Petersburg, Alaska, USA – Cooke CEO Glenn Cooke was invited to speak at the Petersburg, Alaska, Chamber of Commerce Annual Banquet in February and he told the gathering of fishermen, business operators and politicians about the benefits he sees from Cooke’s wild and farmed salmon being sold through the same channels.

Icicle Seafoods, acquired by Cooke last year, operates a wild salmon processing plant, which is a major employer in Petersburg.

Glenn started his speech by introducing himself and drawing comparisons between Petersburg, Alaska and his home town of Blacks Harbour, New Brunswick, Canada.

“Every time I come to Petersburg and walk along the wharf or speak with fishermen, plant workers and my colleagues at Petersburg Fisheries, I discover that we have many more things in common than we have differences,” he said.

“We all speak the language of seafood and of the ocean. We all depend on the sea for our livelihood - and for the health and wellbeing of our communities.”

Glenn illustrated the connections between the communities and the fishing and fish farming industries by showing historic and current photos of Blacks Harbour and Cooke operations along with photos of Petersburg. The communities are a long way apart but the values and the way of life are similar.

“As we have grown our company, we have not forgotten this commitment to our families and our communities. I see many similarities here in Alaska,” he said.

“It has been a real pleasure for me to visit so many places in this beautiful state and I look forward to coming back many times. In fact, I brought my whole family here last summer including my wife and children, and my father and mother and we really enjoyed the time we spent here.”

Glenn also spoke of his background as a hands-on CEO who has worked in all aspects of the Cooke Aquaculture business and his desire to learn all about the wild fishery operations in Alaska.

“I appreciate having so many knowledgeable and experienced people to rely on here in Petersburg and throughout our Icicle operations,” he said.

Cooke is committed to Icicle and will invest $20 million USD to install new processing equipment in plants, including the plant in Petersburg. The improvements will increase capacity, improve yields and expand the value-added production. In addition, a new data tracking system will allow for better receiving, shipping and yield reporting.

In addition to Petersburg, Icicle has shore plants in Seward, near Anchorage, giving the company the ability to deliver fresh seafood by air and road; Egegik in Bristol Bay; Larsen Bay, on Kodiak Island; and Wood River, located just outside Dillingham at the mouth of the Wood River.

Cooke also plans to invest in new processing equipment for the company’s floating processors and expand their freezing capacity. Icicle is also heavily involved in whitefish and operates three processing vessels and 31 catcher vessels. The company has the Northern Victor, which anchors near Dutch Harbor and produces individually quick frozen pollock and pollock.

The ship is attended by a number of catcher vessels that bring in pollock and cod from the Bering Sea and Gulf of Alaska. Icicle’s Gordon Jensen and R.M. Thorsen vessels then process salmon, crab, herring, cod and other species throughout Alaska.

Icicle’s fleet of catcher vessels operates predominantly in the Bering Sea and Gulf of Alaska, and range from 103 feet to 133ft in length. Nine of the vessels primarily trawl for pollock and cod. One fishes for crab and the final boat is used exclusively as a tender for salmon, pollock and cod.

Glenn recognizes Cooke’s strong connection to aquaculture as that’s what the company was built on and it has been the core of the business for its first 30 years. However, Cooke is now a seafood company.

“We are now a seafood company in every sense - both wild and farmed - and we go direct to the consumer with an amazing variety of products,” Glenn said.

“We have gone from an aquaculture company to a seafood company - with half its operations in fish farming and the other half in a wild – and sustainable - fishery.”

East of Skelwick Skerry site in Westray, Orkney receives full planning permission

Westray, Orkney, Scotland, UK – The planned East of Skelwick Skerry site in Westray, Orkney, Scotland, has been granted full planning permission by the town’s new Council.

The new site will be relatively offshore, at 2.5 km from the nearest landfall, and will be equipped with technology that has been specifically adapted for high energy sites, as well as a feeding system.

Cooke Aquaculture Scotland plans to develop this site over the next 12 months, creating 8 new jobs and bringing the company’s number of UK employees to more than 320, with about 90 employees in Orkney.

This new farm will secure and enhance the Westray operations along with improving efficiency at the dedicated processing facility at Hatston, Kirkwall. Cooke Aquaculture Scotland’s salmon that are farmed in Orkney are also processed in the County, bringing valuable employment opportunities to local communities.

Our salmon are marketed and sold under a variety of labels, including Organic and Label Rouge, to Cooke Aquaculture Scotland’s discerning customers around the world.

Above: These maps indicate the location of new site.
Left: Digital rendering of site location, East of Skelwick Skerry in Scotland.
Wanchese hosts tour for food journalists

Suffolk, Virginia, USA – The Virginia Economic Development Partnership hosted a group of media writers from the Food & Beverage Industry to tour local businesses in December. The group enjoyed a presentation and product sampling as well as a plant tour of Wanchese and Suffolk Cold Storage.

Chef Rick Moonen helps make Wanchese seafood a star

Virginia Beach, Virginia, USA – Celebrity Chef Rick Moonen was in Virginia Beach on March 13-14 to shoot some recipe videos showcasing Wanchese products at a beautiful beach kitchen in Sandbridge. True North Seafood’s Video Content Manager Kevin Schy was behind the camera to capture Chef Rick in action as he assembled the delicious seafood recipes. He prepared Flounder, Shrimp, Scallops, Oysters, and a Cioppino made with a combination of True North products. If you want to try the Cioppino yourself, the recipe is on the back cover of this newsletter. And you can find more great recipes at truenorthseafood.com

Wanchese supports Outer Banks Seafood Festival

Nags Head, North Carolina, USA – Wanchese was a sponsor of the 2016 Outer Banks Seafood Festival, which took place in Nags Head, North Carolina, on October 19, 2016. Attendees could stop by the tent for a photo op in our shrimp cutout or to receive recipes, product coupons and other branded goodies, and participate in a Facebook promotion to win a prize basket. The events drew 8,000 people from 47 states and 13 countries.

Wanchese employees and family members help celebrate the Outer Banks Seafood Festival in North Carolina. The event was a big success, drawing thousands of visitors.

Innovation

Project BIGFOOT could be next big step in juvenile rearing

Research continues into growing smolts to larger sizes in land-based facilities before stocking them into marine farms

Washington, USA – Our freshwater operations in North America are expanding to include post-smolt production on land.

Jake Elliott, VP for Technical and Freshwater operations, is working together with his team on proposals for new post-smolt facilities in various locations in North America. By using new technology available for saltwater recirculation, these projects would work in conjunction with our existing hatcheries to grow fish up to 500 grams before transfer to our ocean farm facilities.

Cooke Aquaculture currently grows juvenile salmon to an average of 150 grams before transferring the fish to the ocean for grow out to market size.

By growing fish an additional five-to-six months on land to the post-smolt stage and an average of 300 to 500 grams, our salmon will spend less time in the sea thereby reducing the potential environmental impact of storms and extreme water temperature shifts on survival and grow-out rates. This will also close the competitive disadvantage by gaining three to five months of the year that are currently lost to our colder environmental conditions in Atlantic Canada and Maine. This will help us match growth timelines that are available to our major competitors.

These post-smolt facilities would be large-volume, saltwater recirculation systems (RAS). Cooke uses RAS for our smolt production and for raising broodstock, and RAS technology is used successfully for many fish species, either with full or partial lifecycle production.

RAS developments for salmon smolt production have been the most successful.

Bigger size at transfer to cage systems improves biological performance. The shorter grow-out period in the sea reduces the number of treatments that may be required for everything from disease to pest control. This also allows increased production within our existing infrastructure.

These projects are currently in the development stage with suitable sites being identified that have access to fresh and saltwater and are within transportation range of our saltwater farming operations. A pilot scale project is currently under construction at our Scatter Creek facility In Washington State, USA. Codenamed Project ‘BIGFOOT,’ the 600 m³ tank is around three times the size of any other existing tank in North America.
Northeast Nutrition increasing plant yield with equipment upgrades

Truro, Nova Scotia, CANADA – As Cooke Aquaculture’s Atlantic salmon production grows, the amount of feed required at our farms increases. To meet the increasing demand, Northeast Nutrition is investing in equipment upgrades to improve the feed manufacturing process and quality of our complete feed products.

Recent investments include new storage tanks for incoming ingredients stored outside the plant facility. The four new tanks increase storage for each ingredient to 500 metric tonnes, and offer improved flow through to the grinder and mixer. A new, improved filter was added to reduce dust entering the plant from the grinder and mixing units which will lower the risk of fire. Also, a new dryer for use in feed manufacturing has been added. The larger capacity and greater controls provided by the five temperature zones in this new drying unit will improve feed integrity and quality while increasing the speed at which the plant produces feed. A new coales, away from the heat of the dryer, was also installed. “The plant is 28 years old,” explained John White, maintenance supervisor at NNI. “Equipment has been replaced and repaired as it needed it, but it was time for upgrades.”

NNI makes dry feed for salmon and also provides pre-mixed ingredients for Charlotte Feeds in St. George, New Brunswick, which makes the moist feed for smolts (young salmon that are newly moved from freshwater hatcheries to the ocean farm environment). While the health and welfare of our fish requires that we include high quality fish meal and fish oils in their diet, with a focus on increasing the sustainability of our rations we have been able to reduce our reliance on marine protein sources by more than 70% since 2003. Fishmeal and fish oil now make up less than 15 percent of our total feed composition. Research findings prove that more fish protein is gained by farming salmon than is used to produce the fish feed. These findings are further confirmed and continually verified through the certification efforts of the Best Aquaculture Practices (BAP) of the Global Aquaculture Alliance and the Seafood Watch Program of the Monterey Bay Aquarium.

To begin the feed manufacturing process, the ingredients from the tanks go through a mixing unit and then a grinder to get the ingredients to the fine consistency required in production of quality feed. It takes an hour and a half to two hours to grind and mix the ingredients so the mixing and grinding is always being loaded in preparation for the next batch to be extruded. The main ingredients are ground together, and then micro ingredients including vitamins and minerals are added to the mix after the grinding process.

From the mixer, the meal then goes to the extruder. The extruder uses pressure, steam and water to prepare the mash which forms the pellets when passing through the die plate, and the expansion process from extrusion creates a pellet at the correct diameter and length. Small pockets of water are in the pellet after extrusion. The pellets go into the dryer, through the five zones. The first is the hottest, and it’s important not to overcook the pellets as it may alter the proteins. Protein and energy levels are carefully calibrated to be the most efficient feed for each life cycle stage of the salmon’s growth. After drying, the pellets are sent to the oil application unit, then on to cooling. Once cooled, the pellets are sent to the packaging station to be loaded into either 25 kg bags or one metric tonne totes. About 80 percent of the feed fed at our sites in the Atlantic region is manufactured in-house through our feed division on the East Coast. This allows us to take advantage of our own nutritional research to ensure our fish are fed the best and freshest product available. Feed is the largest cost in producing salmon, and controlling the traceability and certification of our ingredients used in feed plays a crucial role in controlling our production costs while adding the most value in our responsible production of world-class seafood products.
Some of those divides by holding global Our teams have been working to bridge geographically, culturally and linguistically. running cohesively across great distances the challenge of keeping global operations around the world, Cooke has become a global seafood leader. With that growth comes on both coasts of North America and both units. With wild-caught and aquaculture operations into differing styles of operations. Our People

Uniting our global family

From all around the Cooke world, summits are providing a range of benefits – and that’s good for business. Growth, diversification and integration have always been part of the Cooke culture and in recent years, expansion has brought our company into new parts of the world and into differing styles of operations. With wide-ranging fishery and aquaculture operations on both coasts of North America and both sides of the Atlantic, and sales offices all around the world, Cooke has become a global seafood leader. With that growth comes the challenge of keeping global operations running cohesively across great distances geographically, culturally and linguistically. Our teams have been working to bridge some of these divides by holding global departmental summits. In the past few months, members of our IT and Finance departments gathered in Spain to train, share information and get to know more about each other as co-workers, colleagues and friends. The Finance group met in Aguilas, Spain for a week in October with representatives attending from Canada, Chile, Scotland, Seattle, Virginia, and the host country, Spain. “This was our second Finance summit,” said Corporate Controller Peter Groom. “We did one in St. Andrews in 2015 and it was such a success that we really wanted to do it again.” The packed agenda was organized by Peter along with Nvira Palmer in North America and Clara Olmos, Culmárex Director of Finance, and Debora Salas, from Culmárex IT. “They did an incredible job,” Peter said. “We were busy but we accomplished a lot and we saw so much.” The IT Summit was held at the end of March at the Culmárex office in Aguilas, Spain. Representatives attended from Canada, Spain, Chile, Scotland, Virginia and Seattle. Heather Johnston, from Cooke Aquaculture IT, said the conference explored many important topics while also allowing the IT team to learn more about each other and the unique challenges in each area. Working sessions covered topics such as:

- Updates on current state of IT
- Service Desk with Freshservice demo
- Software
- Service Level agreements
- Service Catalogue
- Projects & Project Delivery
- Change Management

Both summits included tours of Culmárex operations including farming, processing and offices. At the Finance summit, working sessions included a keynote presentation by Cooke Chief Financial Officer Peter Buck and overview presentations from each region’s Director of Finance. These sessions gave participants a better understanding of what is happening throughout the Cooke world and exposed them to different aspects of the business. Various sessions included general discussions about Cooke’s history and future while other sessions dug deeper into specifics such as accounting department structure, upgrades to the Enterprise Resource Planning (ERP) system and planning for the Global Ledger (GL) structure. Peter said bringing the accounting group together in person to work through these issues is invaluable. “There’s a lot of nitty gritty to go through and we needed to get input from the entire team. It would be impossible to do something like this over the phone,” he said. Also taking part were representatives from the global accounting firm Grant Thornton, who provided updates on accounting and tax changes around the world. When they weren’t talking about financial matters, the group took part in some team building activities and site seeing. “A lot of people got to meet folks they had only ever had e-mail or phone relationships with but had never met them in person. That was really beneficial and is paying dividends,” Peter said. “As you get more global, more diversified and dealing with different cultures it becomes much more important to build these personal and professional relationships.”

The feedback has been very positive and there will likely be more summits in the future and not just for Finance or IT. “Participants just thought it was incredible. Clara and Debora did a fantastic job organizing things,” he said. The summit concept is catching on and a Cooke global Human Resources summit was held in early May in New Brunswick, Canada.

The global Human Resources team tours our Oak Bay Hatchery in New Brunswick. Front left: Patrick Hadi, Vici Land, Betty Niconson, Eric Cooke (driver). Juan Garcia, Brian Dornely (Oak Bay Hatchery Manager), Kris Kraukermo, Victor Jia, Annette Spoor, Libby Moore, Crystal Lefebvre. The global Human Resources team tours our Oak Bay Hatchery in New Brunswick. From left: Patrick Hadi, Vici Land, Betty Niconson, Eric Cooke (driver). Juan Garcia, Brian Dornely (Oak Bay Hatchery Manager), Kris Kraukermo, Victor Jia, Annette Spoor, Libby Moore, Crystal Lefebvre. Organizers of the Finance Summit include, from left: Debora Salas, Nvira Palmer, Clara Olmos, Pete Brown and Heather Johnston. Members of our human resources team at the True North Salmon value-added facility in St. George, NB. From left: Annette Spoor (Manchester), Victor Jia (Chile), Juan Garcia (Spain), Libby Moore (Seattle), Kris Kraukermo (Seattle), Vici Land (Scotland). Patrick Hadi (VP Human Resources).

Ronnie Gullison was the Director of Government Affairs for Icicle Seafoods for 20 years, and will continue to consult on projects for Cooke in Alaska. She got her start in the seafood industry doing fieldwork for the Alaska Department of Fish and Game and worked as a commercial fisher. Taranu, Scott Dougan, Mikey Morton, Edsel Lofranco, Ronnie Justason and Bradon Seeley. In January, 2017. Rope splicing has become a more and more important skill in the deployment of Cooke’s modern, customized equipment and the skills learned at the course will be transferred to other members of the GMG team. Pictured from left Stewart McDonald, Iulian Prince Ottis, the boats set sail in one of the hatchery’s tanks and proved to be sea worthy. Allyse Wheeler, Chuck Baker, Jessica Schwartz, Patty Washburn and Jeff Bessy.

Our People

Irene Ekstrand: Plant manager Wood River, Bristol Bay, AK
Sam Russell: Plant Manager Egegik, Bristol Bay AK
Beth Pokorny: First female manager in Alaska
Melody Jordan: First female captain in the Bering Sea fleet
Tiffany McKenzie: VP Communications.
Irene Ekstrand: Operations Manager – Fisherman Accounts for 33 years.

Rope splice skills – knot a problem

New Brunswick, CANADA - Members of the GMG New Brunswick team attended a rope splicing certification course at Holland College in Summerside, Prince Edward Island, in January, 2017. Rope splicing has become a more and more important skill in the deployment of Cooke’s modern, customized equipment and the skills learned at the course will be transferred to other members of the GMG team. Pictured from left Stewart McDonald, Iulian Taranzu, Scott Dougan, Mikey Morton, Edsel Lofranco, Ronnie Justason and Bradon Seeley. In back are Ronnie Gullison and Troy Boyd.

Payroll Team tours NB operations

Members of our New Brunswick-based Payroll Team had a chance to see our egg-to-plate salmon farming operations. Pictured from left are Melanie Wentworth, Beth Blue and Nicole Winnor. Global Treasury Risk Manager Rob MacNeil also joined the tour.

Cooke and Icicle represented at first Women in Seafood summit

Seattle, USA – As part of the SeaWeb Seafood Summit in early June, Daniela Klimsova, Director of Business Development for Icicle Seafoods, presented at the first Women in Seafood dinner. Daniela joined other women from across the global seafood industry to discuss what it’s like to be a manager in the male-dominated Alaska seafood industry. She began by outlining her own background in the seafood world, and talked about the tools and strategies that she used over the years to overcome any disadvantages that came with being a woman in this industry. Her presentation before the panel discussion covered these points:
1) Work for a company whose overall mission and values align with yours and one that is invested in people. “It’s no accident that I ended up at Icicle.”
2) Work for a boss you can respect and who supports you. “We work very long hours in this industry, and stress levels are high, and those hours quickly become unsustainable if you don’t have respect for the people you work with and if they don’t treat you with respect in return.”
3) Be proactive, and strategic. “I learned what was really important to my boss, and his management style before I tried to get him to support my ideas.”
4) Learn to ask for help. That was difficult as that can be thought of as a sign of weakness. “I couldn’t count the hours that our heads of operations, John Woodruff and Rob Rogers have spent teaching me about our platforms in Alaska.”
5) Offer to help your colleagues. “You can’t be what you can’t see,” she said. “The sooner we start seeing more images of women leaders alongside men on a daily basis, the sooner it will be accepted as the norm.” She included examples from Alaska of women in leadership roles:

Tiffany McKenzie: First female captain in the Bering Sea fleet
Melody Jordan: First female manager in Alaska
Beth Pokorny: Plant Manager Egegik, Bristol Bay AK
Sam Russell: Plant manager Wood River, Bristol Bay, AK
Irene Ekstrand: Operations Manager – Fisherman Accounts for 33 years.

“I’m very lucky to be part of this team of amazing women,” Daniela said. “We need to get more women into our industry and help those already in the industry to take advantage of the opportunities that are present.”

West meets East

Members of the Cooke Aquaculture Pacific (CAP) team travelled from Washington State to New Brunswick, Canada, in the fall for tours, meetings and to attend the Atlantic Canada Fish Farmers Association Annual Conference. Pictured from left are Chuck Brown (Communications Manager), Andy Silaaf (FW Assistant Manager, Maintenance, CAP), Michael Szmerda (VP Saltwater Operations), Angelo Ritualo (OIFW Manager CAP), Sky Guthrie (Cypress Island Marine Site Manager), Ryl Wood (Hope Island Marine Site Assistant Manager), Jennifer Wiper (Corporate Sustainability Manager) and Nell Halse (VP Communications).
Research

UMaine researchers help salmon farmers confront threat to their industry

Reprinted from UMaine News – www.umaine.edu

machias, MAINE, USA – It's a mystery that has puzzled the salmon farming industry in New England for more than 15 years: the decline in egg survival.

Up until 2000, the survival rate of fertilized salmon eggs had been as high as 80 percent. But then salmon embryos began dying in large numbers and the average survival rate fell to around 50 percent.

Previous studies have shown that a range of factors can negatively impact egg quality and production, including nutrition, stress, temperature and the endocrine status of the female. Until recently, businesses such as the New Brunswick-based Cooke Aquaculture, which runs farming operations at several sites in Maine, knew little about why some of its eggs were dying and others were surviving, despite having come from seemingly similar females, cultured under similar conditions.

Now a University of Maine study has found that two hormones may play significant roles in achieving an 80 percent embryo survival rate. Heather Hamlin, an assistant professor of marine biology and aquaculture in the School of Marine Sciences, and LeeAnne Thayer, a UMPh.D. candidate in marine sciences, wrote about their findings in the journal "Aquaculture Research."

For the past five years, Hamlin and Thayer have been taking tissue samples from Atlantic salmon ages 2 to 3 at three sites: the National Coldwater Marine Aquaculture Center run by the U.S. Department of Agriculture at UM, the Center for Cooperative Aquaculture Research in Franklin, and two sites owned by Cooke Aquaculture – a fresh-water breeding site in Bingham and a sea cage site in Eastport.

In their research, Hamlin and Thayer incubated fertilized eggs and monitored their development. They watched for the development of the embryos’ eyes in the bright orange eggs – a good indication that the egg will ultimately hatch.

For Hamlin and Thayer, a major focus of their research has been the endocrine system, which includes the hormones, the chemicals that produce them and the genes that regulate them. Because hormones regulate much of reproduction and embryonic development and many other systems, the researchers wanted to determine if there was a difference in the hormone profiles of the females producing batches of eggs with high and low survival rates.

Hamlin and Thayer found that female Atlantic salmon with the highest levels of 11-ketotestosterone, an androgen and 17-beta estradiol, an estrogen, were more likely to produce embryos with an 80 percent survival rate.

The project was a natural next step in Hamlin’s research career focused on the intersection of endocrinology and reproductive health. The Hampden, Maine native received her bachelor’s and master’s degrees from UMaine. She was an assistant professor in the Department of Obstetrics and Gynecology at the Medical University of South Carolina before returning to her alma mater in 2011. “How do I use what I’ve done in the past to address problems that are important to Maine?” says Hamlin. “It’s a really important part of our scholarship and research. It has less utility, in my opinion, if it can’t benefit the people of Maine.”

Hamlin found the research project that would allow her to fulfill this goal a few months before beginning her job in Orono. That spring, she was invited to a salmon hatchery roundtable in Bangor. Commercial salmon farmers, marine scientists and state and federal officials gathered biannually to discuss challenges facing hatcheries in New England. At the meeting, Hamlin learned about declining embryo survival rates in farmed Atlantic salmon. Hamlin’s Ph.D. research at the University of Florida had examined how pesticides, nitrates and chemicals in plastics affected the reproductive health of alligators, sharks, chickens, Siberian sturgeon and turtles.

Later, in South Carolina, the reproductive endocrinologist worked at the Hollings Marine Laboratory, where she did research on marine animals in an effort to learn more about problems impacting maternal fetal health.

In the declining survival rates of salmon embryos in New England, Hamlin saw an opportunity to use her expertise in endocrinology and reproduction to help solve a major problem facing an industry vital to Maine’s economy.

Cooke representatives were among the industry officials at the salmon hatchery roundtable in Bangor. Hamlin introduced herself after hearing about the salmon embryo survival problem, and proposed working together to solve the problem.

The declining embryo survival rate creates unpredictability, which means the company must produce more eggs than needed to ensure a consistent supply of salmon for the marketplace.

Hamlin will now turn her attention to hormonal processes related to egg assembly, ovulation or post-ovulatory aging. In the next phase of her research, Hamlin plans to analyze arrays of mRNA transcripts, or transcriptomes, in the tissues of farmed Atlantic salmon to see which systems inside the fish are the most stressed.

"That could really help us sort of identify that needle in the haystack," says Hamlin. "We can start to identify very specific pathways that might be affected. They might be able to determine what causes that's a relatively new area of research."
Sustainability

Criañza de Nuestros Mares: a symbol of fresh, irreverent, Spanish seafood

Agullas, SPAIN – Taking into account the Spanish macroeconomic environment and the differences in quality controls for fish farming that sometimes exist between European and non-European countries, the Culmárex Group has committed to the Criañza de Nuestros Mares (CdNM) label. In English, this translates to “Breeding of our Seas” and is a symbol recognized by our consumers that the products are fresh, high quality and sustainably produced.

Through an ambitious communication plan, consumers will be able to identify our sea bream and sea bass at the point of sale. This plan is carried out through the association of Spanish producers “Apromar.” Culmárex is a member along with 80 percent of the Spanish producers.

Thanks to this initiative, the Spanish consumer will recognize CdNM sea bass and sea bream for its many benefits. Of course, the products are fresh, traceable, Spanish seafood that are produced in Spain through this brand.

CdNM is the result of the great effort by the Culmárex Group to make other initiatives directed to the online world. Its slogan, “The closer, the fresher,” reflects the company’s commitment to sustainability and animal welfare. By purchasing CdNM fish, consumers are helping to promote sound management of these global issues.

The brand guarantees that these fish are raised under the highest standards of quality and food safety in Spain, one of the most innovative countries for the farming of sea bass and sea bream. Culmárex fish are raised a few kilometers from the coast in large farms that are designed to ensure their well-being. They are fed the highest quality feed and are harvested just a few hours before reaching the fish market, guaranteeing maximum freshness.

The communication plan around the CdNM label will last up to three years. It will include print, radio, television, point-of-sale actions and other initiatives directed to the online world. Its slogan, “The closer, the fresher,” will focus on different values of our product such as quality, taste, health and sustainability.

CdNM is the result of the great effort by the Culmárex Group to make sure the consumer can appreciate and consume the sea bream and sea bass that are produced in Spain through this brand. Does our recycling effort represent a picture of sustainability once we look at the entire picture? True sustainability requires looking at operations through three sets of eyes focused on three separate but linked areas: environment, economy and social impact. Environmental sustainability is focused on the environment, however more so on the improvements and adjustments to reduce the impact of the business and operations. This could entail programs such as recycling, however we need to think in broader terms and consider all aspects from the design of a facility to the inputs and outputs of the facility.

Economic sustainability looks at not only the financial statements of the company, but how the business affects our industry and our suppliers. Return on investment targets not only make financial sense for the business; they also can provide a measure of sustainability.

Social sustainability is about the company’s impact on people and the communities in which we operate and do business. Are we involved members of the community? Do we communicate with our neighbours and address their concerns? Do we add value to the communities where we operate, not just in terms of paying taxes and employment, but by being good citizens? Then we must also consider the people – our own and those who are employed by the companies with which we do business. Do we treat our employees fairly and do we provide them with benefits? Are we ensuring our suppliers are also good corporate citizens?

Now that we have considered our full sustainability picture and have put actions and targets in place to improve, how do we validate that information? This is where third-party certification plays a role. Consumers today are focused on sustainability. Third-party certification is a powerful tool that shows our customers that sustainability is at the forefront of what we do. The certification process provides an accurate picture of who we are and what we do through an independent audit and, if successful, we are granted a certificate to validate our efforts.

Not all certifications are created equal – some choose to focus on certain aspects of sustainability, but perhaps not all three aspects – or one standard may have a stronger focus on a particular aspect. In our operations, we choose a variety of standards to ensure we are meeting all of our food safety and sustainability criteria for both farmed and wild seafood. In choosing this method of certification, there is potential for overlap and over-burdening our people and systems, however, with the emergence of more and more benchmarking programs such as GSFI (Global Food Safety Initiative) and GSSI (Global Seafood Sustainability Initiative), customers seeking sustainable certified products can be assured that standards are equal based on these focus – food safety and sustainability.

Also, certification programs are beginning to benchmark themselves against each other which allows for “add-ons.” These add-ons allow an auditor to ask an additional set of questions, thereby meeting the criteria of two standards at once, granting an operation two certificates without the additional time and costs associated with a second audit. This is an example of the certification market working more efficiently and increasing their environmental, economic and social sustainability – these improvements in their sustainability are then shared with the producers and operators.

While sustainability is the cornerstone of all operations, certification is the endorsement and the validation. Certification allows us to measure our progress, set new goals and improve, always, improve.

Cooke becomes first salmon producer certified under new five-year BAP group audit

Blacks Harbour, New Brunswick, CANADA – Cooke Aquaculture is the first Atlantic salmon producer to earn Best Aquaculture Practices (BAP) certification under the new two-year BAP group audit, which is designed specifically for salmon producers.

In 2019, 19 salmon farm sites in Maine, Nova Scotia, New Brunswick and Newfoundland attained BAP certification. This is the largest BAP group audit for salmon farms to date.

Cooke Aquaculture has embraced the BAP third-party certification program, and the New Brunswick-based company is qualified to offer four-star BAP salmon, signifying that a product originates from BAP-certified processing plants, farms, hatcheries and feed mills, BAP’s highest designation.

Cooke had a pre-existing system of internal audits that allowed the company to prepare for the BAP group audit quickly, showing a strong commitment to administration of the BAP salmon standards across its operations.

The BAP group audit allows for fewer third-party audits while reducing costs and maintaining program integrity. These farms comply with the same BAP farm standards, but only companies with sophisticated, well-established quality management systems are able to comply with the BAP group audit.

What’s different about the BAP group audit for salmon is that it’s a two-year certification period, with a one-year interim audit at the midpoint. Currently, this two-year certification period is unique to salmon producers, which have a longer crop cycle than many farmed seafood species. It’s a result of the BAP team working to find solutions to industry-specific challenges while maintaining program integrity.

Admissions to the Global Aquaculture Alliance’s Best Aquaculture Practices is an international certification program based on achievable, science-based and continuously improved performance standards for the entire aquaculture supply chain – farms, hatcheries, processing plants and feed mills – that assure healthful foods produced through environmentally and socially responsible means. BAP certification is based on independent audits that evaluate compliance with the BAP standards owned by the Global Aquaculture Alliance.
New Brunswick, CANADA — Wild Atlantic salmon in New Brunswick are receiving a helping hand — many helping hands — thanks to some partnership projects aimed at protecting and restoring populations in several parts of the province.

Cooke Aquaculture is a major partner in two separate, but equally important, projects aimed at increasing wild Atlantic salmon populations in both the Miramichi and Inner Bay of Fundy river systems.

CAST — Collaboration For Atlantic Salmon Tomorrow — is a partnership comprised of Cooke, JD Irving Ltd., the Miramichi Salmon Association, the Canadian Rivers Institute at the University of New Brunswick, the Restigouche River Watershed Management Council along with the federal government and the Province of New Brunswick.

For Cooke CEO Glenn Cooke, the wild salmon challenge is personal.

“I’m an angler and I have salmon in our rivers not just today but for future generations so they can see salmon in those rivers and fish for salmon is exciting. It’s a challenge we’re taking on with CAST and we’re hoping to get other people involved so we can get wild Atlantic salmon back to sustainable levels.”

This partnership of scientists, environmental groups and industry participants is focused on saving wild Atlantic salmon before it’s too late. Currently CAST is working on several projects on the Miramichi and Restigouche rivers in hopes that CAST will serve as a positive partnership model for Eastern Canada’s wild Atlantic salmon rivers.

CAST research now includes assessments on how far Atlantic salmon migrate, how many fish are actually returning after leaving their home rivers to spawn, and cataloging to allow for quick response to a changing environment.

Our freshwater team, including Dr. Jake Elliott and Mitchell Dickie, have been collaborating with the Miramichi Salmon Association in catching wild-captured smolts in a hatchery setting.

While the CAST group is working on the Miramichi and Restigouche Rivers in Northern New Brunswick, another project, Fundy Salmon Recovery, completed its first year of research.

In the fall of 2016, Fundy Salmon Recovery continued its work by releasing hundreds of mature, adult Atlantic salmon back into the rivers to spawn. More than 120 mature fish were released into the Fundy National Park in Fundy National Park on October 12, 2016.

Cooke’s major role in the Fundy Salmon Recovery project is to grow Atlantic salmon captured as smolts in the wild at a special conservation farm at Dark Harbour, Grand Manan. Manager Matthew Ingersoll and his team go above and beyond to run the conservation farm.

While the wild Atlantic salmon’s decline remains largely a mystery, researchers are confident that the fish are particularly vulnerable when they swim out to sea as smolts. The Fundy Salmon Recovery team captures those smolts before they leave the rivers and the Cooke team protects them until they are grown and ready to spawn.

“With over 30 years of experience growing our local strains of Atlantic salmon from spawning to maturity, the team at Cooke Aquaculture is proud to provide our knowledge, personnel, equipment and operating costs to this project,” Glenn Cooke said. “This is a major undertaking for our company and seeing those large, mature fish going back to their home rivers is a wonderful payback.”

A large number of Cooke personnel have been involved in Fundy Salmon Recovery. Randy Griffin and Matthew Ingersoll have been integral in the saltwater operations on Grand Manan. Cory Taylor and Tim Hodkinson from the Cooke freshwater team helped transported about 650 adult salmon from Grand Manan to the river release sites — not a simple task when dealing with live animals. The Shoreland Transport team was also integral to this process, including driver Sid Kennigian and dispatcher Nicky Henry.

In addition to Cooke’s partners in Fundy Salmon Recovery include Parks Canada, the Province of New Brunswick, the Department of Fisheries and Oceans Canada, Fort Folly First Nation, the University of New Brunswick, the Atlantic Canada Fish Farmers Association, the Village of Grand Manan, the NB Wildlife Trust Fund, the Atlantic Salmon Conservation Foundation and Sweeney International.

“This is an exciting collaboration between the levels of government, industry, First Nations and the scientific community to help the Bay of Fundy’s wild salmon population rebound,” said Rick Doucet, New Brunswick’s Minister of Agriculture, Aquaculture and Fisheries. “Our government is proud to have contributed to this project by designating the world’s first designated wild salmon conservation site.”

ON THE WEB: castforosalmon.com and fundysalmonrecovery.com

The Collaboration for Atlantic Salmon Tomorrow organization held a Science Forum in Fredericton, New Brunswick, in April and the message from experts was encouraging — they agreed that the CAST Project has great potential to have a positive impact on wild Atlantic salmon populations.

From left, Mike Spierden, Derek Kett, Randy Griffin, and Nicky show their support at the Fundy salmon conservation farm.
**Coke donates wet weather gear to school**

Unst, Shetland, UK – Coke Aquaculture Scotland sponsored wet weather gear for students at Baltasound School in Unst. The wet weather gear allows students at the schools in Unst to participate in a “Daily Mile,” as well as outdoor physical education lessons without worrying about rainy weather. Pictured at far left is Katrine Johnson, Unst Office Manager from Coke Aquaculture Scotland, with teachers and students at Baltasound School.

**Rogers Hometown Hockey visits North Market Seafood**

Saint John, New Brunswick, CANADA – North Market Seafood’s own expert, Liam Freill, was featured on the nationally-broadcast Rogers Hometown Hockey as part of a promotion of Saint John, NB, and the historic Saint John City Market. Hosted by Ron MacLean and Tara Slone, Rogers Hometown Hockey tours Canadian cities and features them as part of the National Hockey League broadcast on Sunday nights through the hockey season. In Saint John, Liam taught Tara about our favourite local seafoods, including how to crack and eat a lobster and how to upgrade your snack. Liam taught Tara about our favourite local seafoods, including how to crack and eat a lobster and how to upgrade your snack.

**AC Covert beach cleanup**

Dartmouth, Nova Scotia, CANADA – Members of our AC Covert team from Dartmouth, Nova Scotia, and their families and friends teamed up with Subway for a beach cleanup in May.

**North Market Seafood helps raise money for food banks**

Saint John, New Brunswick, CANADA – The True North Salmon team was up and at it early on Friday, December 9 for the mayor’s breakfast fundraiser for the CBC Harbour Lights campaign to help food banks. The mayor’s breakfast was held at the North Market Seafood location making a delicious breakfast of eggs, hash browns, toast, sausages, coffee, tea and juice while CBC Information Morning broadcast live from the scene. Pictured from left are Judy Hodkin, Janice McDonald and Liam Freill.

**Newfoundland community pulls together following devastating fires**

Bay d’Espoir, Newfoundland, CANADA – On January 17, 2017, Cooke Aquaculture employees stepped up to support the community of Bay d’Espoir after arson destroyed the elementary side of the area’s Kindergarten to Grade 12 school. The local police station was also damaged. While firefighters were fighting the first two fires, a fire was set at the Milltown Town Hall and Fire Station. The Milltown Lions Club accommodated the firefighters as they battled the three fires. Cooke Aquaculture was on the scene to provide water and snacks for the crews.

The next day, St. Alban’s Recreation offered a free skate at the local arena to help boost the community. Cooke Aquaculture provided hot chocolate, water and soft drinks as well as volunteers to make and serve the drinks.

Bay d’Espoir Academy has reopened in the town’s Community Centre. Cooke Aquaculture donated computers and laptops to the school to help replace technology lost in the fire.

**Cooke donates wet weather gear to school**

Unst, Shetland, UK – Cooke Aquaculture Scotland sponsored wet weather gear for students at Baltasound School in Unst. The wet weather gear allows students at the schools in Unst to participate in a “Daily Mile,” as well as outdoor physical education lessons without worrying about rainy weather. Pictured at far left is Katrine Johnson, Unst Office Manager from Cooke Aquaculture Scotland, with teachers and students at Baltasound School.

**Community**

**North Market Seafood helps raise money for food banks**

Saint John, New Brunswick, CANADA – The True North Salmon team was up and at it early on Friday, December 9 for the mayor’s breakfast fundraiser for the CBC Harbour Lights campaign to help food banks. The mayor’s breakfast was held at the North Market Seafood location making a delicious breakfast of eggs, hash browns, toast, sausages, coffee, tea and juice while CBC Information Morning broadcast live from the scene. Pictured from left are Judy Hodkin, Janice McDonald and Liam Freill.

**Newfoundland community pulls together following devastating fires**

Bay d’Espoir, Newfoundland, CANADA – On January 17, 2017, Cooke Aquaculture employees stepped up to support the community of Bay d’Espoir after arson destroyed the elementary side of the area’s Kindergarten to Grade 12 school. The local police station was also damaged. While firefighters were fighting the first two fires, a fire was set at the Milltown Town Hall and Fire Station. The Milltown Lions Club accommodated the firefighters as they battled the three fires. Cooke Aquaculture was on the scene to provide water and snacks for the crews.

The next day, St. Alban’s Recreation offered a free skate at the local arena to help boost the community. Cooke Aquaculture provided hot chocolate, water and soft drinks as well as volunteers to make and serve the drinks.

Bay d’Espoir Academy has reopened in the town’s Community Centre. Cooke Aquaculture donated computers and laptops to the school to help replace technology lost in the fire.

**Cooke donates wet weather gear to school**

Unst, Shetland, UK – Cooke Aquaculture Scotland sponsored wet weather gear for students at Baltasound School in Unst. The wet weather gear allows students at the schools in Unst to participate in a “Daily Mile,” as well as outdoor physical education lessons without worrying about rainy weather. Pictured at far left is Katrine Johnson, Unst Office Manager from Cooke Aquaculture Scotland, with teachers and students at Baltasound School.

**Rogers Hometown Hockey visits North Market Seafood**

Saint John, New Brunswick, CANADA – North Market Seafood’s own expert, Liam Freill, was featured on the nationally-broadcast Rogers Hometown Hockey as part of a promotion of Saint John, NB, and the historic Saint John City Market. Hosted by Ron MacLean and Tara Slone, Rogers Hometown Hockey tours Canadian cities and features them as part of the National Hockey League broadcast on Sunday nights through the hockey season. In Saint John, Liam taught Tara about our favourite local seafoods, including how to crack and eat a lobster and how to upgrade your snack game with simple, ready-to-eat, smoked or candied salmon. The video clip is online here: http://www.hometownhockey.com/news/my-hometown-must-saint-john-n-b/

**AC Covert beach cleanup**

Dartmouth, Nova Scotia, CANADA – Members of our AC Covert team from Dartmouth, Nova Scotia, and their families and friends teamed up with Subway for a beach cleanup in May.

**North Market Seafood helps raise money for food banks**

Saint John, New Brunswick, CANADA – The True North Salmon team was up and at it early on Friday, December 9 for the mayor’s breakfast fundraiser for the CBC Harbour Lights campaign to help food banks. The mayor’s breakfast was held at the North Market Seafood location making a delicious breakfast of eggs, hash browns, toast, sausages, coffee, tea and juice while CBC Information Morning broadcast live from the scene. Pictured from left are Judy Hodkin, Janice McDonald and Liam Freill.

**Newfoundland community pulls together following devastating fires**

Bay d’Espoir, Newfoundland, CANADA – On January 17, 2017, Cooke Aquaculture employees stepped up to support the community of Bay d’Espoir after arson destroyed the elementary side of the area’s Kindergarten to Grade 12 school. The local police station was also damaged. While firefighters were fighting the first two fires, a fire was set at the Milltown Town Hall and Fire Station. The Milltown Lions Club accommodated the firefighters as they battled the three fires. Cooke Aquaculture was on the scene to provide water and snacks for the crews.

The next day, St. Alban’s Recreation offered a free skate at the local arena to help boost the community. Cooke Aquaculture provided hot chocolate, water and soft drinks as well as volunteers to make and serve the drinks.

Bay d’Espoir Academy has reopened in the town’s Community Centre. Cooke Aquaculture donated computers and laptops to the school to help replace technology lost in the fire.

**Cooke donates wet weather gear to school**

Unst, Shetland, UK – Cooke Aquaculture Scotland sponsored wet weather gear for students at Baltasound School in Unst. The wet weather gear allows students at the schools in Unst to participate in a “Daily Mile,” as well as outdoor physical education lessons without worrying about rainy weather. Pictured at far left is Katrine Johnson, Unst Office Manager from Cooke Aquaculture Scotland, with teachers and students at Baltasound School.

**Rogers Hometown Hockey visits North Market Seafood**

Saint John, New Brunswick, CANADA – North Market Seafood’s own expert, Liam Freill, was featured on the nationally-broadcast Rogers Hometown Hockey as part of a promotion of Saint John, NB, and the historic Saint John City Market. Hosted by Ron MacLean and Tara Slone, Rogers Hometown Hockey tours Canadian cities and features them as part of the National Hockey League broadcast on Sunday nights through the hockey season. In Saint John, Liam taught Tara about our favourite local seafoods, including how to crack and eat a lobster and how to upgrade your snack game with simple, ready-to-eat, smoked or candied salmon. The video clip is online here: http://www.hometownhockey.com/news/my-hometown-must-saint-john-n-b/

**AC Covert beach cleanup**

Dartmouth, Nova Scotia, CANADA – Members of our AC Covert team from Dartmouth, Nova Scotia, and their families and friends teamed up with Subway for a beach cleanup in May.

**North Market Seafood helps raise money for food banks**

Saint John, New Brunswick, CANADA – The True North Salmon team was up and at it early on Friday, December 9 for the mayor’s breakfast fundraiser for the CBC Harbour Lights campaign to help food banks. The mayor’s breakfast was held at the North Market Seafood location making a delicious breakfast of eggs, hash browns, toast, sausages, coffee, tea and juice while CBC Information Morning broadcast live from the scene. Pictured from left are Judy Hodkin, Janice McDonald and Liam Freill.

**Newfoundland community pulls together following devastating fires**

Bay d’Espoir, Newfoundland, CANADA – On January 17, 2017, Cooke Aquaculture employees stepped up to support the community of Bay d’Espoir after arson destroyed the elementary side of the area’s Kindergarten to Grade 12 school. The local police station was also damaged. While firefighters were fighting the first two fires, a fire was set at the Milltown Town Hall and Fire Station. The Milltown Lions Club accommodated the firefighters as they battled the three fires. Cooke Aquaculture was on the scene to provide water and snacks for the crews.

The next day, St. Alban’s Recreation offered a free skate at the local arena to help boost the community. Cooke Aquaculture provided hot chocolate, water and soft drinks as well as volunteers to make and serve the drinks.

Bay d’Espoir Academy has reopened in the town’s Community Centre. Cooke Aquaculture donated computers and laptops to the school to help replace technology lost in the fire.

**Cooke donates wet weather gear to school**

Unst, Shetland, UK – Cooke Aquaculture Scotland sponsored wet weather gear for students at Baltasound School in Unst. The wet weather gear allows students at the schools in Unst to participate in a “Daily Mile,” as well as outdoor physical education lessons without worrying about rainy weather. Pictured at far left is Katrine Johnson, Unst Office Manager from Cooke Aquaculture Scotland, with teachers and students at Baltasound School.

**Rogers Hometown Hockey visits North Market Seafood**

Saint John, New Brunswick, CANADA – North Market Seafood’s own expert, Liam Freill, was featured on the nationally-broadcast Rogers Hometown Hockey as part of a promotion of Saint John, NB, and the historic Saint John City Market. Hosted by Ron MacLean and Tara Slone, Rogers Hometown Hockey tours Canadian cities and features them as part of the National Hockey League broadcast on Sunday nights through the hockey season. In Saint John, Liam taught Tara about our favourite local seafoods, including how to crack and eat a lobster and how to upgrade your snack game with simple, ready-to-eat, smoked or candied salmon. The video clip is online here: http://www.hometownhockey.com/news/my-hometown-must-saint-john-n-b/
Scottish salmon a highlight of Shetland Food Fair

Shetland, Scotland, UK – Cooke Aquaculture Scotland was a major sponsor of the Shetland annual Food Fair held in October 2016. The Shetland Food Fair is an annual celebration of Shetland’s finest produce and visitors are able to browse stalls, chat with local food producers, enjoy the samples, and stock up on some of the fantastic food that Shetland has to offer. The food fair was almost double its size this year, as Shetland’s leading seafood organizations became major sponsors for the first time. Scottish Salmon Producers Organization Shetland and Seafood Shetland were headline sponsors of the Food Theatre and, together with the wider seafood industry, were major exhibitors while salmon producer Cooke Aquaculture Scotland was the main supporter of the Saturday program. The Chairman of the Master Chefs of Great Britain (MCGB), George McIvor and current Honorary Vice-President, Bill Bryce, cooked up some of Shetland’s finest seafood and other local produce during the three-day event.

David Sandison, general manager of Scottish Salmon Producers’ Organisation Shetland said: “We were absolutely delighted to welcome George and Bill to this year’s Food Fair. Not only did visitors have the opportunity to pick up some useful cooking tips from the Masters, if they were very lucky, they also got the chance to sample some of the many delights that were served up.

“We often take for granted the quality of the produce on our doorstep and it is useful to rediscover, through the eyes of others, just how fortunate we are to have direct access to food that is coveted by food connoisseurs throughout the world. Shetland’s food and drink industry is at the heart of the economic success of the islands.”

Cooke Aquaculture Scotland, signed-up as sponsor of the Food Fair.

Colin Blair, Managing Director, said: “As a company at the forefront of high quality salmon production in the northern-most farming region in the UK, we wanted to contribute actively to this important event for Shetland. The Shetland Food Fair plays a vital role in the promotion of all that’s great about Shetland food and drink – and, most importantly, the companies behind the products.”

Visitors saw an industry exhibition and film, seafood cookery demonstrations and a fish shop - selling the very best local fish and shellfish. A range of newly-produced recipe leaflets, featuring well-known local chefs and food enthusiasts, was available for fairgoers to help them to create their own tasty fish supper.

Coke supports Junior Achievement

Saint John, New Brunswick, CANADA – Nell Halse presents the Junior Achievement Challenge Award for Cooke Aquaculture to Julia Doucette, a first-year JA Achiever. Cooke Aquaculture was pleased to present the JA Challenge Award at the 2017 annual dinner in Saint John, New Brunswick in March. The award was presented to a first-year Achiever who met the challenge of being new to JA and had a clear impact on her company’s operations. Her mentors said Julia was active in all aspects of leadership, working hard to manage her team and drive sales for her JA company, Seasons United. The annual dinner raised $40,000 for the region’s Junior Achievement program.

True North part of aMAZEing Food Journey at Royal Winter Fair in Toronto

Toronto, Ontario, CANADA – Our True North Seafood was a star attraction at Toronto’s Royal Winter Fair last fall. We partnered with Loblaw, which sponsored the aMAZEing Food Journey to share farming information with visitors. Fair goers of all ages had a chance to learn about products from seed (or egg) to table. A True North photo booth was set up in the harvesting section of the fair where a brand ambassador talked to families about salmon farming. Visitors shared photos on Instagram with the hashtags #EatTrue #RaiseAFoodLover #RAWF16. The Royal Winter Fair is the world’s largest combined indoor agricultural fair and international equestrian competition.

Coke sponsors Yell Badminton Tournament

Yell, Shetland, Scotland, UK – Cooke Aquaculture Scotland sponsored the doubles event at the Yell Badminton Tournament in February 2017. In addition, Cooke provided the beautiful performance trophies, which this year were won by Mark Mackay and Joanne Pottinger. Michelle Johnson, Technical Manager, far right, presented the Doubles trophies on behalf of Cooke Aquaculture Scotland.

True North Salmon celebrates at Blueberry Festival

St. George, New Brunswick, CANADA – True North Salmon samples were popular at the Wild Blueberry Festival in August. Representing the team are Shannon Blackmore, Kathy Theriault and Kathy’s son, Gabe VanTassel.

Community

Petersburg, Alaska, USA – Our team in Petersburg once again held a community brunch to raise funds to help the Petersburg Volunteer Fire Department. The event was held in March and it was the 18th year for it. This year, $2,000 was raised, bringing the 18-year total to $30,000.

The brunch was held at the Petersburg Fisheries Cookhouse and included eggs, bacon, sausage, pancakes, French toast, hash browns, yogurt, fruit, corned beef hash, coffee and juice. Head Cook Hyo Kim and her assistant Rosa Figueroa did the set-up, prepared and served the entire meal.

Our Safety Manager Rexanne Stafford (who is also an EMT with our local volunteer fire department) helped by taking money at the door.

The event brochure reads: “This is our way to show our appreciation, support and to say thank you to the members of the Petersburg Volunteer Fire Department and related groups.”

In addition to raising funds, the brunch is a big thank you to the community’s volunteer Fire, EMS and Search and Rescue members. There is no charge for them and their immediate family household.

This annual event is looked forward to every year by the department and the community.

Shetland Food and Drink Lecture Hall

David Sandison, general manager of Scottish Salmon Producers’ Organisation Shetland, with David Brown, Shetland Seafoods Managing Director with Cooke Aquaculture Scotland.
Cooperative teams participate in Winterlude activities.

**Sponsorship of Orkney Island Games Association**

Orkney, Scotland, UK – The Orkney Island Games Association received a welcome cash boost when Cooke Aquaculture Scotland donated £10,000. The funds were donated for the OIGA’s participation in the Island Games in Gotland, Sweden. The contribution helped towards the cost of travel, team kit, and accommodation. This represents Cooke Aquaculture Scotland’s largest single donation so far, and is in line with Cooke’s policy of continuing to give back to the local community.

**Newfoundland communities celebrate Winterlude**

St. Alban’s, Newfoundland, Canada – In February, the St. Alban’s Lion Club, with help from the town’s Recreation and Fire Department, hosted the 2017 Winterlude to celebrate the cold and snowy season. This event was again sponsored by Cooke Aquaculture which reinforces the company’s commitment to our families and towns all along the South Coast of Newfoundland. The event included free skating at the arena, a fire and fireworks with hot chocolate and a wiener roast. The Lions Club added a day of playing parent/child darts this year, which was enjoyed by all who participated.

**Help for a fellow employee**

St. George, New Brunswick, Canada – A barbecue was held at our Shoreland Transport office in St. George in August 2016 to raise funds for a friend and fellow employee, Jaret Wernworth, who has a serious illness within his immediate family. Donations were accepted for hot dogs, burgers and salmon and the event raised $931 to help with costs such as meals and travel associated with medical treatments. Pictured are the chefs Stacie McGraw, Jill Ivustasim and Steve Taylor.

**Cooke donates firewood to power outage victims**

Bathurst, New Brunswick, Canada – Cooke Aquaculture donated six cords of firewood to Bathurst and Acadian Peninsula (New Brunswick) residents. Cooke donates firewood to power outage victims

**Cooke contributes to childcare charity**

Cairn Dow, Scotland, UK – A very enthusiastic group of children are pictured here, thanking Cooke Aquaculture Scotland for donating to the Cairn Dow Community Childcare Project with their own handmaden banner. Situated on the shores of Loch Fyne, Argyll & Bute, the project is a rural charity that provides much needed childcare provision for working families in the area. Cooke’s contribution will go towards improving and maintaining the existing facilities which will directly benefit the children who attend.

**Epic trek raises funds for Alzheimers**

Cumbria, Scotland, UK – Pete Shenton, an accounting team member in Cumbria, completed a 37-kilometre (23-mile) Charity Trek along Hadrian’s Wall, also known as the Roman Wall, in August for the Alzheimer’s Association.

Along with his son, Mark, and his friend, Stewart, they completed the challenge in 9.5 hours. Pete said they were encouraged along the way by a “Cohort” of Romans carrying very sharp spears, which resulted in a somewhat quicker pace than they would have otherwise achieved.

Pete said he was grateful for the donation from Cooke Aquaculture which helped them to achieve a total sponsorship of £1000 and the charity has attained £75,000 so far from the event.

**Cooke in the fast lane**

Saint John, New Brunswick, Canada – Cooke Aquaculture teamed up with Fundy Shores School in Dipper Harbour, New Brunswick, Canada by once again sponsoring a car in a Soap Box Derby. Pictured are students with Fundy Shores School in Dipper Harbour, New Brunswick, Canada by with the 2016 Cooke car. The 2017 event was held on May 27. This year’s Derby raised money for recreational and educational experiences in Saint John’s Rockwood Park for students from St. Stephen to Sussex attending schools in Anglophone School District – South.

**Coast of Newfoundland. The event included free skating at the arena, a fire and fireworks with hot chocolate and a wiener roast. The Lions Club added a day of playing parent/child darts this year, which was enjoyed by all who participated.**

**Help for a fellow employee**

St. George, New Brunswick, Canada – A barbecue was held at our Shoreland Transport office in St. George in August 2016 to raise funds for a friend and fellow employee, Jaret Wernworth, who has a serious illness within his immediate family. Donations were accepted for hot dogs, burgers and salmon and the event raised $931 to help with costs such as meals and travel associated with medical treatments. Pictured are the chefs Stacie McGraw, Jill Ivustasim and Steve Taylor.

**Orkney swimmers**

Edinburgh, Scotland, UK – Together with coach Ben Delaney, five Orkney swimmers travelled to Edinburgh for the Scottish National Short Course Swimming Championships. Angus and Molly Blance, Mia McAllister and Eikise Schofield joined over 770 swimmers representing 90 clubs from across Scotland, the UK, Ireland, Belgium and Denmark at the Royal Commonwealth Pool for a meet that is widely regarded as the premier short course event in the UK.

Seeded mostly in the slower heats in the afternoon sessions each day, the Orkney contingent nevertheless showed that the hard work and dedication put into their rigorous training schedule over the past season is paying dividends, with five swimmers qualifying for the Nationals this year, and bringing home a great set of results. Several personal best times were posted and five Orkney records were set.

**Epic trek raises funds for Alzheimers**

Cumbria, Scotland, UK – Pete Shenton, an accounting team member in Cumbria, completed a 37-kilometre (23-mile) Charity Trek along Hadrian’s Wall, also known as the Roman Wall, in August for the Alzheimer’s Association.

Along with his son, Mark, and his friend, Stewart, they completed the challenge in 9.5 hours. Pete said they were encouraged along the way by a “Cohort” of Romans carrying very sharp spears, which resulted in a somewhat quicker pace than they would have otherwise achieved.

Pete said he was grateful for the donation from Cooke Aquaculture which helped them to achieve a total sponsorship of £1000 and the charity has attained £75,000 so far from the event.

**Cooke in the fast lane**

Saint John, New Brunswick, Canada – Cooke Aquaculture teamed up with Fundy Shores School in Dipper Harbour, New Brunswick, Canada by once again sponsoring a car in a Soap Box Derby. Pictured are students with Fundy Shores School in Dipper Harbour, New Brunswick, Canada by with the 2016 Cooke car. The 2017 event was held on May 27. This year’s Derby raised money for recreational and educational experiences in Saint John’s Rockwood Park for students from St. Stephen to Sussex attending schools in Anglophone School District – South.
Shetland, Scotland, UK – The 2016 Cooke International Fishing Competition, held in June, is a pre-cursor to the Simmer Dim Charity Fly Fishing Competition. Sadly, expectations of a warm summer's night were short lived with the arrival of a northerly gale and heavy showers. The conditions were severe enough to confine the evening's activities to bank fishing only. Our entrants bravely soldiered on in terrible conditions and the winning “bag” reflected this. Hot soup and sandwiches were provided at the weigh in by Josie McMillan, and this was much appreciated by the cold, wet and tired contestants on their return.

The winning team consisting of Andy Young (Furnace), Robert Wilson (Furnace), Scott Sandison (Shetland), and Douglas Low (EWOS) (Furnace), Robert Wilson (Furnace), Scott Sandison (Shetland) and Douglas Low (EWOS), consisting of Cameron Ferguson, Andrew Third prize went to the Cooke Seawater team consisting of Steve Palmer, Stephen Leask, and this was much appreciated by the cold, wet and tired contestants on their return. The winning team consisting of Andy Young (Furnace), Robert Wilson (Furnace), Scott Sandison (Shetland), and Douglas Low (EWOS) (Furnace), Robert Wilson (Furnace), Scott Sandison (Shetland) and Douglas Low (EWOS), consisting of Cameron Ferguson, Andrew

15th Annual Simmer Dim event attracts 31 competitors for all-night fish-off

It was a welcome relief to have good weather for the annual Simmer Dim charity fly fishing competition. Thirty-one anglers from Canada, Spain, USA, Norway, Scotland and England took part in this popular and prestigious event which raises funds for Shetland charities. Many of the anglers already knew each other from previous years and the many different nationalities gave this competition a truly international feel.

All the competitors met at the Balta Sound Hotel and Stephen Springer, owner of the hotel, assisted Davie McMillan and drew the pairs (each visitor was paired with a local angler). A safety briefing followed and the competitors set off for an 8 p.m. start. Conditions were excellent with a fine night and a light Northerly breeze. It soon became apparent that the competitors were catching fish in the better conditions, and the news that Regis Philippe, from Culmárex in Spain, had caught a magnificent brown trout of 9 lb 8 ½ ounces spread like wildfire among the competitors. There were many big fish lost that day, but Regis’ dedication and practice on the Loch paid off with this well-deserved specimen.

The weigh in took place at 8 a.m. and a total of 77 fish were caught. After the weigh in, all of the anglers filed into the hotel for a well-deserved breakfast and to await the results. Davie McMillan thanked all of the sponsors and everyone involved in the competition for making the event so very special while Steven Springer presented the trophies. A very pleasant surprise came when Jake Elliott, VP Freshwater Operations for Cooke, interrupted proceedings to announce that CEO Glenn Cooke had given instructions to make up the total to an incredible £10,000.

Worthy beneficiaries for the sponsorship and donations, were Macmillan Nurses Shetland, Clan House Cancer Hospital Shetland, and Cancer Shetland. Spectral thanks to Josie McMillan and Inga Thompson for their brilliant work on the weigh in and administration and of course to all those who donated. This was a fantastic event all round. 15th ANNUAL SIMMER DIM RESULTS

Winning pairs: 1st Bobby Irvine and Andrew Thomson with 14 lb 6 ¾ oz
2nd Colin McLeish and Chris Webb with 7 lb 12 ¾ oz
3rd Davie McMillan & Jake Elliot with 6 lb 4 ¾ oz

Heaviest Individual Basket: Bobby Irvine with 12 lb 4 ¾ oz

Winner of Lindsay Thomson Memorial Trophy for heaviest fish: Regis Philippe with 9 lb 9 ¾ oz

Did you know?

Because it’s so far north, from mid-May to mid-July, Shetland enjoys the ‘simmer dim’ summer twilight when the sun only dips below the northern horizon for a few hours. In fine weather this can bring the islands almost 19 hours of sunshine a day (just pay for these Scandinavian white nights in mid-winter when, by contrast, there are fewer than six hours of daylight). – Source: Shetland.org

Cooke 2016 International Fishing Competition

Shetland charities benefit from international fly fishing competition

Because it’s so far north, from mid-May to mid-July, Shetland enjoys the ‘simmer dim’ summer twilight when the sun only dips below the northern horizon for a few hours. In fine weather this can bring the islands almost 19 hours of sunshine a day (just pay for these Scandinavian white nights in mid-winter when, by contrast, there are fewer than six hours of daylight). – Source: Shetland.org

The 15th annual Simmer Dim charity fly fishing competition attracted 31 anglers and raised £10,000 for Macmillan Nurses Shetland, Clan House Cancer Hospital Shetland and Cancer Shetland.

The 15th annual Simmer Dim charity fly fishing competition attracted 31 anglers and raised £10,000 for Macmillan Nurses Shetland, Clan House Cancer Hospital Shetland and Cancer Shetland.


Jake Elliott, left, VP Freshwater, and David McMillan, Quoys Area Manager, toasted third place. A pounds 77 ounces.

David McMillan, left, VP Freshwater Site Manager, and Regis Philippe with Regis’s prize winning brown trout. A pounds 77 ounces.
Canada’s Best Managed Companies Awards in Toronto in April. Len Stewart, Chuck Brown, Peter Groom and Peter Buck attend the and MacKay CEO Forums.

Canadian Business, Smith School of Business Program sponsors are Deloitte, CIBC, and a relentless focus on innovation.

fearless leadership, a culture of teamwork Companies apart are qualities such as recognizing excellence in private Canadian-owned companies. Each year, hundreds of entrepreneurial companies undergo a rigorous application process, but only the best are awarded with this prestigious designation.

The awards measure more than financial performance and recognize the efforts of the entire organization. What sets Best Managed Companies apart are qualities such as fearless leadership, a culture of teamwork and a relentless focus on innovation.

Program sponsors are Deloitte, CIBC, Canadian Business, Smith School of Business and MacKay CEO Forums.

Cooke maintains Platinum Member status as one of Canada’s Best Managed Companies

Toronto, Ontario, CANADA – Cooke Aquaculture is in a special class as one of Canada’s Best Managed Companies – a designation first earned in 2006 and maintained each year since. In 2017, Cooke realigned as a Platinum Member in the program – a designation reserved for companies who have maintained Best Managed status for at least seven years. Canada’s Best Managed Companies is Canada’s leading business awards program, recognizing excellence in private Canadian-owned companies. Each year, hundreds of entrepreneurial companies undergo a rigorous application process, but only the best are awarded with this prestigious designation.

The awards measure more than financial performance and recognize the efforts of the entire organization. What sets Best Managed Companies apart are qualities such as fearless leadership, a culture of teamwork and a relentless focus on innovation.

Program sponsors are Deloitte, CIBC, Canadian Business, Smith School of Business and MacKay CEO Forums.

Welsh Cove farm crew earns major Cooke Aquaculture award

Maces Bay, New Brunswick, CANADA – The team from Cooke Aquaculture salmon farm at Welch Cove, Maces Bay, has earned the company’s highest honour for farming in Eastern North America, the Platinum Scale Award. The manager and crew there earned praise for raising its 2014 year-class fish from smolts to some of the largest salmon at harvest with an excellent feed conversion ratio and low mortality rate.

The winning crew members are: Arnold Doucette, Trevor Greene, John Richardson, Richard McRae, Doug Perry, Matthew Haddon and Charles Sutherland. “These guys rose to the occasion and did an awesome job and we’re going to honour them here tonight,” said Michael Szemerda, VP Saltwater Operations with Cooke, as he presented the award. In addition to having their names added to the Platinum Scale Trophy, the winners received personalized jackets and gift cards.

Pictured from left are: VP Saltwater Michael Szemerda, Welch Cove Site Manager Arnold Doucette, Area Manager, Dwayne Richardson, Lead Hand Charles Sutherland and VP Research and Development, Feed and Nutrition, Dr. Keng Pae Ang.

Cooke Aquaculture Scotland apprentice earns award

Shetland, Scotland, UK – Sam Spence, a farm worker and Modern Apprentice from Cooke Aquaculture Scotland, is the winner of the NAFC (North Atlantic Fisheries College) Most Outstanding Scottish Vocational Qualification (SVQ) Aquaculture Level 3 Student Award. Sam, who lives and works on Unst, Shetland was first recruited to the industry by Cooke Aquaculture Scotland in 2013. He successfully completed SVQ Level 2 prior to achieving SVQ 3 where he has excelled in areas of practical skills and written theory.

Careers in salmon farming have transformed in recent years to adapt to the sophisticated technological innovations in which the industry invests. There are many more learning opportunities and professional careers for employees than ever before, helping to make salmon farming a very attractive industry to work in.

The award was introduced by Scottish Salmon Producers Organization (SSPO) Shetland last year to recognize the achievements of the students and to mark the role aquaculture plays in rural communities. There are 431 people working in salmon farming in Shetland alone.

David Sandison, General Manager for SSPO Shetland said: “The judges had tough decisions to make choosing between the enthusiastic students who are all producing very good quality work but Sam pipped his peers to the post on this occasion thanks to his excellent written work and exceptional practical skills. I’d personally like to congratulate Sam on a job well done!”

Cooke has some powerful communications tools but they aren’t much good if you keep forgetting your dial-in numbers and passwords. You know the feeling – you want to set up a conference call with colleagues and you have to try to remember which pile of papers or computer folders contain the details. Eric has the solution:

Put all your conference call details into an e-mail signature

Boom – problem solved. For example, from Cooke IP phones, we have access to Cisco Collaboration Meeting Room technology that is capable of bringing us together from across town or around the world. Don’t save the call-in info in some easily forgotten folder. Create an e-mail signature with all the details – just like this:

Internal callers
FROM YOUR CISCO IP PHONE: Dial 8884112 and enter the security PIN (Your PIN is the last four digits of your IP phone number) when prompted.

External callers
Dial 506-755-1425. When prompted for the conference ID, enter 8884112 and then the security PIN

Welcome to LIFE HACKS – a new feature of our newsletter featuring ideas from YOU that can help make all of our lives a little easier.

We’re looking for your LIFE HACKS for upcoming issues. If you have any hints, tips or tricks to help us win at life, let us know – especially if they relate directly to your workplace. Send your LIFE HACKS to chuck.brown@cookeaqua.com

Now, on to our first LIFE HACK, courtesy of ERIC SABEAN, our IT team’s Sharepoint Developer.

NEVER LOSE YOUR CONFERENCE CALL DETAILS!

Cooke Aquaculture Scotland apprentice earns award

Shetland, Scotland, UK – Sam Spence, a farm worker and Modern Apprentice from Cooke Aquaculture Scotland, is the winner of the NAFC (North Atlantic Fisheries College) Most Outstanding Scottish Vocational Qualification (SVQ) Aquaculture Level 3 Student Award. Sam, who lives and works on Unst, Shetland was first recruited to the industry by Cooke Aquaculture Scotland in 2013. He successfully completed SVQ Level 2 prior to achieving SVQ 3 where he has excelled in areas of practical skills and written theory.

Careers in salmon farming have transformed in recent years to adapt to the sophisticated technological innovations in which the industry invests. There are many more learning opportunities and professional careers for employees than ever before, helping to make salmon farming a very attractive industry to work in.

The award was introduced by Scottish Salmon Producers Organization (SSPO) Shetland last year to recognize the achievements of the students and to mark the role aquaculture plays in rural communities. There are 431 people working in salmon farming in Shetland alone.

David Sandison, General Manager for SSPO Shetland said: “The judges had tough decisions to make choosing between the enthusiastic students who are all producing very good quality work but Sam pipped his peers to the post on this occasion thanks to his excellent written work and exceptional practical skills. I’d personally like to congratulate Sam on a job well done!”

Cooke has some powerful communications tools but they aren’t much good if you keep forgetting your dial-in numbers and passwords. You know the feeling – you want to set up a conference call with colleagues and you have to try to remember which pile of papers or computer folders contain the details. Eric has the solution:

Put all your conference call details into an e-mail signature

Boom – problem solved. For example, from Cooke IP phones, we have access to Cisco Collaboration Meeting Room technology that is capable of bringing us together from across town or around the world. Don’t save the call-in info in some easily forgotten folder. Create an e-mail signature with all the details – just like this:

Internal callers
FROM YOUR CISCO IP PHONE: Dial 8884112 and enter the security PIN (Your PIN is the last four digits of your IP phone number) when prompted.

External callers
Dial 506-755-1425. When prompted for the conference ID, enter 8884112 and then the security PIN

Welcome to LIFE HACKS – a new feature of our newsletter featuring ideas from YOU that can help make all of our lives a little easier.

We’re looking for your LIFE HACKS for upcoming issues. If you have any hints, tips or tricks to help us win at life, let us know – especially if they relate directly to your workplace. Send your LIFE HACKS to chuck.brown@cookeaqua.com

Now, on to our first LIFE HACK, courtesy of ERIC SABEAN, our IT team’s Sharepoint Developer.

NEVER LOSE YOUR CONFERENCE CALL DETAILS!

Cooke has some powerful communications tools but they aren’t much good if you keep forgetting your dial-in numbers and passwords. You know the feeling – you want to set up a conference call with colleagues and you have to try to remember which pile of papers or computer folders contain the details. Eric has the solution:

Put all your conference call details into an e-mail signature

Boom – problem solved. For example, from Cooke IP phones, we have access to Cisco Collaboration Meeting Room technology that is capable of bringing us together from across town or around the world. Don’t save the call-in info in some easily forgotten folder. Create an e-mail signature with all the details – just like this:

Internal callers
FROM YOUR CISCO IP PHONE: Dial 8884112 and enter the security PIN (Your PIN is the last four digits of your IP phone number) when prompted.

External callers
Dial 506-755-1425. When prompted for the conference ID, enter 8884112 and then the security PIN

Welcome to LIFE HACKS – a new feature of our newsletter featuring ideas from YOU that can help make all of our lives a little easier.

We’re looking for your LIFE HACKS for upcoming issues. If you have any hints, tips or tricks to help us win at life, let us know – especially if they relate directly to your workplace. Send your LIFE HACKS to chuck.brown@cookeaqua.com

Now, on to our first LIFE HACK, courtesy of ERIC SABEAN, our IT team’s Sharepoint Developer.

NEVER LOSE YOUR CONFERENCE CALL DETAILS!

Cooke has some powerful communications tools but they aren’t much good if you keep forgetting your dial-in numbers and passwords. You know the feeling – you want to set up a conference call with colleagues and you have to try to remember which pile of papers or computer folders contain the details. Eric has the solution:

Put all your conference call details into an e-mail signature

Boom – problem solved. For example, from Cooke IP phones, we have access to Cisco Collaboration Meeting Room technology that is capable of bringing us together from across town or around the world. Don’t save the call-in info in some easily forgotten folder. Create an e-mail signature with all the details – just like this:

Internal callers
FROM YOUR CISCO IP PHONE: Dial 8884112 and enter the security PIN (Your PIN is the last four digits of your IP phone number) when prompted.

External callers
Dial 506-755-1425. When prompted for the conference ID, enter 8884112 and then the security PIN

Welcome to LIFE HACKS – a new feature of our newsletter featuring ideas from YOU that can help make all of our lives a little easier.

We’re looking for your LIFE HACKS for upcoming issues. If you have any hints, tips or tricks to help us win at life, let us know – especially if they relate directly to your workplace. Send your LIFE HACKS to chuck.brown@cookeaqua.com

Now, on to our first LIFE HACK, courtesy of ERIC SABEAN, our IT team’s Sharepoint Developer.

NEVER LOSE YOUR CONFERENCE CALL DETAILS!

Cooke has some powerful communications tools but they aren’t much good if you keep forgetting your dial-in numbers and passwords. You know the feeling – you want to set up a conference call with colleagues and you have to try to remember which pile of papers or computer folders contain the details. Eric has the solution:
Photo Contest

**FIRST PRIZE : USA**
Douglas Impagliazzo
Great colour, love the symmetry.

**FIRST PRIZE : EUROPE**
Ola Wands (Scotland)
Wonderful reflection, love the color and contrast with the brighter sky area and the darker areas with the boats.

**FIRST PRIZE : SOUTH AMERICA**
Tejo Jara
Great contrast with the dark skies, love the silhouette of the landscape.

**FIRST PRIZE : CANADA**
Darryl Hunt
Beautiful sunset. Great use of the Rule of Thirds.

**Honourable Mentions**

5. Edgardo Sandoval (Chile)
6. Steve Raab (Alaska, USA)
7. Miquel Sastre Morro (Spain)
8. Dan Abbott (New Brunswick, Canada)
9. Daniel Meyer (Uruguay)
10. Allison Buchanan (New Brunswick, Canada)
11. Malcolm Pine (Wanchese, USA)

**About the judge**
Noel Chenier is an award winning photographer and full time photography instructor based in Saint John, New Brunswick, Canada. All winners and honourable mentions will receive a promo code for his Learn Photo365 app, available for both iOS and Android. More info on the app, along with more photo tips and info, can be found at www.learnphoto365.com
Introducing the ultimate seafood comfort food: Rick Moonen’s Cioppino Fra Diavolo. A simple recipe that is sure to impress.

**INGREDIENTS**

- 24 Little neck clams
- 6 oz. Alaska halibut filet, cut into 1-inch cubes
- 6 oz. Atlantic salmon filet, cut into 1-inch cubes
- 12 oz. East Coast shrimp, peeled with tail-on
- ½ c. Water
- Sea salt and fresh ground pepper to taste
- 1¼ c. White onions, finely diced
- 1/3 c. Garlic, chopped
- 1 tsp. Fresh picked thyme leaves
- 1 tbsp. Dried oregano, crumbled
- 1 tsp. Crushed red chile peppers
- ½ c. Dry white wine
- 1 c. Fresh clam juice
- 26 oz. (1 box) Chopped tomatoes
- ¼ Blanched calamari pasta
- ¼ Fresh parsley, sliced
- ¼ Fresh basil, sliced
- ½ lb. Patagonia red king crab meat

**DIRECTIONS**

1. Rinse clams in cold water. Pre heat saucepan on high heat for 3 minutes.
2. Place the clams in the hot saucepan. Add ½ cup of water, cover saucepan.
3. Steam clams until they begin to open (about 2 to 3 minutes).
4. Remove clams and cool at room temperature.
5. Strain clam liquid into a separate container, remove the clam meat from the shells and store them in the strained clam juice.
6. Season halibut, salmon and shrimp with sea salt and fresh pepper.
7. Preheat large skillet on high heat. Add 4 tbs. of olive oil and the seasoned salmon, halibut and shrimp to the skillet. Sear seafood for about 2 minutes. Place on a plate.
8. In the skillet add 2 tbs. of olive oil, seasoned scallops. Sear the scallops quickly and place on plate.
9. Reduce heat to medium-high. Add onions and remaining olive oil to the skillet. Cook for 2 minutes. Add garlic, thyme, oregano and chile flakes and sauté for 1 minute. Add wine and let simmer for 2 minutes.
10. Add tomatoes and clam juice (reserve clam meat for the end) and season with salt and fresh pepper. Bring to a boil and reduce heat, maintain a simmer for 10 minutes.
11. Bring a large pot of salted water to a boil. Cook the calamari pasta to almost al dente. (Finish cooking the calamari in the sauce).
12. Stir parsley and basil into sauce. Add the seared seafood and juices that have accumulated to the sauce. Add clam meat and crab meat and pasta – give it a toss. Bring to a simmer and distribute into pasta bowls. Enjoy!