



Fisheries Council
of Canada

Conseil Canadien
des Pêches

2025 Annual Conference

Accessing Global Markets
in Turbulent Waters

October 1-2
Fairmont Chateau Laurier
Ottawa, ON





25 years of caring for our oceans.

At Ocean Choice, our future depends on the health of our oceans.
For 25 years, sustainability has been at the core of everything we do.

From working alongside harvesters, communities, and regulators, to investing in world-class science and innovation – we are committed to protecting fish stocks and ensuring our fisheries remain strong for generations to come.

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for families, for communities and for the future we all share.

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Message from the President

Welcome to the 2025 Fisheries Council of Canada Annual Conference!

It's an honour to welcome you to this year's conference at the historic Fairmont Château Laurier – and my first as President of the Fisheries Council of Canada.

Our theme this year, “Accessing International Markets,” couldn't be more timely. The Canadian seafood industry is deeply connected to the global economy, and as tariffs shift and trade dynamics evolve, our ability to remain competitive on the world stage is being tested like never before.

FCC and its members are committed to navigating this complexity head-on. Whether it's addressing emerging trade barriers, identifying new market opportunities, or advocating for regulatory stability, our focus remains clear: to ensure Canadian seafood remains a trusted and sought-after product worldwide.

We have every reason to be confident. FCC members are global leaders in sustainable seafood production. Their commitment to responsible harvesting, science-based management, and continuous innovation has earned international recognition – and is a competitive advantage we're proud to showcase. In a world where buyers and consumers are demanding more accountability and transparency, our members are leaders in this space.

We also begin this chapter alongside a new federal government, and FCC is already working to build productive, forward-looking partnerships that will support export growth, investment, and long-term sector resilience. Our message is simple: Canadian seafood is world-class, and with the right conditions, we can do even more.

This year's agenda reflects both the urgency and the opportunity of the moment. From global market insights and trade policy updates, to proactive communications and emerging innovations, we've built a program designed to inform, inspire, and spark real solutions.

To our generous sponsors, to our speakers, to the dedicated FCC team who work tirelessly behind the scene, and to all of you joining us here – thank you. Your support and participation make this conference a powerful space for collaboration, leadership, and progress.

Let's make it the best one yet.

Best regards,

Jason McLinton
President
Fisheries Council of Canada



Agenda

Wednesday, October 1, 2025

6:00 pm – 9:00 pm

Adam Room

“Celebrating Canadian Seafood” Welcoming Reception

- Guest speaker – The Honourable Joanne Thompson, Minister of Fisheries

Brought to you by Ocean Choice International – Celebrating 25 years!

Thursday, October 2, 2025

7:30 am & throughout the day

Laurier Room Foyer
& Adam Corridor

Registration

- *Registration desk brought to you Whitecap International Seafood Exporters*
- *Lanyards brought to you by Maritime Paper Products Ltd*
- *Wifi brought to you by Nova Scotia, Department of Fisheries and Aquaculture*
- *Badges brought to you by High Liner Foods*

Trade Booths

- *JBT Marel*
- *Niva Inc.*

8:00 am – 9:30 am

Laurier Room

Breakfast

Welcoming Remarks (8:00 am – 8:20 am)

- Jason McLinton, FCC President

Markets Overview (8:30 am – 9:30 am)

- John Sackton, President, Seafood Datasearch

Brought to you by Farm Credit Canada

9:30 am – 9:50 am

Adam Corridor

Break

All breaks brought to you by McInnes Cooper



Agenda (Cont.)

Thursday, October 2, 2025 (Cont.)

9:50 am – 10:00 am Adam Room	Opening Remarks Alberto Wareham, FCC Chair 2024-2025 and President & CEO, Icewater Seafoods Inc.
10:00 am – 11:10 am Adam Room	Morning Keynote: What's Next in China, the US, EU and the World, and How Canada's Fisheries Can Adapt and Thrive Dominic Barton - Former Ambassador of Canada to the People's Republic of China <i>Brought to you by High Liner Foods</i>
11:10 am – 11:30 am Adam Corridor	Break
11:30 am – 11:45 am Adam Room	Morning Spotlight: Putting Regulatory Catch Data to New Use with AI Baldur S. Blöndal, Chief Operating Officer, Greenfish
11:45 am – 12:15 pm Adam Room	Keynote: Emerging Trends in Seafood Processing Nils Raby, CEO, BAADER
12:15 pm – 1:40 pm Laurier Room	Lunch With Geoduck Velouté with Saffron and Fennel <i>Brought to you by Underwater Harvesters Association</i> Luncheon Keynote: Canada, the Indo-Pacific, and a Shifting Geopolitical Order (12:30 pm – 1:25 pm) Jeff Mahon, Director, International Business and Geopolitical Advisory at StrategyCorp Inc. <i>Brought to you by Niva Inc.</i>
1:40 pm – 2:00 pm Adam Corridor	Break



Agenda (Cont.)

Thursday, October 2, 2025 (Cont.)

2:00 pm – 3:10 pm

Adam Room

Afternoon Panel: Perspectives on the Current Global Trade Landscape, and What it Means for Canadian Fisheries

- Ian Burney, Paradigm Capital & Former Ambassador of Canada to Japan
- H.E. Hlynur Guðjónsson, Ambassador of Iceland to Canada
- Steve Verheul, Principal with GT & Company Executive Advisors and former Chief Trade Negotiator for CUSMA and CETA
- Weldon Epp, Assistant Deputy Minister (Indo-Pacific), Global Affairs Canada

Moderator: Carey Bonnell, Vice President, Sustainability & Engagement, Ocean Choice International

3:10 pm – 3:30 pm

Adam Corridor

Break

3:30 pm – 3:45 pm

Adam Room

Afternoon Spotlight – When Markets Change: Compliance as a Strategic Advantage

- Adalheidur Hreinsdóttir, CEO & Founder, LearnCove

3:45 pm – 4:55 pm

Adam Room

Closing Panel: Telling Industry’s Story

- Dr. Sylvain Charlebois, Professor, Food Distribution and Policy, Faculty of Management, School for Resource and Environmental Studies, Senior Director, Agri-Food Analytics Lab, Dalhousie University
- Ashley Kanary, Director of Global Agri-food, Export Development Canada
- Lauren Martin, Senior Director Public Affairs and Corporate Counsel, Canadian Meat Council
- Christine Penney, Vice President Sustainability and Public Affairs, Clearwater Seafoods LP

Moderator: Lisa Wallenda Picard, President & CEO, National Fisheries Institute

Brought to you by Baytek



Agenda (Cont.)

Thursday, October 2, 2025 (Cont.)

4:55 pm – 5:15 pm Adam Room	Closing Remarks Colin McMillan, FCC Chair 2025-26 and Vice President, Corporate Affairs, Canfisco Group
5:15 pm – 6:00 pm On own	Break
6:00 pm – 9:00 pm Laurier Room	Closing Reception With jazz music by Peter Woods and Kyle Jordan <i>Brought to you by Clearwater Seafoods LP</i>
7:00 pm – 9:00 pm Laurier Room	Closing Dinner With cedar smoked sockeye salmon <i>Brought to you by Canfisco Group</i>



2025 Speakers

Welcoming Remarks



Jason McLinton

Jason has over 25 years of experience in government and government relations in Canada's food sector. He came to FCC from Innovation, Science, and Economic Development Canada where he was senior project leader with the Grocery Task Force and Office of Consumer Affairs. Previous to this, he was the Retail Council of Canada's Vice President of Grocery and Regulatory Affairs, and he also spent time as a regulator with Health Canada and Fisheries and Oceans Canada. His areas of expertise include government relations and advocacy, public relations and communications, government policy, legislative and regulatory affairs, and establishing effective partnerships with officials, NGOs and other industry groups.

Markets Overview



John Sackton

John Sackton is the Founder of SeafoodNews.com, and President of Seafood Datasearch. He has been in the seafood industry for more than 45 years. During his 20 years as publisher of SeafoodNews he wrote daily news stories and market analysis on crab, lobster, shrimp, cod, pollock, salmon and other products. He has worked with both harvesters and processors on market outlooks in Alaska, Newfoundland, Maritime Canada, and the US West Coast. He has been giving an annual overview of US seafood markets to the FCC for more than fifteen years. He retired as Editor of SeafoodNews in 2019 but has continued writing his monthly opinion and commentary column: The Winding Glass.

John Sackton will give his annual review of the US Seafood Market, with emphasis on major products important to Canadian Exporters. He will discuss current developments in US seafood demand, consumer behavior, and trade and tariff issues affecting seafood from a Canadian perspective.



2025 Speakers (Cont.)

Opening Remarks from FCC's Chair



Alberto Wareham

Alberto Wareham is a leader in the seafood industry in Newfoundland and Labrador, and across Canada, carrying forward a seven-generation family legacy as President and CEO of Icwaters Seafoods. Under his leadership, the family-owned business based in Arnold's Cove, NL has prioritized sustainability, quality, and community prosperity. He has invested in state-of-the-art processing to enhance efficiency and quality, attracting and retaining premium global customers through the ups and downs of the cod industry.

Icwaters's world-class facility is the only plant in North America focused on year-round North Atlantic cod production and one of only 6 in the world approved to sell to UK-based multinational retailer Marks & Spencer. The plant has been in operation since 1979 despite the moratorium in 1992 and its 225 employees work nearly year-round. In 2025, the plant proudly processed 100% Canadian cod.

Alberto is a recipient of the King Charles III Coronation Medal, specifically for his role as a strong advocate for responsible fisheries management and for his unwavering commitment as a principled and ethical business leader.

Alberto has Bachelor of Commerce Co-op Honours degree from Memorial University. He has worked in the fishery since 1992 and he joined the family business in 2007. He is the current Chair of the Fisheries Council of Canada, Vice-Chair of the Association of Seafood Producers and Chair of the Canadian Centre for Fisheries Innovation.

2025 Speakers (Cont.)

What's Next in China, the US, EU and the World, and How Canada's Fisheries Can Adapt and Thrive



Dominic Barton

Dominic is Chair of Rio Tinto and the Chair of LeapFrog Investments, an impact-investment firm focused on emerging markets. He is also a Senior advisor and partner at Radical Ventures a leading AI investment firm. Dominic completed his role as the Ambassador of Canada to the People's Republic of China in 2021, appointed by the Right Honourable Prime Minister Justin Trudeau in 2019. He was a Senior Partner at McKinsey & Company and served as Global Managing Partner for 3 terms from 2009 to 2018.

Dominic recently concluded his tenure as the Chancellor of the University of Waterloo. Dominic was previously Chair of Teck Resources, from 2018 to 2019, and, in 2019, served as a Non-Executive Director at Singtel. Dominic brings a wealth of global business experience, as well as a deep insight of geopolitics, corporate sustainability, and governance.

Putting Regulatory Catch Data to New Use with AI



Baldur S. Blöndal

Baldur is the Chairman and Chief Operating of the Icelandic AI research and deployment company GreenFish. He leads operations and legal and plays a role in bringing data driven tools and AI powered predictions to fisheries worldwide. His work covers contracts, collaboration with government bodies and research institutes, data management and day to day contact with clients.

GreenFish is building a dedicated software solution for fisheries which integrates catch logs, weather and oceanographic forecasts with AI powered predictions in a single system, giving fish harvesters a new informational foundation for evaluating fishing grounds. The company received the 2025 Seafood Innovation Award and has 10 employees across Reykjavík and Copenhagen with clients in Europe, North and South America, Africa and Asia.

Baldur is a lawyer by training with a background in corporate law and serves as course coordinator and lecturer in Business Law at Reykjavík University.



Emerging Trends in Seafood Processing



Nils Rabe

Nils Rabe is the Global Sales Director Fish at BAADER. With a strong background in processing and project management, he plays a key role in advancing innovation and efficiency within the global seafood industry by helping partners optimize the use of BAADER's cutting-edge equipment and solutions.

Nils began his journey with BAADER in April 2019 as an Area Sales Manager. In June 2021, he was appointed CEO of BAADER North America, where he successfully led the regional business and strengthened its market presence. Since 2024, he has returned to Germany with his family to take on the role of Global Sales Director Fish, driving strategic initiatives and global sales efforts.

Outside of his professional responsibilities, Nils enjoys gardening, hiking, and playing handball.



Canada, the Indo-Pacific, and a Shifting Geopolitical Order



Jeff Mahon

Jeff Mahon is Director of StrategyCorp's Geopolitical & International Business Advisory Practice. He serves clients in navigating a fast changing political and policy environment by translating big-picture trends into tractable solutions. Armed with technical regulatory knowledge, a background in foreign policy development, and experience negotiating and executing international trade contracts, Jeff brings a unique skillset to position clients to not only prepare for and respond to risks but also to seize opportunities amidst a changing geopolitical order.

Prior to joining StrategyCorp, Jeff served on important files and policy areas with the Canadian federal government. His most recent role was Deputy Director at Global Affairs Canada's China Division where over several years he covered range of files including investment; science, technology & innovation (STI); economic security; and policy surrounding promotion of Canada's key economic sectors: energy & resources, finance, automotive, life sciences and cleantech. While at Industry Canada he served as Senior Adviser at both the Investment Review Division and the Investment Attraction Directorate. Prior to joining the federal government, he was Nunavut's Chief Negotiator for the Canada Free Trade Agreement (CFTA), where he spearheaded the creation of the Regulatory Reconciliation and Cooperation Table (RCT), a new intergovernmental institution designed to reduce red tape and enable interprovincial business. He also founded an international trade brokerage company focusing on Canadian agricultural exports to China.

Jeff is a keen observer of international relations, trade policy and geoeconomics, with publications in the Globe & Mail, Financial Post, Asia Nikkei, the Toronto Star and more. He is also serves on the board of directors for the Ottawa Jazz Festival.

2025 Speakers (Cont.)

Perspectives on the Current Global Trade Landscape, and What it Means for Canadian Fisheries



Ian Burney

Mr. Burney's distinguished, 34-year diplomatic career focused largely on advancing Canada's global trade interests and its ties across the Indo-Pacific region, culminating with his assignment as Canada's Ambassador to Japan from 2016-21.

At Global Affairs Canada, Mr. Burney served as Assistant Deputy Minister for International Business Development, Investment & Innovation from 2009-11 and as ADM for Trade Policy and Negotiations from 2011-2015. At the Privy Council Office, he served as Assistant Secretary to the Cabinet for Economic and Regional Development from 2015-16. For his leadership in advancing Canada's trade agenda, Mr. Burney was the recipient of the 2014. Outstanding Achievement Award (OAA) of the Public Service of Canada.

Mr. Burney retired from the Public Service in November 2021. He currently serves in a number of positions in the private sector, including as a Board Director and as a Senior Advisor at two firms in the financial services sector. He is married and has four children.



H.E. Hlynur Guðjónsson

Ambassador Guðjónsson was accredited as Iceland's Ambassador to Canada in September 2021. He has 30 years' experience in international trade and investment, public relations, advertising, and politics. He holds degrees in Integrated Marketing Communication as well as History from Emerson College (USA) and the University of Iceland, respectively. Prior to Ottawa he served as Consul General and Trade Commissioner at the Consulate of Iceland in New York, where he was responsible for the trade and investment portfolio for the United States and Canada. There he served concurrently as the General Manager of the Icelandic-American Chamber of Commerce, and as co-founder and chairman of the Nordic Innovation House New York and Nordic City Solutions. Guðjónsson also served as an appointed member of the Export and Marketing Council of Iceland from 2019 to 2023. Earlier in his career, Guðjónsson served as brand manager for Icelandic USA, Inc., a global seafood importer, wholesaler, and manufacturer, where he developed and executed the company's branding initiatives.

2025 Speakers (Cont.)

Perspectives on the Current Global Trade Landscape, and What it Means for Canadian Fisheries (Cont.)



Steve Verheul

Prior to his retirement from the Federal Public Service in 2022, Mr. Verheul held a number of senior level positions in the federal government, including Assistant Deputy Minister of the Trade Policy and Negotiations Branch at Global Affairs Canada. As Canada's Chief Trade Negotiator, he led the negotiations that resulted in the Canada-US-Mexico Trade Agreement (the new NAFTA), and before that led the negotiations between Canada and the European Union that led to the Comprehensive Economic and Trade Agreement. From 1989 to 2009, he worked in international trade policy at Agriculture and Agri-Food Canada and was Canada's Chief Agriculture Negotiator from 2003 to 2009, responsible for leading Canada's involvement in international trade negotiations on agriculture. Mr. Verheul is currently a Principal with GT and Company Executive Advisors, as well as President of Steve Verheul Consulting Inc. He is also a Fellow of the Public Policy Forum.



Weldon Epp

Weldon was appointed Assistant Deputy Minister (then-Asia Branch) on January 16, 2023.

Prior to his appointment, from 2019 to 2023, Weldon was the Director General of the Northeast Asia Bureau at Global Affairs Canada. After joining the Department of Foreign Affairs and International Trade in 1996 as a Foreign Service officer, he served in the China and Mongolia Division, Human Rights and Humanitarian Affairs Division, and Assignments Division.

Abroad, he served in Beijing as second secretary and vice-consul, in Taipei as director of general relations, and in Jakarta as political counsellor for relations with Indonesia, Timor Leste and ASEAN Secretariat. He was the director of the Policy Research Division at Foreign Affairs and International Trade Canada, and most recently served as Consul General in Guangzhou and Shanghai.



2025 Speakers (Cont.)

Perspectives on the Current Global Trade Landscape, and What it Means for Canadian Fisheries (Cont.)



Moderator: Carey Bonnell

Carey Bonnell's career in the seafood industry spans almost 25 years, including roles such as Managing Director of the Canadian Center for Fisheries Innovation, Acting Assistant Deputy Minister of the Government of Nunavut's Department of Environment, and 8 years as the Head of School of Fisheries at the Marine Institute, Memorial University of Newfoundland and Labrador. In February 2018, Carey joined Ocean Choice International where he is Vice President of Sustainability and Engagement.

As the Vice President of Sustainability and Engagement, Carey leads Ocean Choice's strategic Environmental, Social, and Governance (ESG) efforts, including the company's sustainability commitments such as Marine Stewardship Council certifications and Fishery Improvement Projects. Carey is also heavily involved in driving technology and innovation improvements across Ocean Choice's operations to reduce the company's environmental footprint and advance its long-term sustainability goals. In addition, Carey leads Ocean Choice's government and stakeholder engagement initiatives and represents the company on various industry associations.

When Markets Change: Compliance as a Strategic Advantage



Aðalheiður Hreinsdóttir

Aðalheiður Hreinsdóttir is the CEO and Founder of LearnCove, a company helping seafood processors and regulators digitize compliance and training. She holds a dual B.Sc. in Engineering and Computer Science from Reykjavik University. LearnCove is a trusted partner for the global seafood industry, bridging innovation with the practical realities companies face every day. She is recognized for combining clear strategic vision with a hands-on understanding of technology, creating solutions that simplify complex regulatory processes while supporting efficiency and sustainability across international seafood markets.

Tariffs, shifting trade routes, and evolving retailer demands are constant realities for the seafood industry. Aðalheiður's talk will outline why compliance is no longer just a regulatory hurdle but a strategic advantage — enabling companies to adapt quickly, protect reputation, and unlock access to new markets.



2025 Speakers (Cont.)

Telling Industry's Story



Dr. Sylvain Charlebois

Dr. Sylvain Charlebois is a Professor in food distribution and policy in the Faculty of Management at Dalhousie University in Halifax. He is also the Senior Director of the Agri-food Analytics Lab, also located at Dalhousie University.

Known as “The Food Professor”, his current research interest lies in the broad area of food distribution, security and safety. He is one of the world's most cited scholars in food supply chain management, food value chains and traceability with over 775 published peer-reviewed journal articles. Dr. Charlebois is also an editor for the prestigious *Trends in Food Science Technology* journal. He co-hosts *The Food Professor* podcast, discussing issues in the food, foodservice, grocery and restaurant industries and which is the most listened Canadian management podcast in Canada. Every year since 2012, he has published the now highly anticipated Canadian Food Price Report, which provides an overview of food price trends for the coming year. Furthermore, his research has been featured in several newspapers and media groups, nationally as well as internationally. He has testified on several occasions before parliamentary committees on food policy-related issues as an expert witness. He has been asked to act as an advisor on food and agricultural policies in many Canadian provinces and other countries.



Ashley Kanary

Ashley Kanary is the Director of Global Agri-Food based in Toronto with Export Development Canada, he has a significant Agri-Food background spanning over 40 years holding previous executive leadership roles at Lassonde as Vice President and General Manager (One of Canada's largest Juice companies – Oasis, Sunrype brands) and at BCI Foods as Executive Vice President – Sales and Marketing (a canned soup business – Primo and Aylmer brands + a Military food producer).

He holds a Specialization in Strategy certificate from Harvard Business School with a focus on Global Business, Strategy Execution and Sustainable Business.



2025 Speakers (Cont.)

Telling Industry's Story (Cont.)



Lauren Martin

Lauren is the Senior Director of Public Affairs & Corporate Counsel for the Canadian Meat Council (CMC). Based in Ottawa, Lauren is responsible for leading CMC's strategy, development and implementation of public affairs and oversees policy files such as labour and sustainability. Lauren is a lawyer by training, having obtained a J.D. from the Schulich School of Law and practicing for a few years before returning to agriculture. In pursuit of her endless interest in the food system, Lauren has had similar government relations and regulatory roles across the food system including with the Canadian Organic Trade Association, the Canadian Seed Trade Association, and the Canadian Cattle Association. A believer in community building, she Chaired the board of the Do More Agriculture Foundation, a national charity that champions mental health in agriculture. These experiences culminate in an in-depth understanding of Canada's agri-food system. In 2020, she bought a farm and is slowly exploring the business.



Christine Penney

Christine Penney is Vice President of Sustainability and Public Affairs for Clearwater Seafoods Limited Partnership. Clearwater is proudly Indigenous owned and is a global leader in sustainable wild seafood. With over 28 years of dedication at Clearwater, Christine serves on the senior leadership team and was Clearwater's first female executive.

Christine holds Bachelor of Science and Masters of Marine Management degrees from Dalhousie University in Nova Scotia. She plays a leadership role in global fisheries sustainability initiatives, dedicating time to serve on the board of the Association of Sustainable Fisheries and the FISH standard for crew. She currently serves on the board of the Fisheries Council of Canada and the Seafood Producers Association of Nova Scotia and has previously served on the boards of the Canadian Association of Prawn Producers, Atlantic Groundfish Council and the Marine Stewardship Council.

Christine currently serves as the inaugural Chair for the Board of Certified Seafood International, a third-party certification program with global reach, assessing environmentally responsibly fisheries management.



2025 Speakers (Cont.)

Telling Industry's Story (Cont.)



Moderator: Lisa Wallenda Picard

Lisa was selected as President and CEO for the National Fisheries Institute in December 2022. NFI is the largest seafood trade association in the US, representing the industry from water to table its members include boatowners, producers, processors, importers, exporters, aquaculture operations, as well as retailers and restaurants. She and the NFI team are focused on promoting a diverse industry by coalescing around the many benefits of seafood.

In her previous role as the Senior Vice President for Policy, Trade and Regulatory Affairs at National Turkey Federation, Lisa oversaw all regulatory matters both domestic and international. Earlier in her career, Lisa was the Chief of Staff for USDA's Food Safety and Inspection Service, the 10,000 person agency that regulates and inspects meat, poultry, catfish and egg products for distribution in the U.S. and abroad. Prior to joining FSIS in 2002, Lisa served as National Director of Public Relations for Ringling Bros and Barnum and Bailey. She also spent several years advocating on animal welfare, agriculture and technology issues.

Picard earned her Executive Certificate in Non-Profit Management at Harvard University's Kennedy School of Government, her Masters in Legislative Affairs from the George Washington University and her Bachelors degree in Communications from Flagler College. She is an avid hiker and passionate baseball fan. A native of Sarasota, Florida, she resides in Virginia with her family.



2025 Speakers (Cont.)

Closing Remarks



Colin McMillan

Colin McMillan is a lifelong participant in the BC seafood industry. Working on tender boats in salmon season and attending UBC Commerce in the off season.

After years in family businesses Colin joined the Canadian Fishing Company in 2019 in sales positions and now as VP for Corporate Relations.

He has two teenagers and lives in the historic fishing town of Steveston.

Closing Reception



Cocktails and Jazz music with Peter Woods (saxophone) and Kyle Jordan (guitar)

Peter Woods is an Ottawa-based saxophonist whose sound blends bluesy swing with warmth and lyricism. A longtime presence in Canada's jazz scene, he has performed at the Ottawa International Jazz Festival and in venues ranging from intimate lounges to festival stages. His playing is conversational and soulful, marked by decades of collaboration with top musicians. Whether in duo, trio, or larger ensembles, Woods brings a deep joy and generosity to the music.

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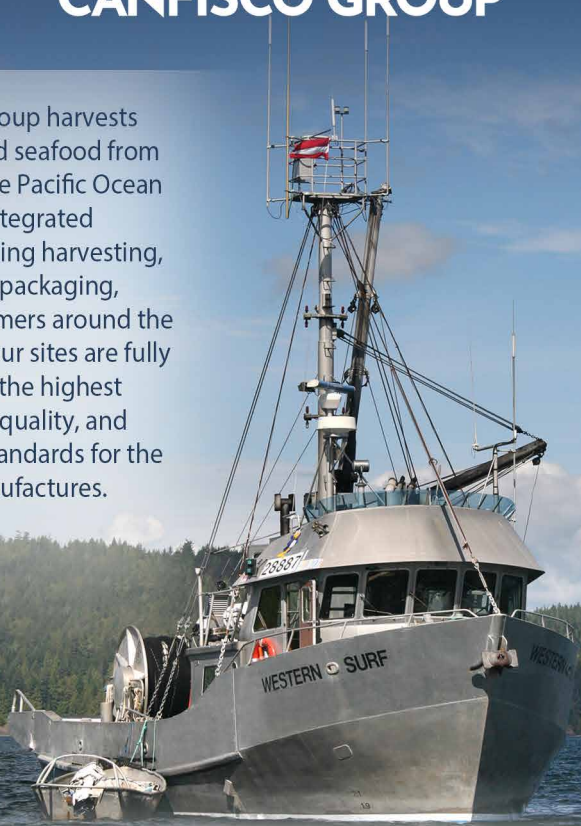


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Great ideas require great partnerships.



Chad Sehn (Product Director, Baytek) & **Jason McLinton** (President, FCC)



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