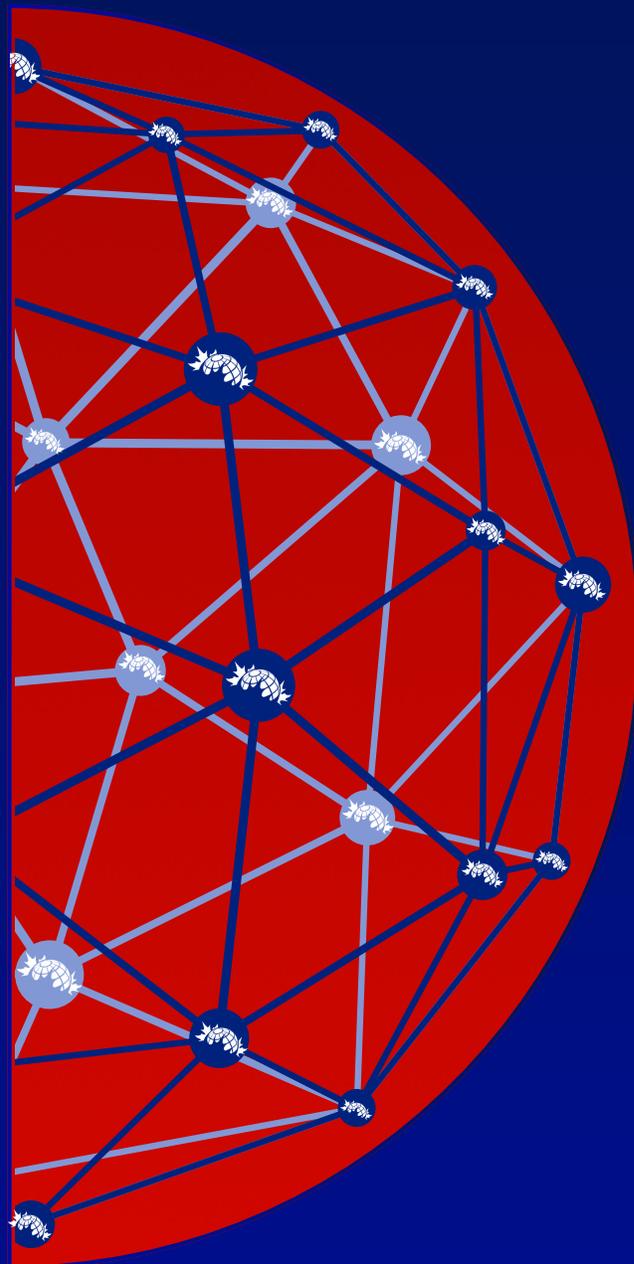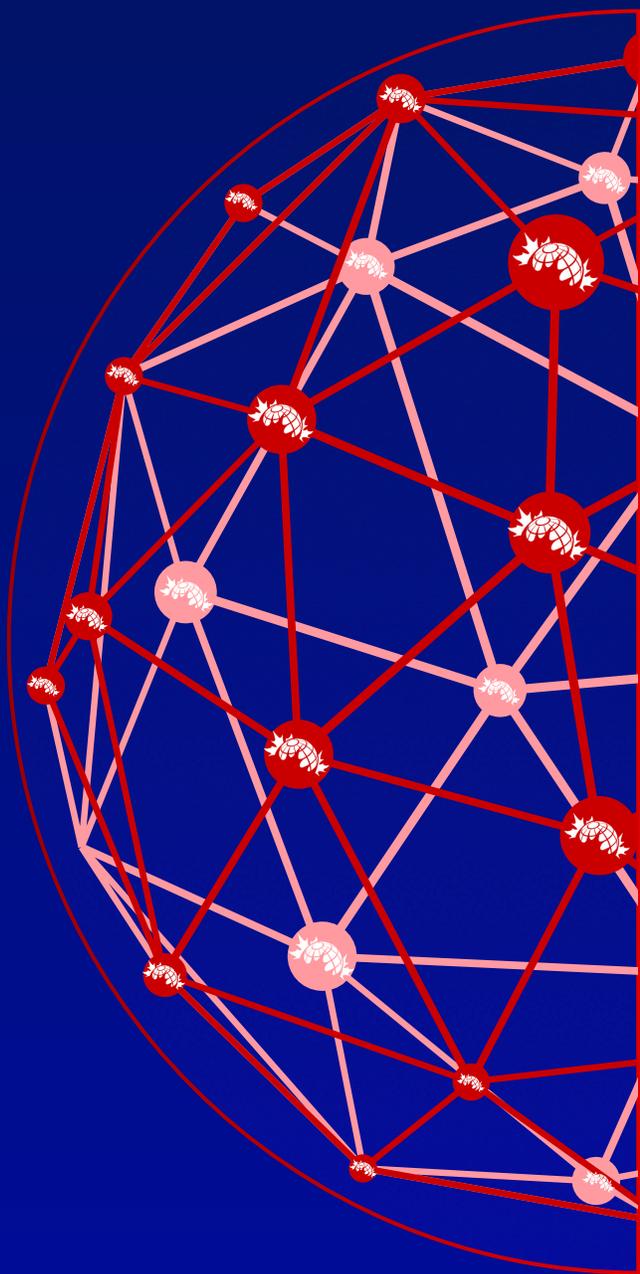TRIPLE HELIX

CHARTING CANADA'S

DIGITAL AMBITION

16 September 2025

PROGRAM

8h45 — **OPENING REMARKS**

Dr. David Perry, Canadian Global Affairs Institute

9h00 — **KEYNOTE**
- **The Honourable Jenna Sudds**, M.P. for Kanata and Parliamentary Secretary

9h35 — **ASSESSING OUR GOVERNMENT'S DIGITAL POSTURE**

Moderator: **Vice Admiral (Ret'd.) Ron Lloyd**, Former Commander of the Royal Canadian Navy
- **Marc Brouillard**, PSPC
- **Derek Dobson**, IBM
- **Lieutenant-Colonel Amanda Whalen**, Royal Canadian Air Force

10h35 — **NETWORKING BREAK**

11h05 — **HOW OTHER NO FAIL ORGANIZATIONS ARE LEVERAGING DIGITAL**

Moderator: **Marc Watters**, CADSI
- **Caroline Cameron,** Deloitte
- **Tim Gibel**, SAP
- **Robert Percy**, CoLab

12h05 — **LUNCH**

PROGRAM

12h50 — **KEYNOTE**
- **Lieutenant-General Steve Boivin,** Commander Canadian Joint Operations Command

13h20 — **NETWORKING BREAK**

13h35 — **SETTING THE CONDITIONS FOR SUCCESS**

Moderator: **Brigadier-General (Ret'd) Chris Ayotte**, Amazon Web Services
- **Nutan Behki**, Assistant Deputy Minister, Shared Services Canada
- **Mel Crocker**, Chief Information Officer, Air Canada
- **Jody Thomas**, Former Deputy Minister of National Defence and National Security Advisor

14h35 — **NETWORKING BREAK**

15h05 — **SEIZING THE OPPORTUNITY**

Moderator: **Dr. David Perry**, Canadian Global Affairs Institute
- **Bill Matthews,** Secretary of the Treasury Board
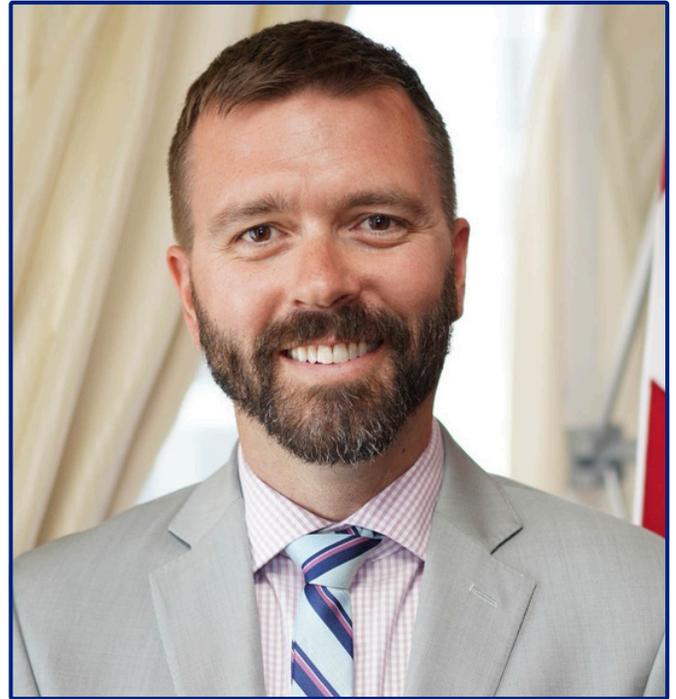
15h50 — **CLOSING REMARKS**

16h00 — **RECEPTION**

DR. DAVID PERRY

President and CEO

Canadian Global Affairs Institute

Dr. David Perry is the President of the Canadian Global Affairs Institute, host of the institute's Defence Deconstructed Podcast, and a co-director of the Triple Helix MINDs Collaborate Network. He is the author of multiple publications related to defence budgeting, transformation and procurement and a columnist for the Canadian Naval Review.

He received his PhD in political science from Carleton University where his dissertation examined the link between defence budgeting and defence procurement. He is an adjunct professor at the Centre for Military and Strategic Studies at the University of Calgary and a research fellow of the Centre for the Study of Security and Development at Dalhousie University.

He was previously the Senior Security and Defence Analyst of the Conference of Defence Associations Institute and Deputy Director of Dalhousie University's Centre for Foreign Policy Studies. Embassy Magazine and The Hill Times has named him one of the "Top 100 Influencing Canadian Foreign Policy."

THE HONOURABLE
JENNA SUDDS

M.P. for Kanata and Parliamentary Secretary to the Minister of Government Transformation, Public Works and Procurement and to the Secretary of State

Jenna has been highly engaged in her community since moving to Kanata in 2001. Jenna spent the first twelve years of her career working as an economist in the Federal Government.

Jenna became the founding President and Executive Director of the newly formed Kanata North Business Association (KNBA) in 2013. After four years of supporting Kanata businesses, Jenna became the Executive Director of the CIO Strategy Council, a national technology council.

From 2010 to 2013, Jenna served in various leadership roles in the Kanata Food Cupboard executive team. In 2016, she took on the role of Chair. Jenna also oversaw the many capital construction and development projects occurring in our community, including the improvement of local roads and development of new residential subdivisions.

In 2020, Jenna took on the additional role of Ottawa Deputy Mayor.

Jenna Sudds was sworn in as the Member of Parliament for Kanata—Carleton in the 44th Parliament of Canada on October 25th, 2021. She was appointed to serve as the Parliamentary Secretary to the Minister of Women, Gender Equality, and Youth by Prime Minister Trudeau on December 3rd, 2021. Jenna Sudds proudly served as Minister of Families, Children, and Social Development from July 26, 2023 until March 13, 2025. Since June 5, she has served as the Parliamentary Secretary to the Minister of Government Transformation, Public Works and Procurement and to the Secretary of State.

VADM (RET'D)
RON LLOYD

Vice Admiral (Retired)

Royal Canadian Navy

A native of Taber, Alberta, Vice-Admiral (Ret'd) Ron Lloyd was the 35th Commander of the Royal Canadian Navy from 2016-2019. During that time he was also "double hatted" as the acting Vice Chief of the Defence Staff for almost half a year and as the first Chief Data Officer for the Department of National Defence and Canadian Armed Forces for a full year.

During his 38 year career in the RCN, he was privileged to have commanded HMCS CHARLOTTETOWN, HMCS ALGONQUIN, the PACIFIC Fleet and the ATLANTIC fleet. He has extensive operational experience having deployed on numerous occasions globally. Lloyd has over a decade of experience at National Defence Headquarters having also served as the Deputy Commander of the RCN, the Chief of Force Development for the Canadian Armed Forces, the Director General of Force Development for the RCN and Executive Assistant to the Commander of the RCN.

MARC BROUILLARD

Chief Information Officer and Senior Deputy Minister of the Digital Services Branch

Public Services and Procurement Canada

Marc Brouillard became Chief Information Officer (CIO) and Senior Assistant Deputy Minister of the Digital Services Branch on January 8, 2024.

In this role, Marc provides strategic leadership in pursuing world-class excellence in digital transformation service delivery, data and information management, and cyber security.

Before his arrival at Public Services and Procurement Canada, Marc served as Chief Digital Officer for Fisheries and Oceans Canada. He also held the following roles at the Treasury Board of Canada Secretariat: Chief Technology Officer and acting CIO of Canada, Deputy departmental CIO and acting departmental CIO.

Prior to joining the Government of Canada, Marc was Vice-President of Business Development for a local ecommerce services start-up.

He also spent 13 years at MONTAGE IT Services, a division of MTS/Allstream, where he held numerous positions in technology consulting and business development.

Marc holds a Computer Programming Diploma from Algonquin College as well as a CIO Leadership Professional Development Certificate from the CIO Institute of the University of Ottawa.

LCOL
AMANDA WHALEN

Director RCAF Digital Hub

Royal Canadian Air Force

Amanda Whalen is a Lieutenant Colonel in the Royal Canadian Air Force and Director of the RCAF Digital Hub.

A pilot by trade, she forayed into digital innovation after identifying inefficiencies in Air Mobility logistics and mission planning. In 2019, she led the development of Dispatch, a cloud-based app that transformed mission execution at 8 Wing Trenton.

Her passion for digital transformation grew as she built and scaled DevOps teams, navigated security and contracting processes, and expanded the RCAF's digital portfolio, to include multiple software teams and a data team.

Amanda now spearheads efforts to accelerate the digitalization of the RCAF, leveraging Cloud, agile development and cross-functional collaboration to deliver impactful, user-driven solutions. Her career reflects a unique blend of operational military experience and cutting-edge digital leadership.

DEREK DOBSON

Partner

IBM

Derek Dobson is a Partner at IBM Consulting, leading digital transformation programs for government, defence, and national security clients. With over 30 years of global experience, he has served as an officer in both the British Army and the Canadian Armed Forces, later driving large-scale defence modernization initiatives in industry.

Derek previously led global defence consulting at Ernst & Young and headed Microsoft's Defence, Intelligence, and Federal Government business in Canada before joining IBM.

He holds master's degrees from the University of Edinburgh and the Open University and is a graduate of the Royal Military Academy Sandhurst, the UK Defence Academy, and the U.S. Marine Corps University. Recognized as a member of the Order of the British Empire for his leadership in defence digitization and advances in data analytics, Derek now helps defence and public safety organizations harness AI, cloud, data, and cybersecurity to achieve mission success.

MARC WATTERS

Policy Advisor and Cyber Lead

Canadian Association of Defence and Security Industries

Marc Watters leads the development of cyber programs and advocacy at the Canadian Association of Defence and Security Industries (CADSI).

Over the past 7 years with CADSI he has developed and published 3 research reports, curated a Cyber Council comprising the industry's Top 20 executives, delivered multiple government-industry collaboration programs in cyber defence and offence, and launched CADSI's first new core business line in 10 years – the Cyber and Digital Outlooks.

Previous to his work at CADSI Marc was a management consultant for 12 years, specialization in change management, innovation programming, and ecosystem mapping. In his free time he plays and coaches hockey, is a proud Nepean Wildcats supporter, and believes everyone should watch the show Ted Lasso at least once.

CAROLINE CAMERON

Director, Cyber Security

Deloitte

Caroline Cameron works at Deloitte in Ottawa as a Director, Cybersecurity.

Caroline leads digital transformation that are compliant to national and international cybersecurity standard and aims to achieve continuous and agile security posture management.

Prior to joining Deloitte in 2022, Caroline worked for the federal government for 20 years, directing the Joint Defence Cloud Program at the Department of National Defence and cyber programs to secure critical infrastructure of national interest at the Communication Security Establishment.

ROBERT PERCY

Chief Information Officer

CoLab

Robert Percy has nearly 30 years experience in cyber security, IT, cloud, and software development, including over 15 years in leadership and several at the executive level. He has championed the idea that security and IT should act as true business partners, driving innovation and fostering strong security cultures at the company level.

As CIO at CoLab, Robert led the company from greenfield to achieving and maintaining SOC 2 Type 2, ISO 27001, and TISAX AL3 certifications. He is now steering efforts toward ISO 27017, ISO 27018, and FedRAMP High ATO. His pioneering work in security and compliance has set new benchmarks for operational excellence at CoLab, and global enterprises.

Outside of work, Robert is an avid woodworker and lifelong learner. He's a dedicated mentor and volunteer, serving as the lead organizer of BSides St. John's, Newfoundland's only security-focused conference and one of the longest running in North America.

TIM GIBEL

Government Security Director for Canada

SAP

Tim Gibel is the Company Security Officer for SAP Canada Inc. and the Regional Director of Government Security in North America for SAP. He is responsible for risk management and oversight for contracts involving government information at the federal, provincial and municipal levels, and contracts in regulated industries including aerospace & defence.

Tim is SAP's lead for the Security Working Group in the international SAP Defense Interest Group that regularly brings more than fifteen defence organizations together to shape SAP product direction and adoption. Before joining the private sector, Tim held various positions as a Naval Engineering Officer over a twenty-one year career with the Royal Canadian Navy and was a public servant supporting pathfinder cloud adoption and the creation of the Canadian Centre for Cyber Security.

Tim holds a Masters in Industrial Engineering from Dalhousie University, a Masters in Defence and Security Studies and a Bachelor of Electrical Engineering from Royal Military College, and he is a graduate of the Joint Command and Staff Programme at the Canadian Forces College in Toronto.

LGEN
STEVE BOIVIN

Commander

Canadian Joint Operations Command

LGen Steve Boivin joined the Canadian Armed Forces in 1991 and attended the College Militaire Royal de St-Jean from 1991 to 1995 before being transferred to the Royal Military College of Canada. Upon graduation in 1996, he was posted to the 3rd Battalion Royal 22nd Regiment (3 R22eR) in Valcartier, Quebec.

From May 1996 to June 2002, he served as a Platoon Commander, Company Second-in-Command and Deputy Operations Officer. During this period of service, LGen Boivin deployed to Haïti, to East-Timor and to Bosnia-Herzegovina.

In 2003, he was transferred to the 1st Battalion Royal 22nd Regiment (1 R22eR)in Valcartier as Company Second-in-Command and Unit Technical Adjudant. In July 2004, LGen Boivin joined Joint Task Force 2 (JTF 2) and served the majority of the next six years with the Unit, including multiple rotations to Afghanistan.

In August 2010, LGen Boivin was posted to Toronto for the Joint Command and Staff Program (JCSP).

He returned to Ottawa and was seconded to the Privy Council Office with the Afghanistan Task Force.

In the summer of 2012, LGen Boivin was assigned to the Chief of Force Development in the Directorate of Capability Integration.

LGen Boivin assumed command of JTF 2 in 2013 and commanded the unit until 2016. He then attended the National Security Program (NSP) in Toronto and was subsequently posted to the Chief of the Defence Staff's Office as the Special Advisor. In May 2018, LGen Boivin became the Deputy-Commander of the Canadian Special Operations Forces Command and officially assumed command in May 2021.

BGEN (RET'D)
CHRIS AYOTTE

AWS Principal, National Security & Defence

Amazon Web Services

Chris Ayotte brings over three decades of diverse military leadership and strategic planning experience to private and public sector clients. With a background deeply rooted in the Canadian Armed Forces, Chris has held pivotal roles commanding military organizations, working with interagency and multi- national teams, and shaping initiatives within the defence sector.

He also initiated and guided the development of the Army's digital transformation strategy. As a champion for data, digital, and modernization, he advocated for the adoption of non-conventional approaches to address a rapidly changing security environment to build the digital army for tomorrow.

He has a Bachelors Degree in Chemical and Materials Engineering from the Royal Military College in Kingston, a Masters of Arts in Policy and Strategy from the University of New South Wales in Australia,

and is a graduate of the National Security Program (War College) at the Canadian Forces College in Toronto.

Since his retirement, Chris has channeled his expertise into consulting with a focus on improving Canada's defence and security awareness and posture. As a fellow with the Canadian Global Affairs Institute, and the host of The Northern Sentinels Podcast, he continues to provide thought leadership on a variety of national defence issues. He is currently the Principal BD Manager for the National Security and Defence Team at AWS Canada.

NUTAN BEHKI

Assistant Deputy Minister

Shared Services Canada

Nutan Behki is the Assistant Deputy Minister for the Project Management and Delivery Branch. She is responsible for managing all Shared Services Canada's (SSC) projects, from planning to delivery. Aligned with SSC's customer service delivery model, the project management function helps the department to support Government of Canada (GC) objectives.

Nutan came to the GC and SSC from Nokia where she was focused on the development of secure, scalable, cloud inherent software for emerging 5G networks. Her career focus has been communications technology, and she has worked in all phases of the innovation lifecycle, including product strategy, technical presales, product development and network deployment. She has held leadership positions in North America, China and France in mobile, optical, digital subscriber line (DSL) and internet protocol (IP). Nutan holds a Bachelor's of Science in Systems Engineering from the University of Waterloo and a Master's of Science in Computer Engineering from Queen's University. She has been a champion for diverse workforces in terms of gender, culture, geography, generation, and education.

Nutan also serves as the Official Languages (OL) Champion at SSC.

MEL CROCKER

VP and Chief Information Officer

Air Canada

Mel has 30+ years of experience in the defense, energy and aviation industries, in executive leadership and technology roles within the Canadian Army, General Dynamics, Enbridge and now Air Canada.

His experience includes program delivery, cybersecurity, operations, transformation, and technology strategy. In his current role of CIO of Air Canada, he is accountable for the safe, secure and reliable operation and evolution of all IT systems.

Mel holds a Bachelor of Mathematics and Physics and a Master of Software Engineering from the Royal Military College of Canada.

JODY THOMAS

former National Security and Intelligence Advisor to the Prime Minister

Born in Victoria, Jody Thomas recently returned home after over 40 years of working in the federal public service, where she worked at the most senior levels of the federal government.

The first woman to serve as Commissioner of the Canadian Coast Guard, Thomas went on to serve as Deputy Minister of the Department of National Defence and then served as National Security and Intelligence Advisor to the Prime Minister until her retirement in 2024. She is currently a member of the Prime Minister's Council on Canada-U.S. Relations.

She is currently a member of the Prime Minister's Council on Canada-U.S. Relations.

BILL MATTHEWS

Secretary

Treasury Board

On May 24, 2024, the Prime Minister announced the appointment of Bill Matthews to the position of Secretary of the Treasury Board.

Prior to his most recent appointment, Mr. Matthews held the position of Deputy Minister of National Defence between January 2022 and June 2024, Deputy Minister of Public Services and Procurement Canada between January 2019 and January 2022, Senior Associate Deputy Minister of National Defence between October 2017 and January 2019, and served as the Comptroller General of Canada between July 2014 and October 2017.

Mr. Matthews has also held various senior-level positions within the Office of the Comptroller General and the Treasury Board of Canada Secretariat with responsibilities in the areas of financial management policy, estimates, evaluation, and expenditure management.

Mr. Matthews is a chartered professional accountant and was named a Fellow by the Chartered Professional Accountants in October 2016. He holds a Bachelor of Commerce from Dalhousie University.

The Canadian Global Affairs Institute thanks our sponsors for their continued support.

This project is supported by the Department of National Defence's Mobilizing Insights in Defence and Security (MINDS) program.

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