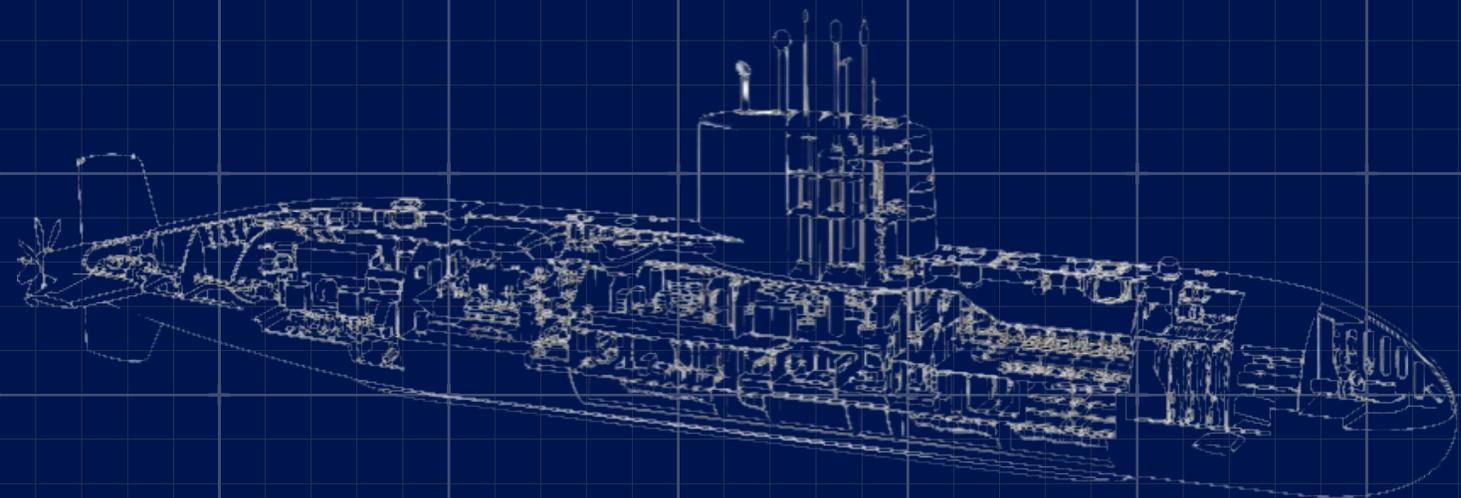


DEFENCE PROCUREMENT CONFERENCE 2025

12 NOVEMBER 2025



PROGRAM



9 h 30 ● **OPENING REMARKS**
David Perry, Canadian Global Affairs Institute

9 h 35 ● **CONFERENCE REMARKS**
Simon Carroll, Saab Canada

9 h 40 ● **COVE FELLOWSHIP ANNOUNCEMENT**
Melanie Nadeau, COVE

9 h 45 ● **THE VIEW FROM THE DEPUTIES' OFFICES**
Moderator: **LGen (ret'd) Michael Day**, Canadian Global Affairs Institute

- **DM Stefanie Deck**, National Defence
- **DM Philip Jennings**, ISED
- **DM Arianne Reza**, PSPC

10 h 30 ● **NETWORKING BREAK**
Sponsored by STANTEC

11 h 00 ● **THE CAF AND THE PATH TO 5%**
Moderator: **Charlotte Duval-Lantoine**, Canadian Global Affairs Institute

- **LGen Jamie Speiser-Blanchet**, Royal Canadian Air Force
- **VAdm Angus Topshee**, Royal Canadian Navy
- **LGen Michael Wright**, Canadian Army

12 h 00 ● **LUNCH**
Sponsored by RTX

PROGRAM



- 1 3 h 2 0** ● **THE INDUSTRIAL POLICY, WHAT OPPORTUNITY?**
Moderator: **David Perry**, Canadian Global Affairs Institute

 - **Kristen Leroux**, Lockheed Martin
 - **Men (ret'd) Sylvain Menard**, RTX
 - **BGen (ret'd) Kevin Whale**, MDA Space
 - **Dr. Craig Stone**, CGAI Fellow

- 1 4 h 0 0** ● **NETWORKING BREAK**
Sponsored by ATCO

- 1 5 h 0 0** ● **AN INDUSTRIAL STRATEGY & A NEW VIEW ON EXPORTS**
Moderator: **David Perry**, Canadian Global Affairs Institute

 - **Dr. Duncan Stewart**, BDC
 - **David Hutchison**, Global Affairs Canada
 - **Ravi Singh**, Defence Industrial Strategy, DND
 - **Nicolas Todd**, CADSI

- 1 6 h 0 5** ● **THE EVOLVING ACQUISITION ECOSYSTEM AROUND THE DEFENCE INVESTMENT AGENCY**
Moderator: **BGen (ret'd) Chris Ayotte**, CGAI Fellow

 - **SADM Siobhan Harty**, Defence and Marine Procurement, DND
 - **Marc Rodgers**, Chief of Programme, DND
 - **ADM Heather Sheehy**, Materiel, DND

- 1 7 h 0 5** ● **CLOSING REMARKS**
David Perry, Canadian Global Affairs Institute

- 1 7 h 1 0** ● **RECEPTION REMARKS**
Ian Smith, The University of Alberta

- 1 7 h 1 5** ● **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."



LGEN (RET'D) MICHAEL DAY

Fellow

Canadian Global Affairs Institute

Born in Nova Scotia and educated in England, Lieutenant-General (Retired) Mike Day served a distinguished career in the Canadian Armed Forces, commanding at every rank and level across a wide range of units and deployments around the world.

A member of the Princess Patricia's Canadian Light Infantry, he spent much of his career within Canada's Counter-Terrorism and Special Operations community as a qualified operator, commanding both Joint Task Force Two (JTF 2) and later the Canadian Special Operations Forces Command (CANSOFCOM).

Beyond command, he held a number of senior staff appointments, including as the CAF's Senior Military Officer in the Defence Policy Group and as Chief of Force Development, where he was responsible for advancing the Department of National Defence's Space and Cyber Programs.

Internationally, in addition to a variety of deployments to Africa, the Middle East, the Balkans, Afghanistan and other places, he filled several NATO leadership roles, serving as Deputy Commanding General of the Training Mission in Afghanistan, Deputy Commander of Joint Task Force South (Naples), and Commander of the



NATO Response Force during its certification cycle. He also led Canada's International Security Division in National Defence, shaping national and alliance policy initiatives.

Since retirement, LGen (ret'd) Day has served on corporate boards and as a strategic consultant, primarily in the high-technology and defence innovation sectors. He is also President of the Board of Trustees for the Princess Patricia's Canadian Light Infantry Foundation, his Regiment's charitable arm.

He holds a Bachelor's degree in Political Studies and History and a Master's degree in War Studies, focused on Strategic Studies and Special Operations.



STEFANIE BECK

Deputy Minister

National Defence

Stefanie Beck has been Deputy Minister (DM) of National Defence since June 2024.

Prior to joining the Department of National Defence (DND), Stefanie Beck held the position of Deputy Minister of Agriculture and Agri-Food Canada (AAFC). Previous to that, she held the position of Associate Deputy Minister for DND for 13 months. Between October 2020 and January 2022, DM Beck served as Deputy High Commissioner to the United Kingdom of Great Britain and Northern Ireland and Alternate Representative to the International Maritime Organization.

Prior to that, she was the Assistant Secretary to Cabinet, Priorities and Planning at the Privy Council Office, where she led work on Whole of Government priority setting and policy development, including through transitions to new mandates and through the COVID-19 crisis.



DM Beck has also held leadership roles at Immigration, Refugees and Citizenship Canada and Global Affairs Canada.

DM Beck joined the Department of External Affairs in 1990, working abroad as a political officer and an ambassador in various missions. She served in Senegal and Australia, and as an ambassador in Cambodia and Croatia.

DM Beck grew up on several continents, attended high school in Singapore and St. Catharines, Ontario, and has a Bachelor of Arts in German and Italian from McGill University.



PHILIP JENNINGS

Deputy Minister

**Innovation Sciences Economic
Development Canada**

Philip Jennings has been Deputy Minister of Innovation, Science and Economic Development since November 2024.

Prior to this, he served as Executive Director at the International Monetary Fund, representing Canada, Ireland and the Caribbean, and as Deputy Secretary to the Cabinet (Plans and Consultations) at the Privy Council Office. Before joining the Privy Council Office, he served as Associate Deputy Minister of Natural Resources Canada and as Senior Assistant Deputy Minister at Industry Canada / Innovation, Science and Economic Development Canada.

Mr. Jennings began his public service career in 1995 at Human Resources Development Canada and has served in progressively senior roles.



He has held a number of executive positions at Natural Resources Canada—including Assistant Deputy Minister of Restructuring (Atomic Energy of Canada Limited), Assistant Deputy Minister of the Major Projects Management Office, Director General of the Petroleum Resources Branch and Director of the Frontier Lands Management Division—and has served as Senior Advisor at the Privy Council Office.

Mr. Jennings holds degrees in economics from Queen's University and the University of Ottawa.



ARIANNE REZA

Deputy Minister

Public Services and Procurement Canada

Arianne Reza was appointed Deputy Minister of Public Services and Procurement on November 2, 2023. Prior to that, she served as Associate Deputy Minister, beginning in August 2021.

In her role, Ms. Reza oversees key government internal services as part of the work Public Services and Procurement Canada (PSPC) does as central purchasing agent, real property manager, treasurer, accountant, pay and pension administrator, integrity advisor, common service provider and linguistic authority.

Previously, as the Assistant Deputy Minister for Procurement at PSPC, Ms. Reza was the senior official responsible for federal procurement. She oversaw 1,400 employees across Canada who procured billions worth of goods and services annually on behalf of over 100 federal departments and agencies. In response to the COVID-19 pandemic, Ms. Reza led the urgent procurement of critical goods and services to ensure the health and safety of Canadians, including vaccines and personal protective equipment.



Ms. Reza directed the development and implementation for the simplification of procurement practices. These efforts focused on building an accessible procurement system that drives value for money while advancing government socio-economic objectives, simplifying the procurement system for suppliers and client departments, and delivering results for Canadians. She is a member of the Organization for Economic Cooperation and Development's Working Party of the Leading Practitioners on Public Procurement.

Ms. Reza holds a bachelor's degree in psychology from Carleton University and completed the Advancing Women in Leadership Program at the Sprott School of Business.



CHARLOTTE DUVAL-LANTOINE

VP Ottawa Operations

Canadian Global Affairs Institute

Charlotte is the Vice President, Ottawa Operations and a Fellow at the Canadian Global Affairs Institute, as well as Triple Helix's Executive Director and Gender Advisor. She is also a PhD Candidate at Deakin University, researching Canadian army culture during the 1990s and its influence on operations.

She published her MA research on toxic leadership and gender integration in the Canadian military in 2022. The resulting book, *The Ones We Let Down*, was named among *The Hill Times'* Best Books of 2022.

For her work, Charlotte was recognized as a 2022 Women in Defence and Security Emerging Leader,



received the CDA Institute's 2024 Captain Nichola Goddard Award, was listed amongst the 20 in their 20s by Women in Defence and Security, and was awarded a King Charles III Coronation Medal.

She regularly participates in consultation organized by the Department of National Defence and has given talks to various military institutions in Canada, the U.S., and Australia.



LG GEN JAMIE SPEISER-BLANCHET

Commander

Royal Canadian Air Force

Lieutenant-General Jamie Speiser-Blanchet enrolled in the Canadian Armed Forces in 1990 and graduated from the Royal Military College of Canada (RMC) in 1994 with a degree in Computer Engineering.

Earning her pilot wings in March 1996, she served as a Rotary Wing Tactical Aviation pilot flying the CH-146 Griffon helicopter at 1 Wing Kingston. Her operational and staff postings include 430 Tactical Helicopter Squadron in Valcartier, 1 Wing Headquarters, 1 Canadian Air Division Headquarters in Winnipeg, and 403 Helicopter Operational Training Squadron in Gagetown.

Lieutenant-General Speiser-Blanchet has commanded at multiple levels, 403 Helicopter Operational Training Squadron, the Canadian Forces Intelligence Group, and the Cadets and Junior Canadian Rangers Group. Strategic level appointments include Military Assistant to the Minister of National Defence,



Special Advisor to the Chief of the Defence Staff, and Deputy Commander of the RCAF.

A graduate of the Joint Command and Staff Programme and the Defence and Strategic Studies Course in Australia, she holds a Master of Defence Studies from RMC and a Master of Politics and Policy from Deakin University.

Lieutenant-General Speiser-Blanchet is a Commander of the Order of Military Merit (CMM). She was promoted to her current rank in July 2025 and appointed Commander of the RCAF on July 10, 2025.



VADM ANGUS TOPSHEE

Commander

Royal Canadian Navy

Vice-Admiral (VAdm) Angus Topshee is the 38th Commander of the Royal Canadian Navy (RCN).

His diverse academic background includes military and civilian institutions on three continents. He has deployed in ships around the world and has accumulated countless sea stories involving pirates, sharks, terrorists, volcanoes, whales, fires, and all the other things which make life at sea a true adventure. The highlight of his time at sea was his far too brief command of Her Majesty's Canadian Ship (HMCS) Algonquin in 2009-2010 and, a close second, his three years in command of Canada's Pacific Fleet.

His shore postings include two tours in the Navy's Strategy directorate as penance for all of his sea time, three years in command of Canadian Forces Base Halifax, and two years as the Deputy Director, Strategy, Policy, and Plans at NORAD and United States Northern Command Headquarters in Colorado Springs.



He also deployed to Afghanistan for all of 2011 as the director of Afghan National Police Training within the NATO Training Mission Afghanistan.

Over the course of his career, he has somehow been involved in Arctic issues at every one of his shore postings (except Afghanistan).

Before taking command of the RCN in May 2022, VAdm Topshee had the honour and the pleasure of commanding Maritime Forces Pacific and Joint Task Force Pacific, located in Esquimalt, B.C.



LG GEN MICHAEL WRIGHT

Commander

Canadian Army

Born and raised in Southern Ontario, Lieutenant-General Wright enrolled in the Canadian Armed Forces in 1990 and joined Princess Patricia's Canadian Light Infantry (PPCLI) in 1994.

He has served in all three Canadian Mechanized Brigade Groups and deployed on operations with all three Regular Force infantry regiments. He spent 11 years with 2 PPCLI in Winnipeg and Shilo, commanding at the platoon, company and battalion level. He also served three years with the Second Battalion of the Royal 22e Regiment.

He commanded 2 CMBG from 2017-2018. He was Commander CFINTCOM and Chief of Defence Intelligence from June 2021 to July 2024. On promotion to Lieutenant-General in July 2024, he was appointed as the Commander of the Canadian Army.

Operationally he has deployed to Bosnia, Afghanistan, and the Middle East, and served on domestic operations in support of the 2010 Winter Olympics and the 2011 Manitoba floods. He was awarded the Medal of Military Valour and the Meritorious Service Medal as a rifle company commander serving with the First Battalion of The Royal Canadian Regiment Battle Group in Kandahar Province in 2006-07. From May 2020 to



May 2021, he commanded Joint Task Force Impact and Task Force Central, the CAF missions in the Middle East.

Lieutenant-General Wright has served in staff positions as the Chief of Staff of CFINTCOM, J3 of the Canadian Joint Operations Command, Executive Assistant to the Chief of the Defence Staff, Chief of Staff and G3 of 1 CMBG, as well as positions at the Canadian Army Headquarters and the Canadian Forces Joint Headquarters.

Lieutenant-General Wright holds an Honours Degree in History and Political Science and a Masters of Defence Studies from RMC, is a graduate of the National Security Programme, and has completed the Joint Force Land Component Commander Course at the US Army War College.



KRISTEN LEROUX

Vice President and Regional Executive

Lockheed Martin Canada

Kristen Leroux was appointed Vice President and Regional Executive for Canada and Latin America at Lockheed Martin in July 2025. With a strong background in business transformation, she builds trusted high performing teams rooted in a collaborative client-centric approach, for sustainable business growth.

In her role, Kristen leads Lockheed Martin's strategy and customer engagement across Canada and Latin America to meet the evolving needs of clients and is continuing to evolve and build on the company's strong legacy in both regions. She is focused on strengthening collaboration with government, industry, and community partners to deliver advanced and sustainable defence capabilities aligned with regional priorities.

Kristen is passionate about connecting customer expectations with business capabilities, navigating complex environments, and positioning organizations for long-term success.

Kristen is passionate about connecting customer expectations with business capabilities, navigating complex environments, and positioning organizations for long-term success.



From 2020 to 2025, she led DXC Technology Canada, driving business growth and delivering complex solutions aligned with evolving market needs.

Prior to that, from 2002 to 2020, Kristen built a 18-year career at IBM Canada, where she held multiple senior leadership roles, including oversight of the defence and public safety portfolio.

Kristen holds a bachelor's degree in political science from the University of Western Ontario and is a graduate of the Harvard Business School Executive Program.



MGEN (RET'D) SYLVAIN MENARD

*Country Director, Canada
Global Government Relations, Europe & Americas*

RTX

Sylvain Menard is responsible for communicating the positions and concerns of RTX to policy and decision makers in Canada. He also monitors and advises the three businesses of RTX (Collins Aerospace, Pratt & Whitney, and Raytheon) on Canadian policy decisions and business opportunities.

Sylvain retired from the Canadian Armed Forces in June 2024 at the rank of Major- General. His last tenure in uniform was as the Chief Fighter and NORAD Capability, Royal Canadian Air Force in the National Capital Region, where he was responsible for the management of all projects related to the current and future fighter aircraft and NORAD capability, a portfolio of over \$60B CAD.

Sylvain joined the Canadian Armed Forces in 1989 and attended the Royal Military College of Saint-Jean (RMC) Saint-Jean, and Royal Roads Military College (RMCC) Victoria, from which he graduated in 1994. He proceeded through pilot training and received his wings in 1995. In 1996, he was posted to 439 Squadron, Bagotville, Quebec, where he flew the CT-133 Silverstar in a combat-support role. In 1998, he completed the Fighter Pilot Lead in Training and the Fighter Pilot Course on the CF-188 Hornet at the 410 Operational Training Unit in Cold Lake, Alberta. He then flew the CF-188 operationally with 425 Tactical Fighter Squadron from 1999 to 2003, and completed the Fighter Weapons Instructor Course (FWIC) and the Tactical Leadership Program (TLP).

He was the 3 Wing Evaluations, Exercise and Plans Officer, held the positions of Flight Commander, Operations Officer, and



Deputy Squadron Commander at 425 Squadron. He worked at the 1 Canadian Air Division Headquarter as A3 Fighters, principal adviser to the operational commander for all fighter matters. He deployed to Afghanistan in 2008 during Op ATHENA to work within the International Security and Assistance Force (ISAF) Combined Joint Operations Centre. As the Commanding Officer of 425 Squadron from 2010 to 2012, he led the expeditious deployment of the Canadian fighters and air-to-air refuellers detachment to Italy during the Arab Spring of 2011 in support of Op MOBILE, the country's contribution to NATO Op UNIFIED PROTECTOR.

In 2008, Sylvain completed the Joint Command and Staff College (JCSP) in Toronto, and in 2015 the USAF Air War College (AWC) in Montgomery, Alabama. He assumed command of 3 Wing/Canadian Forces Base Bagotville (2013-2015) and filled the role of Director Defense Program Coordination in Ottawa (2015-2017).



BGEN (RET'D) KEVIN WHALE

Senior Director Defence Strategy

MDA Space

Kevin is the Senior Director Defence Strategy at MDA Space. In collaboration with business area leaders and teams, Kevin leads the development, adaptation and execution of MDA's pan-corporation global defence marketplace strategy for business advancement.

Brigadier General (retired) Whale served in the Royal Canadian Air Force for 36 years achieving flight qualifications on Kiowa, Twin Huey, Griffon and Apache helicopters delivering tactical aviation mobility, reconnaissance and aerial firepower effects to Joint warfighters. In 2017 he transitioned to space capabilities force development, readiness and operations leading the Canadian Armed Forces Joint Space program and then as an exchange officer with the US Space Force (USSF).

His staff experience includes Training and Concept Development, Chief of Staff, and strategic level positions at National Defence Headquarters in Ottawa including with the



Canadian Forces Transformation Team and as Director of Air Strategic Plans, Acting Director General Air Readiness, Director General for Space, and Special Advisor to the Minister of National Defence.

Command experience includes US Army Aviation Attack Platoon Leader, Battalion Battle Captain, Squadron Deputy Commanding Officer, Special Operations Aviation Squadron Commanding Officer, Wing Commander, Joint Force Space Component Commander, and Deputy Commanding General – Transformation, Space Operations Command, USSF.



DR. CRAIG STONE

Fellow

Canadian Global Affairs Institute

Dr. Craig Stone is an Emeritus Associate Professor of Defence Studies, Department of Defence Studies, at the Canadian Forces College (CFC).

Dr. Stone joined the academic staff at CFC in the summer of 2005 after 29 years in the Canadian Armed Forces. While at CFC he was the Director of Academics from December 2008 until June 2015, was the Head of the Department from December 2008 until June 2013 and was the Associate Dean of Arts of the Royal Military College of Canada (RMC) from July 2013 to June 2015. He holds a B.A. in Economics from the University of Manitoba, and an M.A. and PhD in War Studies (Defence Economics) from RMC. He retired from full time employment in September 2021.

More generally, he has taught graduate-level courses in defence economics, defence decision-making, strategy formulation, strategic resource management, and institutional policy development.



He served as a member of the DND Defence Industrial Advisory Committee; was appointed to the Interim Board of Directors for the new Defence Analysis Institute in February 2014; served on the College of Management and Economics Leadership Advisory Board, University of Guelph; served as a member of the Canadian International Council Strategic Studies Working Group; served as a member of the Research and Professional Practices Committee, The Institute of Public Administration of Canada; and continues to be a member of the Editorial Board for the Canadian Army Journal.



DAVID HUTCHISON

Director General, Trade Strategy

Global Affairs Canada

Mr. Hutchison has been Director General, Trade Strategy at Global Affairs Canada since December 2021. In this role, he leads a team responsible for strategic policy, defence exports and the governance of Export Development Canada and the Canadian Commercial Corporation. He is also Canada's Chief Negotiator to the EU SAFE Instrument.

Prior to his current role, David served as Executive Director responsible for strategic policy and crown corporation governance. Since joining Global Affairs Canada in 2001, he has worked on a wide range of international policy issues, including the UN, NATO, G7 and Latin America. From 2008-2012



he served as First Secretary at the Canadian Embassy in Washington, D.C.

David holds an M.A. in Political Science from the University of Alberta. He has also undertaken executive studies at Harvard University's John F. Kennedy School of Government and at University of Oxford's Saïd Business School.



DR. DUNCAN STEWART

Partner

Business Development Bank of Canada

Dr. Duncan Stewart is a partner with the Deep Tech venture fund at the Business Development Bank of Canada (BDC).

He was previously Director General of the Canadian National Research Council (NRC) Security and Disruptive Technology research institute. Before joining NRC in 2008, he worked for a decade at Hewlett-Packard (HP) Laboratories in Palo Alto, California, in the advanced technology Information and Quantum Systems Laboratory. His research focused on nanoscale computing devices and systems, from basic science to applied nanotechnology. At HP, he authored >60 patents and >45 scientific papers on nanoscale electronics and materials. In 2008, he coauthored a series of papers reporting the discovery of the fourth fundamental “memristor”



circuit element. This work has led to new research and technology development worldwide in materials and devices for computing memory and logic. Dr. Stewart holds a BAsC in engineering physics from the University of Toronto and a PhD in applied physics from Stanford University.

Dr. Stewart holds a BAsC in engineering physics from the University of Toronto and a PhD in applied physics from Stanford University.



RAVI SINGH

*Director General, Defence Industrial
Strategy*

Department of National Defence

Ravi S. K. Singh is a senior public servant with over two decades of experience leading policy, governance, and transformation initiatives across the Government of Canada. He has worked provincially, and federally across central agencies including TBS and PCO, and large and small departments, advising prime ministers, ministers, deputy ministers, and senior industry leaders on complex issues including national security, economic development, corporate accountability, and international affairs.





NICOLAS TODD

*Vice President, Government Relations
and Communications*

Canadian Association of Defence and Security Industries

Nicolas is CADSI's Vice President, Government Relations and Communications. He is responsible for policy development and government advocacy activities on behalf of Canada's defence industrial base. He has served as a senior political staffer at the federal and provincial levels, a federal public servant, and as a seasoned public affairs consultant in the private sector.

Since 2019, Nicolas has served as Head of the Canadian Delegation to the NATO Industry Advisory Group (NIAG), a high-level consultative and advisory body of senior allied industrialists that support the Conference of National Armaments Directors. He is a member of the Minister of Public Services and Procurement Canada's Supplier Advisory Committee, the Defence Industry Advisory Group, the Industrial Security Advisory Board advising



on PSPC's Contract Security Program, and the Controlled Goods Program's Industry Engagement Committee.

Prior to joining CADSI, Nicolas worked in demanding environments and under difficult circumstances. These include the high-pressure environment at NATO during the military conflict in Kosovo, organizing Canada-EU Summits, negotiating sensitive summit deliverables, preparing ministers for Cabinet and Treasury Board meetings, and developing and implementing integrated government relations and communications campaigns.



BGEN (RET'D) CHRIS AYOTTE

Fellow

Canadian Global Affairs Institute

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.



SIOBHAN HARTY

*Senior Assistant Deputy Minister,
Defence and Marine Procurement*

**Public Services and Procurement
Canada**

Siobhan Harty was appointed Senior Assistant Deputy Minister, Defence and Marine Procurement Branch in May, 2025.

Prior to that, she was Senior Assistant Deputy Minister, Defence Procurement Review, since September 2023, leading a cross-departmental review of policies and processes. In October 2024, she was named National Coordinator for the Icebreaker Collaboration Effort (ICE Pact) with the United States and Finland.

Prior to this appointment, she was Assistant Secretary to the Cabinet, Priorities and Planning, Privy Council Office. In this role, she was responsible for supporting meetings of the Cabinet and the planning of the government's overall policy agenda through the Speech from the Throne. Siobhan has also held positions of Assistant Secretary,



Government Operations, Treasury Board Secretariat of Canada, Assistant Secretary to the Cabinet, Parliamentary Affairs, Privy Council Office, and senior executive-level positions at Employment and Social Development Canada and Public Safety Canada.

Siobhan joined the federal public service in 2002. She holds a PhD in Political Science from McGill University, a MPhil in Latin American Studies from Oxford University, and a BA (Hons) in Political Science from Concordia University.



MARC RODGERS

Chief of Programme

Marc Rodgers served in the Canadian Armed Forces as an Aerospace Engineer for 33 years, retiring in May 2023 as a Brigadier General.

Throughout his military career, he has supported the Canadian Armed Forces in numerous capacities, supporting a broad range of fleets and equipment. He first gained valuable experience and knowledge in the fields of engineering, project management, and acquisition of major aerospace equipment as the Weapon System Manager for the CH146 Griffon, CH149 Cormorant, CC115 Buffalo and CC138 Twin Otter fleets.

He has held command at the Unit and Formation level, served as Executive Assistant to the Chief of the Defence Staff, Military Assistant to the National Security and Intelligence Advisor to the Prime Minister and also held the position of Director of Defence Program Coordination within Chief of Programme.

In June 2021, Marc was promoted to Brigadier General and appointed Director General Aerospace Equipment Program Management. Marc retired from the military in May 2023, and



assumed the responsibilities of the Director General Major Project Delivery (Air and Land). In March 2025, Marc was placed on assignment to examine and validate the management and execution of the Defence Services Programme to improve performance, increase coordination, and collaboration to improve performance, effectiveness and efficiency. In June 2025, he was appointed Chief of Programme within the Vice Chief of the Defence Staff organization.

Marc holds a Bachelors Degree in Mechanical Engineering, a Masters of Business Administration as well as a Masters of Defence Studies. Marc is a graduate of the Joint Command and Staff Program and the National Security Program.



HEATHER SHEEHY

Assistant Deputy Minister

Materiel

Heather Sheehy was named Assistant Deputy Minister (Materiel) on September 25, 2025.

Prior to joining DND, Heather Sheehy was the Assistant Secretary of the Government Operations Sector in the Treasury Board Secretariat where she supported Treasury Board Ministers on numerous issues of importance in advancing the government's agenda.

Throughout much of 2020, Heather worked on the federal government's response to the COVID-19 pandemic and the delivery of benefits to Canadians. Prior to this, she was Associate Assistant Deputy Minister, Strategic and Service Policy Branch at Employment and Social Development Canada (ESDC) since September 2017. She previously spent three years as the Director of Operations,



Machinery of Government at the Privy Council Office.

Prior to this, she was Chief of Staff to the Deputy Minister at ESDC. Earlier in her career she worked in various departments including Health Canada and (then) Citizenship and Immigration Canada as well as working for two years with the Canadian Medical Association.

Heather obtained her undergraduate in politics from Queen's University and has a Master's in Public Administration from Dalhousie University.

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



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