

CREATING PAN-DOMAIN CONTINENTAL DEFENCE



27TH NOVEMBER 2025

PROGRAM



8 h 50 ● OPENING REMARKS

- **David Perry**, Canadian Global Affairs Institute

8 h 55 ● WELCOMING REMARKS

- **Richard Foster**, L3Harris

9 h 00 ● KEYNOTE

- **The Honourable David McGuinty**, Minister of National Defence

9 h 30 ● NORAD & NORAD Modernization BRIEFS

- **MGen Chris McKenna**, Royal Canadian Air Force
- **MGen Jeff Smyth**, Royal Canadian Air Force
- **Peter Saunders**, NORAD-Continental Defense Modernization Office
- **Genviève Lehoux**, Department of National Defence

10 h 40 ● COFFEE BREAK

- Sponsored by Bell Textron

11 h 05 ● NORAD & NORAD MODERNIZATION Q&A

Moderator: **MGen (ret'd) Scott Clancy**, Canadian Global Affairs Institute

- **Genviève Lehoux**, Department of National Defence
- **MGen Chris McKenna**, Royal Canadian Air Force
- **Peter Saunders**, NORAD-Continental Defense Modernization Office
- **MGen Jeff Smyth**, Royal Canadian Air Force

11 h 45 ● LUNCH

Sponsored by Raytheon

12 h 45 ● FIRESIDE CHAT – PROCURING CONTINENTAL DEFENCE

- **The Honourable Stephen Fuhr**, Secretary of State (Defence Procurement)

PROGRAM



- 1 3 h 2 0** ● **INTEGRATED AIR AND MISSILE DEFENCE**
Moderator: **David Perry**, Canadian Global Affairs Institute
- **Peter Bates**, Canadian Global Affairs Institute
 - **Dr. James Fergusson**, Canadian Global Affairs Institute
 - **Peggy Mason**, Rideau Institute
 - **Dr. Col (Ret'd) Al Stephenson**, Canadian Global Affairs Institute
- 1 4 h 2 5** ● **INTEGRATED AIR AND MISSILE DEFENCE – INDUSTRY PERSPECTIVES**
Moderator: **David Perry**, Canadian Global Affairs Institute
- **MGen (ret'd) David Lowthian**, Lockheed Martin
 - **MGen (ret'd) Sylvain Menard**, RTX
- 1 5 h 2 5** ● **COFFEE BREAK**
- Sponsored by Canadian Nuclear Laboratories
- 1 6 h 0 0** ● **PAN DND/CAF PERSPECTIVES ON CONTINENTAL DEFENCE**
Moderator: **Charlotte Duval-Lantoine**, Canadian Global Affairs Institute
- **Dr. Scott McLelland**, Defence Research and Development Canada
 - **BGen Walter Norquay**, Canadian Armed Forces
 - **Col Marc Prince**, Canadian Army
 - **Neil O'Rourke**, Canadian Coast Guard
 - **Cmdre Scott Robinson**, Royal Canadian Navy
- 1 7 h 0 0** ● **FIRESIDE CHAT**
- **LGen Jamie Speiser-Blanchet**, Royal Canadian Air Force
- 1 7 h 3 0** ● **CLOSING REMARKS**
- **David Perry**, Canadian Global Affairs Institute
- 1 7 h 3 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."



THE HONOURABLE DAVID MCGUINTY

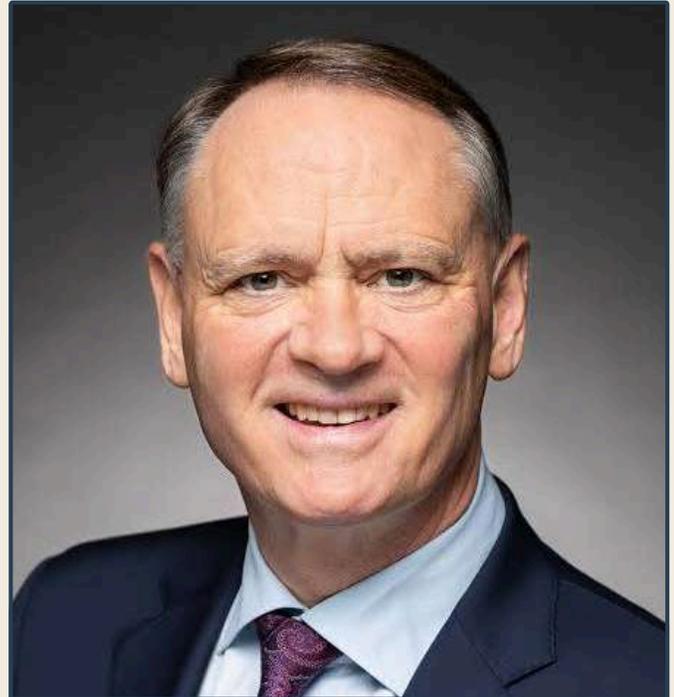
Minister

National Defence

The Honourable David J. McGuinty is Canada's former Minister of Public Safety and Emergency Preparedness. He was first elected as the Member of Parliament for Ottawa South in 2004 and has been re-elected seven times, most recently in 2025.

Minister McGuinty has dedicated his life to public service. Over his two decades on the Hill, he has served in various roles, including Acting Whip, House Leader of the Official Opposition, and most recently Chair of the National Security and Intelligence Committee of Parliamentarians. He has also been a member of numerous parliamentary committees, associations, and groups, including Vice-Chair of the Standing Committee on Transport, Infrastructure and Communities, of the Standing Committee on Natural Resources, and of the Standing Committee on Environment and Sustainable Development.

Minister McGuinty is also a highly respected member of Canada's legal community who has practised law and worked with governments, businesses, and not-for-profit organizations worldwide to help advance progress on a wide range of issues and impact communities for the greater good. His career outside of politics includes working on behalf of UNICEF across Africa to promote children's rights and lecturing, conducting research, and designing courses at various post-secondary institutions across the globe. For nine years, he served as President and Chief Executive Officer of the Prime Minister's National Round Table on the Environment and the Economy, where he established himself as a



leading Canadian expert in green budgeting, brownfields, and the nexus between the economy, the environment, and social issues. He has also served as a mentor to emerging leaders at LEAD Canada and as an advisor to the Rockefeller Foundation.

Minister McGuinty is the recipient of a Queen Elizabeth II Golden Jubilee Medal for his outstanding and exemplary contributions to his community and to Canada.

Minister McGuinty holds a Diploma in Agriculture from the University of Guelph as well as a Bachelor of Laws and a Bachelor of Arts in English Literature and Philosophy, both from the University of Ottawa. He also holds specialized diplomas and certificates from the Université de Sherbrooke and Harvard Law School as well as a Master of Laws from the London School of Economics and Political Science.



MGEN (RET'D) SCOTT CLANCY

Fellow

Canadian Global Affairs Institute

Major General (ret) Clancy served in multiple squadrons of the Royal Canadian Air Force (RCAF) in the Canadian Armed Forces as a tactical helicopter pilot.

As a Director General on the RCAF staff his responsibilities included all personnel, operations, logistics, infrastructure and strategic planning for the entire RCAF. His last years of service saw him as the Deputy Commander of the Alaskan NORAD Region and finally Director of Operations for all NORAD in Colorado Springs.

His 37 years of military experience leading and mentoring multi-faceted teams in the U.S. and Canada have resulted in a book entitled *Developing Coaching Leaders*.



Since retirement from the RCAF, Scott served as a senior mentor on courses delivered to senior officers of the RCAF and is a fellow with the Canadian Global Affairs Institute. He has been featured on CNN Morning, AC 360, CBC News and CTV News.



MGEN CHRIS MCKENNA

Commander

1 Canadian Air Division

Major-General (MGen) McKenna joined the Canadian Armed Forces in 1994, initially as an Army Reservist, and then attended the Royal Military College of Canada receiving his degree in Chemical and Materials Engineering in 1999. He also holds a Master's degree in Defence Studies from the Royal Military College of Canada (2013).

MGen McKenna earned his RCAF Pilot wings in 2002 and served as a Rotary Wing Tactical Aviation and Special Operations Aviation pilot in the RCAF. He has commanded at the Flight, Squadron, Wing, and Task Force level and has served in a variety of command and staff positions including postings in CANSOFCOM units, RCAF HQ and in the Canadian Joint Operations Command (CJOC) HQ.

MGen McKenna deployed twice to Bosnia in 2003/04 as part of NATO's Stabilization Force (SFOR), and twice to Afghanistan; with CANSOFCOM in 2005/06 and as Officer Commanding (OC) Chinook in 2010/11, flying in support of Canada's combat mission. In 2018/19, he deployed to Africa as the Commander of Canada's Air Task Force (ATF) in Mali as part of the UN's Multidimensional Integrated Stabilization Mission in Mali (MINUSMA).

MGen McKenna commanded 450 Tactical Helicopter Squadron (THS) from 2014 to 2016 flying the CH147F Chinook and he commanded 1 Wing, the RCAF's Tactical Aviation Wing, from



2020 to 2021. From 2021 to 2024, he served as the RCAF's Director General of Air and Space Force Development, working to set the requirements and coordinate the acquisition for several key new RCAF capabilities such as the CC330 Husky MRTT, the P8A Poseidon, and the MQ9B RPAS.

MGen McKenna has over 2600 flying hours in both Special Operations and conventional rotary wing aircraft. He is a graduate of the Canadian Army Command and Staff College, the Joint Command and Staff Programme (JCSP), the National Security Programme (NSP), and he has earned US Army Senior Aviator Wings.

MGen McKenna is an Officer of the Order of Military Merit (OMM) and has been awarded the Meritorious Service Cross (MSC), and the Meritorious Service Medal (MSM).



PETER SAUNDERS

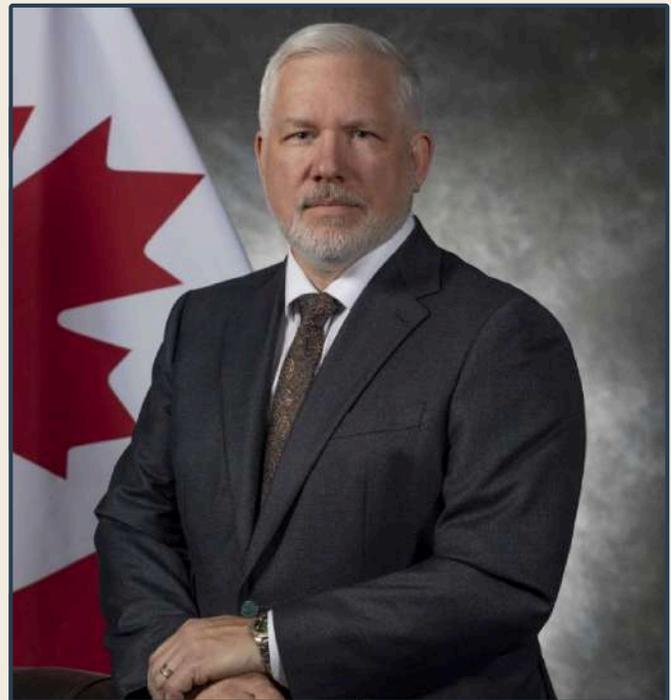
Director General

NORAD-Continental Defence Modernization Office

Mr. Saunders enrolled in the Canadian Forces 23 March 1990. Over the span of his somewhat atypical and discontinuous career, Mr. Saunders enjoyed operational postings flying and instructing on his beloved Sea King Helicopters at 443 (MH) Sqn in Pat Bay, British Columbia; 423 (MH) Sqn, and 12 Wing Operations in Shearwater, Nova Scotia; culminating in Command of 406 (M) OTS.

Throughout this period, he has served in HMCS Annapolis, HMCS Iroquois, HMCS Fredericton and HMCS Toronto and has deployed throughout the Middle East.

Staff postings to date include two stints in the Career Management shop, the last being a two-year sojourn as DMilC4; responsible for guiding, managing and, at times, cajoling some 300 high-maintenance LCol's and overseeing the management of almost 10,000 other members of the RCAF. He also spent three years on a self-imposed educational posting (yes, self-posted) to the Chief of Programme office learning the corporate side of the Department of National Defence and working upon, among other things, analysing financial risk to the Departmental Investment Plan and taking a lead in drafting the next iteration of this document for governmental consideration.



For the past six years, Mr. Saunders has ensconced himself in the Air Staff responsible for the management and development of a number of contracted training solutions for the RCAF. In his current role, Mr. Saunders retains oversight of RCAF contracted training programs whilst standing up and leading the RCAF component of NORAD modernization.

Mr. Saunders is a graduate of the Joint Command and Staff Program at the Canadian Forces College and the Senior Course at the NATO Defence College. He holds a bachelor's degree in science from Acadia University, a Certificate in Adult Education from Dalhousie University, a master's degree in business administration from Heriot Watt University and a master's degree in Defence Studies from the Royal Military College of Canada.



MGEN JEFF SMYTH

*Chief of Air and Space Force
Development*

Royal Canadian Air Force

Originally from Chatham, Ontario, MGen Smyth graduated with his pilot wings in 1994 and was posted to 427 Tactical Helicopter Squadron in Petawawa, Ontario. His operational experience includes deployments to Haiti (1995-96) flying the CH135 Twin Huey, Bosnia-Herzegovina (2000-01) and Afghanistan (2009-10) flying the CH146 Griffon. He has conducted numerous domestic operations providing support to forest fires, floods and ice storms. He was Deputy Commanding Officer of 427 Sqn during the transition to 427 Special Operations Aviation Squadron.

He was appointed Commanding Officer of 408 Tactical Helicopter Squadron in Edmonton, Alberta in January 2008. He deployed to Afghanistan from October 2009 to August 2010 as Commanding Officer of the Canadian Helicopter Force (Afghanistan), flying more than 400 hours and 76 combat missions in the CH146 Griffon. He commanded the Canadian Forces Warfare Centre in Ottawa from 2014-2017. From 2018-2020 he held the position of Deputy Chief of the NORAD and US NORTHCOM Command Centre in Colorado Springs. In 2020 he was promoted to Brigadier-General and posted to the position of Director General Operations at Canadian Joint Operations Command in Ottawa.

In October 2021 he assumed the role of Director General Strategies, Effects and Readiness in the Strategic Joint Staff. In July 2024 he was promoted to



his present rank and was assigned the RCAF Chief Fighter and NORAD Capabilities portfolio. April 1, 2025, MGen Smyth was appointed RCAF Chief Air and Space Force Development, a new position focused on synchronizing projects and programs across the RCAF.

MGen Smyth has held staff positions at 1 Wing HQ in Kingston and NDHQ Ottawa. He is a graduate of the Royal Military College of Canada (Bachelor of Engineering in Engineering and Management 1993, Master of Public Administration 2019), The Canadian Forces Land Command and Staff College (1999), the Australian Command and Staff College (2008), and Canadian Forces College National Security Program (2018).

MGen Smyth has over 3500 flying hours, mainly in the CH135 Twin Huey and CH146 Griffon helicopters. He is married with three children and is an avid cyclist.



GENEVIÈVE LEHOUX

*Senior Director NORAD Modernization
Infrastructure Project Delivery*

Department of National Defence

Geneviève Lehoux joined the Department of National Defence in August 2023 after a distinguished 31-year career with the Canadian Armed Forces.

She brings extensive leadership experience in defence infrastructure, having served in key roles across Canada and overseas, including deployed Task Force Engineer, Assistant Professor of Civil Engineering, Officer Commanding the Construction Engineering and Management Squadron at the Canadian Forces School of Military Engineering, Commanding Officer of 17 Wing Logistics and Engineering Branch, and Joint Engineer at



Canadian Joint Operations Command. She attained the rank of Colonel, with her final posting as Commander of the Royal Canadian Air Force Aerospace Warfare Centre in Trenton, Ontario.

Geneviève holds a Bachelor's degree in Civil Engineering from the Royal Military College of Canada, a Master of Applied Science in Civil Engineering, and a Master of Defence Studies.



THE HONOURABLE STEPHEN FUHR

Secretary of State

Defence Procurement

Secretary Fuhr was born in Edmonton, Alberta, and grew up in Kamloops, British Columbia. He attended Trinity Western University, earning an aviation technology diploma before joining the Canadian Forces.

As a pilot in the Royal Canadian Air Force (RCAF), Secretary Fuhr held multiple roles, including A2 flight instructor, standards officer, CF-18 fighter pilot, and fleet manager at 1 Canadian Air Division. He was a qualified NORAD and NATO operations evaluation officer. Following his military retirement, Secretary Fuhr transitioned to the civilian aviation industry.

He served as Vice President and Director of Business Development, and later the President and CEO of SkyTrac Systems, an aerospace and satellite communications company, from 2009 to 2012. From 2013 to 2015, Secretary Fuhr was qualified as an aircraft captain on several different transport category aircraft for a



private part 91 operator, and was a Transport Canada pilot examiner, with delegated authority to issue and renew pilot instrument ratings.

Secretary Fuhr served as the Member of Parliament for Kelowna in the House of Commons from 2015 to 2019, and as Chair of the House of Commons' Standing Committee on National Defence from 2016 to 2019. Secretary Fuhr was subsequently re-elected in the last federal election, and on May 13, 2025, Secretary Fuhr was appointed Secretary of State for Defence Procurement by Prime Minister Mark Carney.



DR. JAMES FERGUSSON

Fellow

Canadian Global Affairs Institute

Dr. James Fergusson is a Professor Emeritus in the Department of Political Studies, and Deputy Director of the Centre for Defence and Security Studies.

He teaches a range of courses in the fields of international relations, strategic studies, Canada-US defence relations, and Canadian Foreign and Defence Policy. His recent publications include Andrea Charron and James Fergusson. *NORAD: In Perpetuity and Beyond*. Kingston Montreal: McGill Queen's University Press. forthcoming Spring 2022; Andrea Charron and James Fergusson. "North America's Imperative: Strengthening Deterrence by Denial" *Strategic Studies Quarterly*. Winter 2021; *A relic of the Past: Why the demise of the Cold War's INF Treaty will not alter the strategic military balance*. Ottawa: Macdonald Laurier Institute. 2020. Andrea Charron and James Fergusson. *From NORAD to NOR[A]D: The Future of North American Defence Cooperation*. Calgary: Canadian Global Affairs Institute. May, 2018; and Andrea Charron and James Fergusson. *Canada and Defence Against Help: The Wrong Theory for the Wrong Country at the Wrong Time*. Canadian Defence. Eds. Thomas Juneau and Phillipe Lagasse.



In addition to his academic publications, Dr Fergusson has been commissioned to write several reports for the Department of National Defence and the Department of Foreign Affairs. He lectures to a wide range of military audiences, including the Canadian Forces Barker College.

Dr. Fergusson has testified on several occasions to the Standing Committee on Foreign Affairs and International Trade, the Standing Committee on National Defence, and the Senate Standing Committee on National Security on missile defence. He is a former member of the Defence Science Advisory Board, and a former Honorary Colonel of the Canadian Forces School of Aerospace Studies (now Barker College) and the 2 Canadian Air Division.



PEGGY MASON

President

Rideau Institute

Peggy Mason has been the President of the Rideau Institute on International Affairs since June 2014. Under her leadership, this independent think tank (which does not accept funding from government or industry) seeks – through policy research, advocacy, and public engagement - to revitalize Canada’s peacekeeping, diplomatic peacemaking, arms control and disarmament, and peacebuilding roles in the world, through inclusive multilateralism, strengthening the UN capacity for conflict prevention, and peaceful conflict resolution and the progressive enhancement of international law.

An inaugural member of the University of Ottawa Common Law Honour Society (2003), Mason’s distinguished career highlights diplomatic and specialist expertise in the field of international security, with a particular emphasis on the United Nations, where she served as Canada’s Ambassador for Disarmament from 1989 to 1995. During this time, she led Canadian delegations to Review Conferences of the Nuclear Non-Proliferation Treaty (NPT) and the Biological and Toxin Weapons Treaty (BWC), chaired UN expert groups on arms control verification and small arms regulation, and served for two terms on the UN Secretary-General’s Advisory Board on Disarmament. In 2016 she received an achievement award from Canadians for a Nuclear Weapons Convention for her commitment to a nuclear-weapons-free world.

As a regular mentor, trainer and exercise developer



Mason brought the UN political/diplomatic perspective to a range of UN, NATO, and EU military training exercises to help prepare military commanders and their senior staff for complex, multidisciplinary peace and crisis stabilization operations, including ISAF deployments to Afghanistan.

Peggy Mason is proud to be a longstanding and active member of several Canadian non-governmental organizations focusing on peace and security including the Group of 78 (past Chair and current Board Member), Canadian Pugwash Group (Vice-Chair) and the Canadian Network to Abolish Nuclear Weapons (Advisory Board member).

Peggy Mason was an international security policy advisor in the office of the then Foreign Minister Joe Clark when Canada rejected official participation in then President Reagan’s SDI research programme.



DR. COL (RET'D) ALAN STEPHENSON

Fellow

Canadian Global Affairs Institute

Alan Stephenson is an aviation consultant and a 35-year veteran of the Canadian Forces. Colonel (ret'd) Stephenson's extensive knowledge of NORAD and NATO airpower follows from his experience as a CF-18 pilot with 3600 hours flying fighters and as a staff officer at all levels of command.

Alan Stephenson is an aviation consultant and a 35-year veteran of the Canadian Forces. Colonel (ret'd) Stephenson's extensive knowledge of NORAD and NATO airpower follows from his experience as a CF-18 pilot with 3600 hours flying fighters and as a staff officer at all levels of command.

Alan is a graduate of Royal Roads Military College with a BSc in Physics (Sword of Honour recipient), the Canadian Forces Command and Staff College (with Distinction), and the United States Air Force Air War College where he received a Master of Strategic Studies with a focus on the strategic employment of airpower.



His Masters thesis, "Shades of Gray: Gradual Escalation and Coercive Diplomacy" won the Chairman Joint Chiefs of Staff Strategy Essay Competition in 2002, the only international student so honoured to date. Alan completed his PhD at Carleton University in May 2016 writing his thesis on Canadian National Security Culture. His areas of interest include international relations, strategic studies, airpower, Canadian defence and foreign policies, NORAD, NATO, and Canada-US relations.



PETER BATES

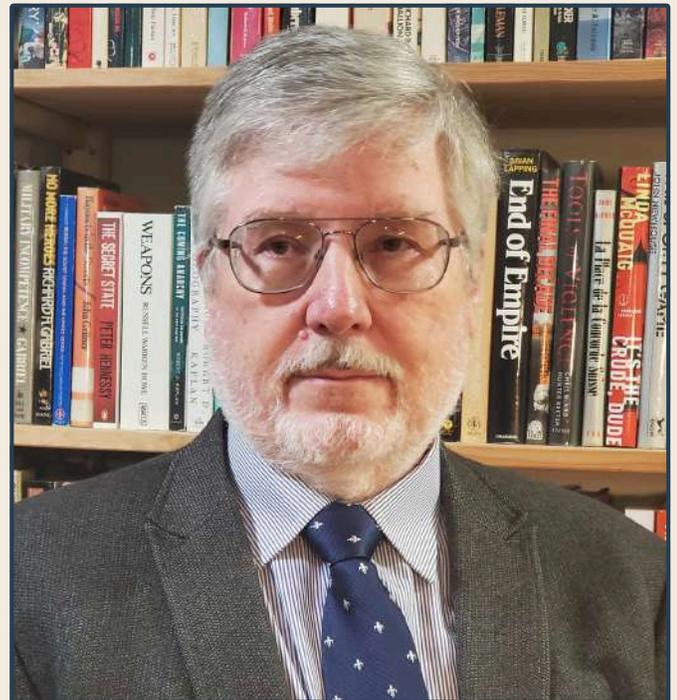
Fellow

Canadian Global Affairs Institute

Peter G. Bates is a retired veteran Canadian Foreign Service Officer having joined the Department of Foreign Affairs and International Trade in 1989. He served in Canada's embassies in Moscow (1991-94), Washington D.C. (1996-2000), Tehran (2000-02 and 2011-12), Kyiv (2006-09) and Cairo (2009-11). During his career he witnessed the end of the Soviet Union on Red Square in Moscow in December 1991 and the Egyptian Revolution on Tahrir Square in Cairo in January 2011.

In Ottawa, from 2002 - 2005 he was the first Deputy Director for Counter-Terrorism in the International Crime and Terrorism Division of the Department of Foreign Affairs and International Trade. He also served as the Deputy Director South Asia responsible for India, the Maldives, and Sri Lanka (2012-14) and Deputy Director Middle East responsible for Iraq, Jordan, and Lebanon (2019-21). He was the Canadian representative to the NATO High-Level Task Force (HLTF) on conventional arms control (1994 - 1996) and Deputy Head of the Canadian delegation to the 1995 Conventional Forces in Europe (CFE) Treaty Review Conference.

From 2014 to 2019 he was the Canadian political advisor to the Commander North American Aerospace Defense Command (NORAD) and United States Northern Command



(USNORTHCOM) in Colorado Springs, Colorado. In that capacity, he provided strategic policy advice to senior Canadian and US military officers and defence officials and contributed to the strategy, plans and policies of this unique binational command.

He is a graduate of the University of Toronto, B.A. (Hons) History and Political Science; where he also did graduate work. He is also a graduate of the National Security Studies Seminar, Canadian Forces College Toronto. From 1979 - 1982, he served with the Queen's York Rangers (1st Americans) in Toronto and was awarded the Radley-Walters Sword in 1980 as the Top Graduating Reserve Armoured Officer at the Armour School, Combat Training Centre Gagetown, New Brunswick. He is married and has two children.



MGEN (RET'D) DAVID LOWTHIAN

*International Business Development
Manager, NORAD Modernization and
PDC2*

Lockheed Martin

Dave joined Lockheed Martin Canada in 2020 after having served 31 years in the Royal Canadian Air Force. Dave commenced his RCAF military flying career as a Qualified Flying Instructor and then went on to fly global air mobility missions on the CC-130 Hercules and the C-17 Globemaster.

In 2007, Dave commanded 429 (Transport) Squadron where he introduced the C-17 Globemaster strategic airlift capability to the Canadian Armed Forces. In 2009, he was deployed to Afghanistan as Deputy Commander of the Joint Task Force Afghanistan Air Wing, and in 2013, he assumed command of 8 Wing Canadian Forces Base Trenton, the home of Air Mobility for the RCAF.

In 2011, Dave attended the USAF Air War College in Montgomery, Alabama where he earned his Master's Degree in Strategic Studies and was awarded the Secretary of the Air Force Leadership Award and the Wright Brothers Officership Award.

Dave is an experienced senior leader and has held key RCAF appointments as Commander of 8 Wing/CFB Trenton, Deputy Commander of 1 Canadian Air Division, Chief of Staff to the Chief of the Defence Staff, and J3/Director of Operations at NORAD Headquarters in Colorado Springs.

At Lockheed Martin Canada, Dave's expertise and



leadership have been important to team successes within the fields of program management and business development. As program director and as a senior manager in international business development, Dave provides thought leadership, dynamic partner interaction, and successful solution delivery to Lockheed Martin Canada's mission of accelerating readiness for the Canadian defence customer. Dave's current focus is on the Integrated Air and Missile Defence capability for Canada.

Dave values the continuous improvement, innovation, and integrated team performance that Lockheed Martin achieves with our industry partners, the Canadian military, and national security stakeholders.

Dave and his wife Nancy enjoy fitness, biking, and travel; they are extremely proud of their three grown children.



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).



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.



DR. SCOTT MCLELLAND

*Director R&D, Strategic Defence
Capabilities*

Defence Research and Development Canada

Dr. Scott McLelland is the Director of R&D Strategic Defence Capabilities at Defence Research and Development Canada (DRDC), within the Canadian Department of National Defence (DND).

He leads Canada's defence R&D program across several critical domains including Integrated Air and Missile Defence (IAMD), Hypersonics, Over-the-Horizon Radar (OTHR), Space Systems, Strategic Warning Architectures (Air and Maritime), and Special Capabilities. Previously, Dr. McLelland served as Section Head for Space and ISR Applications at the DRDC Ottawa Research Centre, where he led a team of 40 scientists and engineers conducting advanced R&D in support of Canada's Defence Space Program.

Since joining DRDC in 2009, he has led research teams focused on GPS jamming and Navigation Warfare, managed



the Space Operations S&T program, and has extensive experience in international defence R&D collaboration with Canada's Five Eyes partners. As a Special Advisor, he has also led DRDC Cabinet submissions on NORAD Modernization and Continental Defence.

He has a Doctor of Philosophy, Electrical Engineering from Carleton University, Masters of Engineering, Electrical from Carleton University and a Bachelor of Engineering, Aerospace Electronics and Systems from Carleton University.

PAN DND/CAF PERSPECTIVES ON CONTINENTAL DEFENCE



BGEN WALTER NORQUAY

*Director General Information
Capabilities Force Development*

Canadian Armed Forces

Brigadier-General Walter Norquay joined the Canadian Forces as a CELE (Air) Officer in 1991 at the age of 17. He attended both Royal Roads Military College (RRMC) Victoria and Royal Military College of Canada (RMC) Kingston, graduating in 1996.

He has spent most of his career with air operations either maintaining RCAF airfields, engineering expeditionary capability, supporting NORAD operations, or as a project director defining future capability. His involvement in air operations has not been exclusive and he has also had the great fortune to have worked for a time with the Royal Canadian Navy, the US Air Force, the US Army and in support of Joint/Combined operations under Canadian Expeditionary Force Command which included a nine month tour leading a mentor team with coalition partners at the Afghanistan Air University in Kabul.

He has also served in the IM Group as the Chief of Staff at the stand-up of 7 Communications Group, and in the Materiel Group both as the Director Aerospace Equipment Program Management for Radars and Communication Systems and the Director of the North Warning System Office. He assumed his current role as the Director General Information Capabilities Force Development as part of the Digital Services Group in May 2023.



Additionally, BGen Norquay has been afforded the opportunity to command three times in his career. First, as Commanding Officer of 8 Air Communication and Control Squadron supporting deployed air operations and again as Commanding Officer 22 Wing Administration and Technical Services Branch, directly supporting the Canadian Air Defence Sector (NORAD) and most recently he was the Formation Commander of 7 Communication Group.

BGen Norquay is a graduate of the Joint Command and Staff Program and the National Security Program. He has a bachelor's degree in Honours Space Science from the Royal Military College of Canada (RMC) Kingston and a Master's of Defence Studies from the Canadian Forces College in Toronto.

He and his incredibly understanding wife live in Ottawa with their two amazing children.

PAN DND/CAF PERSPECTIVES ON CONTINENTAL DEFENCE



NEIL O'ROURKE

*Director General, Fleet and Maritime
Services*

Canadian Coast Guard

Neil O'Rourke joined the Canadian Coast Guard in August 2009 and has held a number of increasingly senior leadership roles since that time.

In October 2012, Neil was appointed Director, Integrated Logistic Support. In this role, he was responsible for an array of technical and business services for the Integrated Technical Services. In June 2015, Neil was appointed as Senior Director, Safe Shipping and Economic Intelligence. During this time, he was responsible for the development of national strategies to sustain and transform the Canadian Coast Guard's marine navigation programs. Neil was the national lead for Arctic program policy, user fees, and the implementation of e-Navigation in Canadian waters. He also served as a councillor with the International Aids to Navigation and Lighthouse Authority (IALA) on behalf of Canada.

In October 2018, Neil became the first Assistant Commissioner, Arctic region. In this role, Neil was asked to lead the implementation of the new Arctic region, by enhancing program and service delivery in the North to better meet the needs of Inuit, First Nation and Metis. From June 2020, he led the transition of the operational responsibility to the Arctic region through the development of a unique internal model between regions. This new model for regional service delivery was the first time that a federal region was inclusive of Inuit Nunangat, and has better prepared the Coast Guard to meet the future demands for



service in the Canadian Arctic. Neil represented Canada as the Chair of the Arctic Coast Guard Forum Experts committee from May 2021 to January 2023.

In January 2023, Neil transitioned to the role of Director General, Integrated Technical Services. In this role, Neil was functionally responsible for the lifecycle management of all Coast Guard assets nationally. This includes the acquisition (of non-ship assets), in-service management and disposal. He was responsible for providing functional direction to the regions and Fleet Marine Engineering teams to ensure a consistent, national approach to managing Canadian Coast Guard assets.

Neil currently occupies the role of Director General, Fleet and Maritime Services. In this role, Neil has functional responsibility for the Canadian Coast Guard's Fleet, operational planning, and maritime security capabilities.



COL MARC PRINCE

Director Land Force Development

Canadian Armed Forces

Col Prince joined the CAF as a Signaller in 1993. Serving in both the Reserve and Regular Force, he held the positions of Troop Commander, Unit Signals Officer, Operations Officer, Deputy Commanding Officer, Networks Officer, Project Director and Manager, Career Manager, and Program Manager. He is currently the Director Land Force Development of the Canadian Army.

Col Prince served at the tactical, operational, and strategic levels in the Army, Air Force, Special Forces, VCDS Group, Materials Group, MilPersCom, and Digital Services Group. He served in several units of 38 Canadian Brigade Group, the Canadian Forces Joint Signal Regiment, 435 Transport & Rescue Squadron, 2 CMBG Headquarters & Signal Squadron, Directorate Land Requirement, Joint Task Force 2, Directorate Land Command Systems Program Management, Directorate Information Management Engineering and Integration, and the Directorate of Military Careers.

Col Prince was the Commanding Officer of both the 3rd Canadian Division Support Group Signal Squadron and the Outside-of-Canada Coordination and Support Unit, and the Deputy Commander of 7 Communication Group. He deployed to Bosnia (Operation Palladium) as a Watchkeeper and Information Management Officer. He also deployed to Afghanistan as a Project Officer for imagery targeting with SOF in support of Op Enduring Freedom.



Col Prince has a Diploma in Civil Technology (Residential and Commercial Construction) as well as a Degree in Honours Physics with focus on Advanced Optics and Nuclear. He holds the Communications Security Establishment - Diploma in Secure System Design, has completed his Master of Science in Information Systems (thesis in Autonomous Agents), and holds a Canada and USA patent in cryptography. He is a graduate of the Joint Command and Staff Program as well as the Canadian Security Studies Program.

Col Marc Prince and his spouse have two girls, and two active Rottweilers. Lori is a Director General with the department of Innovation, Science, and Economic Development (ISED) Canada. In his spare time, Col Prince enjoys spending time with his family, running, reading technical systems manuals, and developing algorithms.

PAN DND/CAF PERSPECTIVES ON CONTINENTAL DEFENCE



CMDRE SCOTT ROBINSON

*Director General Naval Force
Development*

Royal Canadian Navy

Commodore Scott Robinson was born in Middleton, Nova Scotia. He enrolled in the Canadian Armed Forces in 1998 and attended the Royal Military College of Canada in Kingston Ontario, graduating with a bachelor's degree in history. As a bridge watchkeeper he sailed in HMC Ships Ville de Québec, Montreal and Toronto and deployed to the Arabian Sea as part of Operation APOLLO in 2002 on board HMCS Fredericton.

He specialized in anti-submarine warfare and was posted to HMCS Montreal. Upon completion of his director tour, he was posted to the Canadian Forces Naval Operations School (CFNOS) and instructed oceanography prior to attending the year-long Operations Room Officer Course. He was then posted to HMCS Toronto as the Weapons Officer and Operations Officer, sailing on OP CARIBBE and OP NANOOK. Commodore Robinson was promoted to Lieutenant-Commander in 2010 and was then posted back to CFNOS as the senior tactics officer. While at CFNOS he deployed onboard the Turkish warships Gökçeada and Gaziantep as the N5- Future Operations Planner as part the counter-piracy Task Force 151 in the Somali Basin. He obtained his Major Warship Command Qualification in 2011.

Commodore Robinson attended the Joint Command and Staff Programme at the Canadian Forces College in Toronto in 2012, graduating with a Masters in Defence Studies and was then posted to HMCS Halifax as the Executive Officer for two years. He was briefly posted to Sea Training (Atlantic) as the Executive Officer prior to moving to Ottawa to be the Executive Secretary to the Commander of the Royal Canadian Navy for two years.



Commodore Robinson was appointed as the Commanding Officer of HMCS Ville de Québec in July 2017 and deployed on OP REASSURANCE as part of SNMG-2, which included the first operational deployment of the CH-148 Cyclone helicopter. He was promoted to Captain (Navy) and appointed as the Deputy Commander of Canadian Fleet Pacific between September 2019 to June 2022 and was the Commander of Canadian Fleet Pacific for almost three months between May-July 2021. Commodore Robinson then attended the United States Naval War College in Newport, Rhode Island, USA, and is a graduate of the Naval Command College. He then assumed the role as the Director of Strategic Plans at the Strategic Joint Staff in July 2023 until July 2025. He was promoted to his current rank in July 2025 and assumed the role of Director General Naval Force Development.

During his free time, Commodore Robinson enjoys visiting his rather large Annapolis Valley family and camping with his wife, a fellow Naval Officer, and his son and daughter.



LGEN 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.

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