

WEBVTT

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<v SPEAKER\_2>In today's Triple Helix episode of Defence Deconstructed, we're featuring a special joint episode with our friends at the Conference of Defence Associations Institute that features a conversation between myself and the CDA Institute Executive Director, Dr.

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<v SPEAKER\_2>Gaëlle Rivard Piché, and host David Borys recorded on the 24th of February, 2026.

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<v SPEAKER\_2>Talked about the impact of the defence industrial strategy on defence procurement in Canada, the Canadian defence industry, and how it will influence national and defence security policy.

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<v SPEAKER\_1>Gaëlle, we're going to start with you.

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<v SPEAKER\_1>How does the defence industrial strategy redefine the relationship between defence procurement, industrial policy, and national security in Canada?

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<v SPEAKER\_3>Well, I think before looking at how it's redefining everything, we have to recognise the unique moment we're in.

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<v SPEAKER\_3>And I think this document is really redefining how, well, as we said, is redefining the moment because we never had such a strategy.

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<v SPEAKER\_3>And it's sending a very clear message, I think, to Canadians to, and really from coast to coast, as well as from academia, in industry, but really to the entire society that defence is now our priority.

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<v SPEAKER\_3>And for decades, it hasn't been.

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<v SPEAKER\_3>And in fact, it was the opposite.

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<v SPEAKER\_3>There was a clear bias against investing in defence.

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<v SPEAKER\_3>And procurement was seen as a very long process, something that was just, you know, there was only one chance in a generation for you to get the right capability.

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<v SPEAKER\_3>And so people, I would say people in procurement and in the Canadian Armed Forces and the Department of National Defence would get like really obsessed about getting the bespoke capabilities.

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<v SPEAKER\_3>But we're in a very different environment now, we're really looking forward.

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<v SPEAKER\_3>There's a clear message that's been sent, it's this notion that we need capabilities, we need them now.

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<v SPEAKER\_3>And there's a clear signal that's sent by this government to the entire federal government, but also industry that this is the moment to invest in defence.

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<v SPEAKER\_3>And I think that's significant.

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<v SPEAKER\_3>After that, I think the policy, well, the strategy itself is removing a lot of the barriers, but it is still only, I think, taking us to square one.

00:02:16.700 --> 00:02:30.420

<v SPEAKER\_3>And it's going to be really interesting to see the way forward and what are going to be the next actions by this government and making sure that what is in the document is being translated into actions and rapidly so.

00:02:30.420 --> 00:02:32.920

<v SPEAKER\_1>David Perry, thoughts?

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<v SPEAKER\_2>So, to offer at the top, I mean, I think it's really good to actually see this come out.

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<v SPEAKER\_2>I think it is, Gaëlle was saying, it's looking at redefining the relationship with defence investments and increasing the importance placed on them, quite consequentially.

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<v SPEAKER\_2>I think the strategy is pretty comprehensive, gets into a lot of the right kind of areas that a document like this should, spanning things from intellectual property to workforce issues, different partnerships, different aspects of identifying national priority capability areas, it's fairly comprehensive in terms of the span of it.

00:03:12.100 --> 00:03:26.180

<v SPEAKER\_2>I guess if I come down to a single bullet point about how it defines the relationship, I think it puts more of an importance than we've seen probably ever, open question, in terms of making investments in Canada.

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<v SPEAKER\_2>I think that's to me the real single difference out of this document is that it's the government of Canada for the first time really articulating the importance of making investments in the Canadian economy and setting in place some of the different instruments to make more of those investments in the Canadian economy possible.

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<v SPEAKER\_2>If some of the other aspects of what they've outlined here in terms of growing businesses in certain areas, developing small medium businesses writ large and those kinds of things can get operationalized.

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<v SPEAKER\_2>I want to be a little pedantic.

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<v SPEAKER\_2>I'd say that thus far, I'm not clear what's actually changed today.

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<v SPEAKER\_2>As of we have this conversation and there's a whole bunch of definitional work to scope out what some of these things mean and put in place some actual change to process and policy.

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<v SPEAKER\_2>But I think it's very clear intent to try and go have more of a premium being placed on Canadian capability.

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<v SPEAKER\_1>You know, the strategy sets out a fairly ambitious domestic procurement and export objectives.

00:04:28.720 --> 00:04:29.460

<v SPEAKER\_1>Very ambitious.

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<v SPEAKER\_1>And David, you kind of referenced it.

00:04:31.180 --> 00:04:33.560

<v SPEAKER\_1>Maybe the most ambitious we've ever seen.

00:04:33.560 --> 00:04:41.580

<v SPEAKER\_1>What structural reforms inside the federal procurement system are necessary in order to meet those targets?

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<v SPEAKER\_2>Well, I think a whole bunch of things are going to be needed to make this come to fruition.

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<v SPEAKER\_2>I guess there have been a lot of discussion in Ottawa in the last year, year and a half that a lot of procurement reform was going to be baked into this.

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<v SPEAKER\_2>And one of the things I was a little surprised by, the finished product, about how light it was on actual reform.

00:04:58.660 --> 00:05:10.740

<v SPEAKER\_2>A lot of emphasis on the Defense Investment Agency, but that's an institutional structure change that hasn't yet been matched, in my view at least, by actual change to the way that we do procurement.

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<v SPEAKER\_2>That's changing who would do procurement and centralizing function, once it's up and running, will have an impact in terms of changing some of that process and some of the mechanisms.

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<v SPEAKER\_2>But I think a lot of this under the hood, you need to get the process in the military of defining and articulating, expressing, translating into solicitation documents, military requirements.

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<v SPEAKER\_2>That's going to have to be changed to reflect the government's build partner by framework.

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<v SPEAKER\_2>To me, that would require a fundamental change and rewrite of how the Armed Forces do their whole options analysis work.

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<v SPEAKER\_2>To put that in place, it's going to be a bunch of change

required to some of the contracting instruments specifically that was hinted at, but I'm not entirely sure whether or not some of these things have been changed.

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<v SPEAKER\_2>There's been discussions again in Ottawa for years that we need to have direct procurement pathways out of some of our innovation and research and development vehicles, like the IDEAS program at National Defence, based on the language in the document.

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<v SPEAKER\_2>I'm not actually sure whether or not that is changed or whether or not that's still being talked about as a thing that needs to change to effectuate other change.

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<v SPEAKER\_2>And there's some other stuff to put in place to really put teeth around the ability to operationalize that sovereign capability oriented framework and the build partner by, because if the government is serious about delivering that, there's a whole bunch of change required to process, to policy, both capital P and administrative policy in the government of Canada, and then a whole lot of behavioral activity that would have to adjust.

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<v SPEAKER\_2>So I think really it would, to get it all up and running the way that they've expressed, but those are targets which are pretty ambitious.

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<v SPEAKER\_2>And I would give credit to the government for trying to set ambitious targets and not doing a Canadian thing of aspiring for bronze, since we're having this conversation not long after the Olympics.

00:07:07.220 --> 00:07:08.920

<v SPEAKER\_2>So they're setting an ambitious target, which is good.

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<v SPEAKER\_2>But in a whole bunch of ways, this is a generational moment.

00:07:13.800 --> 00:07:17.480

<v SPEAKER\_2>And we should take a big swing, not a small one, in my view.

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<v SPEAKER\_3>I also think that in a few cases, or when we think about it, we don't necessarily need to do tabula rasa or reinvent the wheel.

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<v SPEAKER\_3>There are things that we already know work well, or things that should be done, that can be addressed quite quickly.

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<v SPEAKER\_3>I'm thinking, for example, the Special Operations Forces Community is really good at bringing together end users, planners, employees of the PMO, so Project Management Office and PSPC, together to actually work together on procurement projects, which actually will accelerate procurement, right?

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<v SPEAKER\_3>Everybody has skin in the game, wants the project to succeed, and that helps kind of removing some of the tension that can exist between some of the organizations or some of the teams.

00:08:05.840 --> 00:08:07.720

<v SPEAKER\_3>So I think that's one way.

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<v SPEAKER\_3>We also need to look at, I think, bridging under CAF with industry.

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<v SPEAKER\_3>Industry and the military need to be able to work more easily together.

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<v SPEAKER\_3>That will also help making sure that industry or, you know, small and medium sized businesses are actually looking at the right capabilities that they can modify and improve as they're developing it, rather than wading way further down the procurement process to know whether what they've been working on is aligned with the needs of the QAnon Armed Forces.

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<v SPEAKER\_3>So I think there's some solutions that can be put in, I would say even at the tactical and the operational level from the military standpoint, that will really help procurement down the line.

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<v SPEAKER\_3>And then one of the, to me, one of the questions that I had and that the team that put together the strategy wasn't able really to answer is that.

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<v SPEAKER\_3>So the DIA is about really the really big projects, right?

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<v SPEAKER\_3>That's what was initially announced over 100 million.

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<v SPEAKER\_3>And then we know that there are ways that we can do minor capital project that are under 10 million faster.

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<v SPEAKER\_3>There are ways around this.

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<v SPEAKER\_3>But to me, the big, most of the project, the bread and butter at the Canadian Armed Forces are between you two, right?

00:09:21.180 --> 00:09:27.560

<v SPEAKER\_3>It's the major cap project that are between 10 million, let's say, and 100 million.

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<v SPEAKER\_3>And so how do we go about those?

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<v SPEAKER\_3>Who's going to take care of those projects?

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<v SPEAKER\_3>And how do we accelerate them so that the Canadian Armed Forces, the member of the Canadian Armed Forces, what do you need to do at the job that we're asking them to do and fasten up?

00:09:42.240 --> 00:09:43.620

<v SPEAKER\_1>David?

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<v SPEAKER\_2>I would just emphasize the point that Gaëlle just made that this has been studied to death and then twice or thrice over.

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<v SPEAKER\_2>There's a bunch of things.

00:09:51.880 --> 00:10:06.840

<v SPEAKER\_2>I mean, I mentioned the piece about having a procurement pathway out of a Canadian funded R&D project, like stunningly obvious thing that if the government of Canada is going to grant money for people to develop a solution and the solution works, then we should have a mechanism to buy the solution.

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<v SPEAKER\_2>But that's one of those things that's been kicked around as being stunningly obvious for years, but hasn't actually been put into place.

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<v SPEAKER\_2>But I would hope that this does not launch another process of defence reform study.

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<v SPEAKER\_2>And like there was an effort that just did finish, I don't know if it ever finished, but it was ongoing for years just recently.

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<v SPEAKER\_2>And like you just pick that up and start implementing those things.

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<v SPEAKER\_1>It's interesting to me and I'm going a little off script with this question, but I want to get both of your opinions on it.

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<v SPEAKER\_1>For me, the DIS seems to be this sort of broad strategic direction.

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<v SPEAKER\_1>And what we're kind of identifying, and David, you're sort of referencing this, it's the nuts and bolts of how that will be carried out functionally in practice.

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<v SPEAKER\_1>And this is, I think, the major problem we've had in this country is we love to do the reports, and we love to do the studies, and we very rarely implement practices.

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<v SPEAKER\_1>Do you think that there is underneath the hood, as you said, is there nuts and bolts development going on right now?

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<v SPEAKER\_1>Are organizations reacting to this and saying, now, how do we implement it in practice?

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<v SPEAKER\_1>Or is this just going to generate a sort of domino effect of further studies, and further studies, and further studies?

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<v SPEAKER\_2>I think an honest answer would be that's always a bit of an eye of the beholder dynamic.

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<v SPEAKER\_2>What often happens with these kinds of things in government is that they are not, at least in full scope and finally

approved version widely consulted amongst people that would need to then carry the thing and start working with it.

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<v SPEAKER\_2>So I would be very unsurprised if, I don't know, 80, 90% of the people that need to do the work to deliver this read what they're supposed to do for the first time when this thing was posted on the internet.

00:11:51.720 --> 00:11:59.480

<v SPEAKER\_2>I mean, I think that work of a kind of how to do the implementation, I think, has been underway, but a bunch of the specifics.

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<v SPEAKER\_2>And I think to your point, I mean, I just pull out like a tangible example.

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<v SPEAKER\_2>So we now have an identification of sovereign capability and we maybe talk about that little greater length.

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<v SPEAKER\_2>One of the things that's identified as sovereign capability is air platform.

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<v SPEAKER\_2>Okay, what does that actually mean in concrete terms?

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<v SPEAKER\_2>So right now you can think of a bunch of things that the RCAF operates that's an air platform.

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<v SPEAKER\_2>We haven't made fighter jet fuselages, like if that's what gets considered to be an air platform in this country in a very long time.

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<v SPEAKER\_2>We haven't made strategic lift size, like wide body aircraft in a very long time.

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<v SPEAKER\_2>You can go down a list of a whole bunch of other things.

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<v SPEAKER\_2>Like we do make helicopters, we do make certain types of, I guess narrow body, not an aviation expert, but like narrow body air platforms.

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<v SPEAKER\_2>But if you think of like this, whatever it's seven or eight or nine different types of airframes, the RCAF currently operates or is looking to buy.

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<v SPEAKER\_2>Like actually getting this into an operational form would entail assessing which of those things, feature considerations are we going to designate that the air platform is made in Canada.

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<v SPEAKER\_2>So you think about in terms of like current projects that are on the books.

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<v SPEAKER\_2>There's one for airborne early morning aircraft.

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<v SPEAKER\_2>Like is this industrial strategy make a designation that that's going to be a Canadian manufactured air platform now?

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<v SPEAKER\_2>Or is that an option?

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<v SPEAKER\_2>If you check off the other boxes on avionics or air communications, does it mean that the next generation tactical aviation capability that the Air Force is buying a suite of helicopters that all, some, none of those helicopters or that air platform is going to be made in Canada?

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<v SPEAKER\_2>And then you get into a whole like, what does it mean to make something in Canada?

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<v SPEAKER\_2>There's been conflicting statements about like, what crosses the Canadian threshold on this?

00:13:53.120 --> 00:14:02.940

<v SPEAKER\_2>I saw a statement from the industry minister reported about 70% of the content being Canadian, which I think in a lot of spaces for a lot of systems, that would be a very high bar.

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<v SPEAKER\_2>I've been with the ratio of the input between labor and, you know, different systems that come from global supply chains, all that kind of thing.

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<v SPEAKER\_2>So that's just an example where I'm not, I've not been convinced in the last few days that answers to all of my past key questions have been sorted out.

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<v SPEAKER\_2>Yeah, I think they're pretty fundamental, because those are two projects that are going to be consequential, and they're not all that far out into the future.

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<v SPEAKER\_2>And coming in, getting some fidelity about whether or not those apply under that framework or not, and in what way specifically is something's going to have to be hashed out pretty quickly.

00:14:36.660 --> 00:14:39.840

<v SPEAKER\_3>Yeah, I think it's interesting when you think about what is a sovereign capability, right?

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<v SPEAKER\_3>Because it's one thing to ask what's a Canadian technology or what's a Canadian platform, but also what's a sovereign capability.

00:14:44.720 --> 00:14:47.840

<v SPEAKER\_3>And I think the strategy actually answers that question, right?

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<v SPEAKER\_3>It's a capability that we need to defend Canada and we need sovereignty over.

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<v SPEAKER\_3>And it's interesting also to note that the strategy says that the list of sovereign capabilities is kind of all over time.

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<v SPEAKER\_3>And to me, that is sending a signal to industry that as they develop new things, new capabilities, new platform, those could become a solution to some of the problems that we're facing.

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<v SPEAKER\_3>Because at the end of the day, right, it's about making sure that the Canadian Armed Forces have a technical and operational advantage on our adversaries.

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<v SPEAKER\_3>That's why we have the strategy that we have.

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<v SPEAKER\_3>And that in developing that advantage, there are clear

economic benefits for Canadians, that it's not just outsourced or that we're not just buying foreign technology.

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<v SPEAKER\_3>But ultimately, so the question to me is, what do we need to build here to make sure that we can defend ourselves?

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<v SPEAKER\_3>And so, and then it's looking at what the industry, but then there's the real tension to me between sectors that are already well established.

00:15:53.840 --> 00:15:56.220

<v SPEAKER\_3>And like, oh, well, that can be a sovereign capability.

00:15:56.220 --> 00:15:59.800

<v SPEAKER\_3>But is this actually what we need in terms of sovereign capability?

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<v SPEAKER\_3>So yes, platform, like air platform are an interesting one.

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<v SPEAKER\_3>I think for me, it's more in the unmanned system or unmanned platform, where I think we need to look to, because this is what's got to be required.

00:16:12.460 --> 00:16:17.540

<v SPEAKER\_3>I think we can partner or we can buy some of the other platforms that we need.

00:16:17.540 --> 00:16:24.220

<v SPEAKER\_3>I'm not necessarily convinced that this would be the way to go when we're talking about crude platforms.

00:16:24.220 --> 00:16:29.160

<v SPEAKER\_3>But ultimately, the question is, what are those capabilities that we need to build home?

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<v SPEAKER\_3>And that will be world class so that we can actually defend ourselves and then ultimately export them.

00:16:34.900 --> 00:16:37.180

<v SPEAKER\_3>Because we're a small market, right?

00:16:37.180 --> 00:16:40.260

<v SPEAKER\_3>Canadian Armed Forces, small client.

00:16:40.260 --> 00:16:45.240

<v SPEAKER\_3>So whatever we develop back here at home will have to be exported one way or the other.

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<v SPEAKER\_3>And I think this is really critical to opposition as well.

00:16:47.900 --> 00:16:55.160

<v SPEAKER\_3>Let me think about those sovereign capabilities and what can we actually say, hey, confidently we can build this here, we can use it.

00:16:55.600 --> 00:16:59.380

<v SPEAKER\_3>We're gonna have an advantage and then our allies and partners will want it as well.

00:17:00.220 --> 00:17:10.200

<v SPEAKER\_1>Now you've talked about Unmanned as a platform that you see as an important area in which Canada should be investing in and developing as a sovereign capability.

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<v SPEAKER\_1>I wonder, are there any other specific capability areas where domestic control is strategically essential?

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<v SPEAKER\_3>I think the digital space is critical when we're talking AI, quantum, right?

00:17:23.620 --> 00:17:32.760

<v SPEAKER\_3>And this is where the link between research and development and like a university sector, our industrial sector, and defence and government is so critical, right?

00:17:32.760 --> 00:17:42.640

<v SPEAKER\_3>Quantum and artificial intelligence are going to change the way we communicate, the way we sense, but we're able to see how fast information is going to travel.

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<v SPEAKER\_3>Those in terms of our overall awareness and our ability to command and control capabilities are going to be critical.

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<v SPEAKER\_3>So I want to see investment, a lot of investment in that sphere because it's underpinning everything else, right?

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<v SPEAKER\_3>You can have the nicest aeroplane, the nicest jet if you

have no command and control and you cannot ensure that all your sensing is working and there's no jamming, no interference, then you're basically a lame duck.

00:18:10.680 --> 00:18:20.440

<v SPEAKER\_3>So I would like us to, I want to see more investment or a lot of the investment directed into those structural capabilities, or if you're one that are really underpinning everything else.

00:18:20.440 --> 00:18:29.640

<v SPEAKER\_3>To me, this is how we can really position ourselves as a world class defence, like defence industry.

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<v SPEAKER\_3>David?

00:18:30.620 --> 00:18:44.340

<v SPEAKER\_2>I think it pros, I imagine, not very easy to land on that list, because there's so much that we're inheriting of generations of past practice where this was not a consideration.

00:18:44.340 --> 00:19:05.200

<v SPEAKER\_2>And rationalising a different way of thinking about our sourcing patterns against generations of path dependence in terms of how we thought about developing capability and a lot of it being done in a very allied, interoperable but like intertwined fashion is a tension.

00:19:05.200 --> 00:19:14.340

<v SPEAKER\_2>And then there's the whole other aspect of, which I didn't really think there was much of a definition around, like when does all of this take effect?

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<v SPEAKER\_2>Which projects does this start being applied to?

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<v SPEAKER\_2>So I was just picking a couple of air platforms projects out of my own running list of what I have a decent understanding of what the CAF is looking to buy.

00:19:30.000 --> 00:19:39.520

<v SPEAKER\_2>I do think they need to come forward and publish an updated list because the old list is now way stale with the level of investment that was committed to last June.

00:19:40.780 --> 00:19:49.180

<v SPEAKER\_2>But we're on a current modernization trajectory that was not underpinned by any of this policy direction.

00:19:49.180 --> 00:19:57.320

<v SPEAKER\_2>Actually, a lot of it, the most recent defence policy was pushing the CAF more strongly to work even closer with the United States Armed Forces.

00:19:58.040 --> 00:20:07.540

<v SPEAKER\_2>That's a long-standing policy trajectory, but it's one that, at least in my view, had been heightened and strengthened in the last couple of years, particularly under the Biden administration.

00:20:08.900 --> 00:20:11.920

<v SPEAKER\_2>How much of that changes and when does it start to change?

00:20:12.120 --> 00:20:16.440

<v SPEAKER\_2>You just think about projects that are much discussed in the news.

00:20:16.440 --> 00:20:23.780

<v SPEAKER\_2>You could potentially look at this as saying, if it's going to take effect now, then we revisit our acquisition of fighter aircraft.

00:20:23.780 --> 00:20:30.280

<v SPEAKER\_2>I think that that would not be wise for all kinds of reasons, but that would be one way to look at the frame for how you do that.

00:20:30.280 --> 00:20:48.520

<v SPEAKER\_2>Then if you go out more broadly, you look at what's in the existing portfolio of projects, like which ones at what level of maturity get left untouched, and when do you start changing projects that might have already been, you know, have spent two years, three years, four years in options analysis or into definition?

00:20:48.520 --> 00:20:51.360

<v SPEAKER\_2>Like when does this all kick in?

00:20:51.360 --> 00:21:00.580

<v SPEAKER\_2>And I think at the end of the day, like we're going to end up having a mix of all the capability we already have, which is bought under totally different considerations.

00:21:00.580 --> 00:21:12.800

<v SPEAKER\_2>We've got, I'm not sure what the current best estimate is, my kind of running many mental tallies, like there's like 75 billion worth of stuff, give or take, that's on order right now, which is largely American weapon system.

00:21:12.800 --> 00:21:14.680

<v SPEAKER\_2>And then there'd be all the rest.

00:21:14.680 --> 00:21:21.120

<v SPEAKER\_2>And again, go back to my other point, I don't personally have a good idea of what all the rest entails at this point, because that hasn't been articulated.

00:21:22.400 --> 00:21:35.940

<v SPEAKER\_2>And so rationalizing all of that, like we're moving forward into an era where the resourcing level, if the Prime Minister's statements get actualized over a long term, are fundamentally different than they have been historically.

00:21:35.940 --> 00:21:46.980

<v SPEAKER\_2>So maybe we aren't into the capability hoarding for two generations mindset that we've been in for 60 years, where we buy things with 20-year shelf-lives and run them for 40 plus.

00:21:46.980 --> 00:21:54.040

<v SPEAKER\_2>But we're basically like, if you take a snapshot today in 2026, we've got capability that we're going to have for another 20 years minimum.

00:21:54.040 --> 00:22:01.720

<v SPEAKER\_2>We've got things on order, which unless the direction is changed, are going to be like the future of the CAF for the next 40 years.

00:22:01.720 --> 00:22:08.200

<v SPEAKER\_2>And then we've got a bunch of other future decisions that will kick in at some point moving forward, which you can have more of an emphasis on Canadian purchases.

00:22:08.200 --> 00:22:17.960

<v SPEAKER\_2>They kick in, but that whole kind of time sequence phasing of when all of this snaps in and takes effect is going to be all kinds of fascinating.

00:22:17.960 --> 00:22:21.420

<v SPEAKER\_2>And I think I remember the point of the question eventually.

00:22:21.700 --> 00:22:23.240

<v SPEAKER\_2>I was coming about the command and control.

00:22:23.240 --> 00:22:27.680

<v SPEAKER\_2>We are buying command and control systems under completely different rules.

00:22:27.680 --> 00:22:38.660

<v SPEAKER\_2>So we're going to have a hodgepodge of old kit bought under old rules, new kit bought under old rules, and new kit bought under whatever the new rules become at some point in time.

00:22:38.660 --> 00:22:43.740

<v SPEAKER\_2>And squaring all of those, I don't even know if they're circles or whatever, whatever shapes they are, whatever the geometry is.

00:22:43.740 --> 00:22:46.900

<v SPEAKER\_2>Prime Minister talks about variable geometry, I guess that fits here.

00:22:46.900 --> 00:22:54.160

<v SPEAKER\_2>There's a whole bunch of, we're going to have an entire potpourri of different considerations for what the capability set of the CAF looks like.

00:22:54.160 --> 00:22:59.800

<v SPEAKER\_2>Because the current government's inheriting what was already a really big investment platform.

00:22:59.800 --> 00:23:03.240

<v SPEAKER\_2>This episode of Defence Deconstructed is brought to you by Irving Shipbuilding.

00:23:03.240 --> 00:23:05.760

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00:23:05.760 --> 00:23:14.700

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00:23:14.700 --> 00:23:19.600

<v SPEAKER\_1>One of the things maybe for our listeners to understand is just how drawn out the procurement process is.

00:23:19.600 --> 00:23:21.700

<v SPEAKER\_1>It isn't snap your fingers and get new kit.

00:23:21.700 --> 00:23:23.360

<v SPEAKER\_1>That's just not the way it works.

00:23:23.360 --> 00:23:42.780

<v SPEAKER\_1>I think you've identified David that there is already momentum, institutional momentum that is already going with, like you said, old projects, old rules, new projects, old rules, newer projects, and unknown new rules and that is a complicated milieu of decision-making and processes.

00:23:42.780 --> 00:23:59.480

<v SPEAKER\_1>I want to shift gears a little bit to the export market because, Gaëlle, you talked about export growth, and what risks do you think accompany a stronger export orientation, particularly in this volatile geopolitical environment that we exist in today?

00:23:59.480 --> 00:24:00.480

<v SPEAKER\_3>There are many risks, right?

00:24:00.480 --> 00:24:02.340

<v SPEAKER\_3>We've seen it in the past.

00:24:02.340 --> 00:24:19.780

<v SPEAKER\_3>Canadians don't like it when Canadian equipment, Canadian platform end up in countries that, you know, are using it against their own population, are the, you know, are the equipment is being used by government that are violating human rights and so on.

00:24:19.780 --> 00:24:30.280

<v SPEAKER\_3>But well, I think there's a bug here, and it's not to say that we will have to be more comfortable with this, but we have to realize that there's, we're going to have to be more comfortable with risks.

00:24:30.280 --> 00:24:41.180

<v SPEAKER\_3>What I'm more worried about is to see equipment, Canadian equipment or platforms that have Canadian components on them being used against Canadian troops or against allied troops.

00:24:42.200 --> 00:24:44.120

<v SPEAKER\_3>And that to me is more worrisome.

00:24:44.120 --> 00:24:54.260

<v SPEAKER\_3>So I really do not want to see research and development or even commercialized technology being developed in Canada being used against us and against our allies and partners.

00:24:54.260 --> 00:24:56.820

<v SPEAKER\_3>And I think we'll have to be very careful about that.

00:24:56.820 --> 00:25:10.480

<v SPEAKER\_3>And that's not just a question of who we're trading with, but also the entire research security infrastructures that are going to be put in place that I'm hoping are being put in place at the moment and making sure that when the...

00:25:10.480 --> 00:25:15.120

<v SPEAKER\_3>And also that industry has the right information when they go on and trade.

00:25:15.120 --> 00:25:16.560

<v SPEAKER\_3>And so to me, it's really about...

00:25:16.560 --> 00:25:18.040

<v SPEAKER\_3>That's part of this notion.

00:25:18.040 --> 00:25:32.160

<v SPEAKER\_3>I think we're in a time where we need to become more pragmatic but also acquire very rapidly a strategic maturity that we don't necessarily have when it comes to the conduct of foreign policy and foreign trade and so on.

00:25:32.160 --> 00:25:34.440

<v SPEAKER\_3>Realize that there's got to be compromise, right?

00:25:34.760 --> 00:25:43.180

<v SPEAKER\_3>We're facing a lot of compromises, difficult decisions, but alternatively, why are we doing what we're doing and how we're approaching exports?

00:25:44.480 --> 00:25:46.920

<v SPEAKER\_3>It's about walking into a clear eye.

00:25:46.920 --> 00:25:54.000

<v SPEAKER\_3>One of the things I have heard is that they were completely changing the trade book, handbook at Global Affairs Canada.

00:25:54.000 --> 00:25:58.640

<v SPEAKER\_3>So they will change the way they're approaching trading relationships and trading negotiations.

00:25:59.760 --> 00:26:06.060

<v SPEAKER\_3>And I'm very curious to hear how this is going to be affecting defense capabilities and fast procurement.

00:26:06.060 --> 00:26:09.500

<v SPEAKER\_2>So I would offer three thoughts on that.

00:26:10.520 --> 00:26:16.060

<v SPEAKER\_2>To hit the target that is expressed there, I think we'd have to do a combination of things.

00:26:16.060 --> 00:26:18.860

<v SPEAKER\_2>We'd have to retain our US market access.

00:26:18.860 --> 00:26:37.580

<v SPEAKER\_2>I'll come back to this because I think the relationship with the United States is mentioned in the document, but it's one of the least under-specified, or sorry, most under-specified, I guess is the right way to frame it, aspects of this relative to the importance

of sales into the United States market for the Canadian defence industry.

00:26:37.580 --> 00:26:39.880

<v SPEAKER\_2>But again, so how do you get 50% growth?

00:26:39.880 --> 00:26:48.640

<v SPEAKER\_2>Like the US is the biggest market, so you'd want to keep access there, but I think given everything that's happening with the US right now, that's a questionable proposition.

00:26:48.640 --> 00:26:53.320

<v SPEAKER\_2>The government's got a lot of enthusiasm for diversifying export markets.

00:26:54.620 --> 00:26:58.840

<v SPEAKER\_2>We'll see, because we're not the only people that have that level of enthusiasm.

00:26:58.840 --> 00:27:07.760

<v SPEAKER\_2>And I think that really kind of comes out, to me, if I were to point to one thing we've got to think about here is like, are we actually positioning our industry to be competitive?

00:27:07.760 --> 00:27:14.420

<v SPEAKER\_2>Or are we positioning our support for defence exports just to be better than it has been?

00:27:14.420 --> 00:27:22.260

<v SPEAKER\_2>And if we really want to grow sector export sales by 50%, like we need to be aiming to be competitive internationally.

00:27:22.260 --> 00:27:31.700

<v SPEAKER\_2>So that doesn't just mean doing a bunch of things that are long overdue, like involving Export Development Canada in defence exports now.

00:27:31.700 --> 00:27:35.420

<v SPEAKER\_2>In the past, they may have precluded them from being involved.

00:27:35.420 --> 00:27:42.920

<v SPEAKER\_2>But that doesn't mean that that export development bank function is going to be competitive globally, just by changing the map.

00:27:42.920 --> 00:27:48.420

<v SPEAKER\_2>So far, I think we're aiming at that that's going to be better than what it was before, but before it was like they were a non-entity.

00:27:48.420 --> 00:28:02.680

<v SPEAKER\_2>So things are moving in a positive direction, but we really need to be thinking about like being in it to win it, and being globally competitive with other peers like the French, the Brits, the Germans, the Koreans, the Americans.

00:28:02.680 --> 00:28:08.440

<v SPEAKER\_2>And I'm not sure that Ottawa's head's oriented in that space now, but I think that's what we need to aim for.

00:28:08.440 --> 00:28:26.000

<v SPEAKER\_2>Part of doing that though, I think, to put a finer point on a couple of things that Gaëlle talked about on the accepting risk, like I think if we're serious about this, everybody in a relevant portfolio in the Government of Canada, he's just sit down and have a meeting, look themselves in the eye and agree that you're going to sell to the Middle East, period.

00:28:26.000 --> 00:28:28.720

<v SPEAKER\_2>All the countries in the Middle East, period.

00:28:28.720 --> 00:28:33.140

<v SPEAKER\_2>Because if you aren't willing to access that market, then I think the path to growth is pretty tenuous.

00:28:33.140 --> 00:28:34.700

<v SPEAKER\_2>And that doesn't just mean direct sales.

00:28:34.700 --> 00:28:45.100

<v SPEAKER\_2>I mean, some of the things that Government of Canada has had heartburn in the past about exports going to the United States and then being involved in final sale to Israel or other places in the Middle East.

00:28:46.420 --> 00:28:59.220

<v SPEAKER\_2>I am hopeful that we're having a different kind of conversation right now, but I'm not convinced that there's yet a solidified consensus that the answer to my question, like, are we going to sell to the Middle East, is going to be an enthusiastic, not just begrudging?

00:28:59.220 --> 00:29:00.120

<v SPEAKER\_2>Yes.

00:29:00.120 --> 00:29:05.380

<v SPEAKER\_2>Because if it's not, then I think that 50% target's got some significant issues behind it.

00:29:05.400 --> 00:29:08.960

<v SPEAKER\_2>I think the last piece is to come back to the American part.

00:29:08.960 --> 00:29:27.520

<v SPEAKER\_2>Canada's defence industry has enjoyed since the 1950s, unparalleled access to the American defence market by virtue of generations worth of agreements that gives Canadian firms the best access on the planet to the world's largest defence market.

00:29:27.520 --> 00:29:38.320

<v SPEAKER\_2>I wonder how some of the aspects of this strategy about export diversification are being received by a highly transactional White House, if they're paying attention.

00:29:41.260 --> 00:29:45.940

<v SPEAKER\_2>Numerically, keeping that access is going to be pretty important on keeping export sales.

00:29:46.040 --> 00:30:07.160

<v SPEAKER\_2>I think more broadly, it's going to remain vitally important to the health of the defence industry because by virtue of being two-thirds of export sales which are half of all revenue, it's basically like a third of every dollar earned in the Canadian defence sector today gets earned through sales to the United States.

00:30:07.160 --> 00:30:09.980

<v SPEAKER\_2>And keeping and growing that, I think, is going to be pretty important.

00:30:09.980 --> 00:30:18.100

<v SPEAKER\_2>And I don't, I guess, I have a hard time seeing how that fits in the current political rhetoric that's kicked around in the relationship with the United States at the moment.

00:30:18.100 --> 00:30:27.400

<v SPEAKER\_1>Yeah, it's very fascinating because there's these economic realities and industrial realities, but then there's, of course, the political environment, which wants to, in many ways, challenge those economic realities.

00:30:27.480 --> 00:30:30.160

<v SPEAKER\_1>And that's kind of what you're talking about here.

00:30:30.160 --> 00:30:33.260

<v SPEAKER\_1>I am interested in shifting to a more personal question, I hope.

00:30:33.260 --> 00:30:36.160

<v SPEAKER\_1>Both of you represent really great organizations.

00:30:36.160 --> 00:30:51.140

<v SPEAKER\_1>And I'm fascinated if both of you could comment, you know, how has defence spending or this, let's say, momentum forward of defence spending, how has it impacted your own work and specifically, what do you think it means for your respective organizations?

00:30:51.140 --> 00:30:55.160

<v SPEAKER\_1>So David Perry, the CGAI, Gaëlle Rivard Piché from the CDAI.

00:30:56.180 --> 00:31:09.060

<v SPEAKER\_3>Well, from a CDAI perspective, interestingly enough, I arrived in a position last June, just a week before the announcement of the increase in the defence investment to 2% and then to 3.5%.

00:31:10.300 --> 00:31:14.640

<v SPEAKER\_3>And I came after 10 years in working in force development with the Canadian Armed Forces.

00:31:14.640 --> 00:31:21.560

<v SPEAKER\_3>So I saw procurement, you know, really up close and personal with different elements of the Canadian Armed Forces.

00:31:22.040 --> 00:31:36.180

<v SPEAKER\_3>But then you arrive and it felt that after years of just asking, in decades of asking for more money and for just enough investment, right, that the money is finally here and okay, so how do we get there and how do we go about this?

00:31:36.180 --> 00:31:50.460

<v SPEAKER\_3>And so for us and the role that I see for the Conference of Defence Associations and the CDA Institute is really how do we reach Canadians to increase that public understanding and public literacy of what defence is?

00:31:50.460 --> 00:31:52.920

<v SPEAKER\_3>And why do we need those investments?

00:31:52.920 --> 00:32:02.160

<v SPEAKER\_3>Because it was clear or we got popular support when it was Alboa because we were going to be the 51st state, right, but that only last for a certain time.

00:32:02.160 --> 00:32:11.680

<v SPEAKER\_3>And we have to realise that the main threat, even if what woke Canadians up was to come in from the White House, is not coming from the White House.

00:32:11.680 --> 00:32:19.300

<v SPEAKER\_3>It's coming from an environment that has been coming more

hostile and more volatile in the last 10 years or so.

00:32:19.300 --> 00:32:24.020

<v SPEAKER\_3>And that Canada now finds itself in a very difficult position of explaining catch up.

00:32:24.020 --> 00:32:31.760

<v SPEAKER\_3>And this policy is one of the things that this or the strategy is one of the things that the government has offered to actually catch up on where we should be.

00:32:31.760 --> 00:32:33.740

<v SPEAKER\_3>But we're not on a more footing right now.

00:32:33.740 --> 00:32:39.060

<v SPEAKER\_3>And I think for most Canadians, the notion of having Canada on more footing is really hard to come in.

00:32:39.060 --> 00:33:00.380

<v SPEAKER\_3>And so I've really been shifting the activities of the organization going forward towards engaging with Canadians across the country through our National Security and Defence Dialogues, putting out more, I would say, research that is actually accessible, that people can consume, and really trying to reach Canadians where they are at and trying to explain why we're making the choices that we're making.

00:33:00.380 --> 00:33:05.260

<v SPEAKER\_3>And I think going forward, more hard choices are going to be required.

00:33:05.260 --> 00:33:18.360

<v SPEAKER\_3>Because as I said, we're not on war footing when we look at our allies, when you look at increase of production in the US and what's happening in Europe, where countries are saying that there may not be a war with Russia, but there's certainly not a peace.

00:33:18.360 --> 00:33:26.700

<v SPEAKER\_3>I think we still have a long way to go in terms of making sure Canadians understand the situation in which we find ourselves.

00:33:26.700 --> 00:33:40.880

<v SPEAKER\_3>And that investing now and sustainably in the next few years, like next decade, will be critical in ensuring that we don't end up in a position where we're fully vulnerable and actually completely and unable to defend ourselves.

00:33:41.640 --> 00:33:47.460

<v SPEAKER\_2>On our part, I'd say the biggest shift has been a different level of interest, including politically.

00:33:47.460 --> 00:33:57.020

<v SPEAKER\_2>So government that's got from the top, consequentially different level of interest in defence files than we've seen in a long time.

00:33:57.020 --> 00:34:00.240

<v SPEAKER\_2>I mean, I've stopped counting the number of times I've seen Mr.

00:34:00.240 --> 00:34:13.400

<v SPEAKER\_2>Carney personally make these announcements when you would under past parliament, you'd only see the prime minister involved in an announcement around defence, like a handful of times during an entire span as prime minister.

00:34:13.400 --> 00:34:13.620

<v SPEAKER\_2>Mr.

00:34:13.620 --> 00:34:20.520

<v SPEAKER\_2>Carney's already, I think he's close to 10 different announcements personally that he's attended, taken part in those kinds of things.

00:34:20.520 --> 00:34:24.160

<v SPEAKER\_2>And I think that's in part because of that, I think.

00:34:24.160 --> 00:34:38.020

<v SPEAKER\_2>I mean, I've always thought that we have these conversations, we say the Canadian public isn't interested in all these kinds of things, which I always thought was sort of a rubbish argument because it was a little political leadership around that, like it was public polling and a total issue vacuum.

00:34:39.460 --> 00:34:55.120

<v SPEAKER\_2>I would wager that a lot of what we've seen in the last year or so in terms of changing public attitudes is in part a response to politicians finally talking about an issue in a real way and making a case for additional investment in the importance of defence in a way that didn't happen before.

00:34:55.120 --> 00:35:08.900

<v SPEAKER\_2>And I think the public has been, you know, they might have had their own thoughts, but I think there are also a lot of evidence that people are able to be persuaded by decent arguments and I think you've seen politicians putting forward decent arguments for why you should do these kinds of things.

00:35:08.900 --> 00:35:22.680

<v SPEAKER\_2>And you've seen as a result of that broader sections of

the public business community interested in the kind of things that our two organizations have been doing for a long time with a smaller scope of people interested in them.

00:35:22.680 --> 00:35:23.940

<v SPEAKER\_2>And now that pool has broadened.

00:35:25.460 --> 00:35:30.260

<v SPEAKER\_1>For my final question for both of you, I want to address the concept of innovation.

00:35:30.260 --> 00:35:34.840

<v SPEAKER\_1>The strategy emphasizes both production capacity and innovation.

00:35:34.840 --> 00:35:45.120

<v SPEAKER\_1>So how should policymakers sequence investments between scaling existing firms, so current firms that are already producing stuff, and cultivating emerging technologies?

00:35:45.260 --> 00:35:50.060

<v SPEAKER\_1>What kind of incentives might be used to foster such innovation?

00:35:50.060 --> 00:35:51.680

<v SPEAKER\_3>Well, I think there's a few things that can be done.

00:35:51.740 --> 00:35:57.500

<v SPEAKER\_3>There's a lot of research and development that is being done here in Canada, right?

00:35:57.500 --> 00:36:08.900

<v SPEAKER\_3>I've heard the number of saying that we produce 4 to 5% of research and development across the world, but we only produce 1% of the world's IP.

00:36:08.900 --> 00:36:10.520

<v SPEAKER\_3>So there's a real issue here.

00:36:10.520 --> 00:36:18.080

<v SPEAKER\_3>There's a lot of research and development that is being done, but that those innovations and new technologies are not being commercialized in Canada.

00:36:18.300 --> 00:36:22.260

<v SPEAKER\_3>There's a few reasons for that, one of them being, first of all, we talked about it.

00:36:22.260 --> 00:36:23.580

<v SPEAKER\_3>It goes up.

00:36:23.580 --> 00:36:33.000

<v SPEAKER\_3>Advice against investment or support to, you know, defense-related technology and commercialization, I think, from the investment sector for a long time.

00:36:33.000 --> 00:36:34.000

<v SPEAKER\_3>This is changing.

00:36:34.000 --> 00:36:35.320

<v SPEAKER\_3>We caught their attention.

00:36:35.320 --> 00:36:46.160

<v SPEAKER\_3>They're, I've been doing a lot of engagement in that sector, and you can see that they're willing, and I think to now explore that and the strategy is sending the right signal to the investment sector across Canada.

00:36:47.220 --> 00:36:53.620

<v SPEAKER\_3>But there's also the fact that it's way easier to be an innovator and to do that in the United States.

00:36:53.620 --> 00:37:05.340

<v SPEAKER\_3>And so we would see really promising technology, created in Canada, moving down to the US, because it's way easier to commercialize there, and they're way more opportunity to actually make money for the people that came up.

00:37:05.340 --> 00:37:12.880

<v SPEAKER\_3>So I think creating a more conducive environment, conducive environment, I would say, to innovation in Canada is critical.

00:37:13.040 --> 00:37:16.180

<v SPEAKER\_3>I think already there's a few proposals that are out there.

00:37:16.180 --> 00:37:18.560

<v SPEAKER\_3>There's a few, various have been removed.

00:37:18.560 --> 00:37:20.180

<v SPEAKER\_3>But this is really key.

00:37:20.180 --> 00:37:33.660

<v SPEAKER\_3>And making sure that industry, the research center, and universities are working together with the government, it's also going to be critical, so that, you know, it can coalesce together ultimately.

00:37:33.660 --> 00:37:36.580

<v SPEAKER\_2>I agree with, I think, pretty much everything that Gaëlle just said there.

00:37:36.740 --> 00:37:54.520

<v SPEAKER\_2>I think the bigger thing to me, though, would be to get to a different balance between basically like mature platform and innovative ones, is going to require like a really fundamental reset of the whole orientation of how we do forest development planning and acquisitions.

00:37:54.520 --> 00:38:05.280

<v SPEAKER\_2>Like, it's been a very long-standing, one of those perpetually un-executed, for a whole bunch of reasons, recommendations that we should just air-quote by off the shelf.

00:38:05.280 --> 00:38:07.780

<v SPEAKER\_2>Doing more innovation is the opposite of that, basically.

00:38:10.440 --> 00:38:25.600

<v SPEAKER\_2>It's resetting an orientation that's reflected through our entire system that tends to bias towards acquiring proven solutions because they have less risk associated with them, technically.

00:38:25.600 --> 00:38:28.860

<v SPEAKER\_2>They have less risk associated with them financially.

00:38:28.860 --> 00:38:35.120

<v SPEAKER\_2>They have less risk associated with them from a scheduled point of view because of the first point, at least, at a minimum.

00:38:36.000 --> 00:38:47.660

<v SPEAKER\_2>If we want to be focused more on driving innovation, then we have to change that paradigm and not have the whole system be biased towards risk reduction the whole way through.

00:38:47.660 --> 00:38:53.640

<v SPEAKER\_2>What that would mean amongst other things is, again, come back to my point about when does all this stuff take effect?

00:38:53.640 --> 00:39:27.420

<v SPEAKER\_2>Anything that has a project budget now, if you're going to try and drive it to a more innovative solution, probably needs its entire contingency re-baselined because if we're going to implement this in different sovereign capability areas as an example, you're going to have to go back and say, which of these projects did the project budget get built around acquiring a proven model or proven platform and now we're going to be focused on taking something that's developed in Canada that isn't as mature for a whole bunch of different reasons.

00:39:27.420 --> 00:39:36.320

<v SPEAKER\_2>Looking at other parts of that sovereign capability list, which are not in systems but are components, like avionics is one, some of the communications parts are another.

00:39:36.320 --> 00:39:53.240

<v SPEAKER\_2>We're talking about even if we are at least inclined to take air quotes, off-the-shelf solutions, we're going to insert Canadian technology into it, which is going to have some risk embedded into it because you're not really be taking the same kind of off-the-shelf solution.

00:39:53.240 --> 00:40:01.980

<v SPEAKER\_2>You're going to be making a modification that comes with technical integration risk, potential schedule, budget implications, and then the whole way along the line.

00:40:02.420 --> 00:40:08.660

<v SPEAKER\_2>When that file goes through the approval gates of national defence, it's going to have more risk embedded in it the whole way through on purpose.

00:40:08.660 --> 00:40:14.240

<v SPEAKER\_2>If you're trying to drive innovation, it's going to be the same thing when it goes to cabinet, same thing when it goes to get authorities financially.

00:40:14.240 --> 00:40:23.040

<v SPEAKER\_2>A lot of the system is going to have to be recalibrated away from the direction that there's been long-standing recommendations to just buy a proven solution for a long time.

00:40:23.040 --> 00:40:24.060

<v SPEAKER\_2>I'm not arguing against it.

00:40:24.060 --> 00:40:34.520

<v SPEAKER\_2>I just think that that's a fundamental thing that's going to have to be re-baselined is that if you want to drive innovation, you have to take more risk and that has not been kind of the accepted wisdom.

00:40:34.520 --> 00:40:41.440

<v SPEAKER\_2>Hasn't always been actualized for a whole host of different reasons, because we generally don't just buy things in final form and not change any of it.

00:40:41.440 --> 00:40:43.400

<v SPEAKER\_2>But that's what I would point to.

00:40:43.400 --> 00:40:56.020

<v SPEAKER\_2>That's a big rethink in mentality that's got to drive through processes, policy and then behavioral mechanisms and a sustained way to really drive that.

00:40:56.020 --> 00:41:00.120

<v SPEAKER\_2>Because what I would fear is going to happen is like, well, we want to be innovative.

00:41:00.120 --> 00:41:03.360

<v SPEAKER\_2>We just want to do so in a way that's not risky.

00:41:03.360 --> 00:41:04.600

<v SPEAKER\_2>And that's not a real thing.

00:41:04.600 --> 00:41:08.380

<v SPEAKER\_2>That's just trying to paper over tensions that fundamentally exist.

00:41:08.380 --> 00:41:10.200

<v SPEAKER\_1>Yes, it sounds like there's a lot of work to do.

00:41:10.200 --> 00:41:14.520

<v SPEAKER\_1>And a lot of the fundamental nature of this seems rooted in a cultural shift.

00:41:14.520 --> 00:41:14.900

<v SPEAKER\_2>Totally.

00:41:14.900 --> 00:41:18.440

<v SPEAKER\_2>From my point of view, culture and mindset are the biggest things to change.

00:41:18.440 --> 00:41:19.920

<v SPEAKER\_3>Yes, definitely.

00:41:19.920 --> 00:41:30.040

<v SPEAKER\_3>Everything else, once a culture is, once we really see the shift in culture, and I think this is what we've seen over the last few months.

00:41:30.040 --> 00:41:32.980

<v SPEAKER\_3>A lot of the questions are always, how long is this going to last?

00:41:32.980 --> 00:41:43.160

<v SPEAKER\_3>Is this really, is this change going to stick or is it just because, you know, we have Trump in the White House and we've been talking, there's been pressure?

00:41:43.160 --> 00:41:45.960

<v SPEAKER\_3>Or is this really a shift in paradigm?

00:41:45.960 --> 00:41:49.220

<v SPEAKER\_3>And I think the next few months, few years are going to tell us.

00:41:50.900 --> 00:42:06.740

<v SPEAKER\_3>But I'm afraid that some people, some Canadians are not going to take the shift seriously, that people in the Canadian Armed Forces, that organization in the Canadian Armed Forces, just out of their own experience, are going to not take it seriously.

00:42:06.740 --> 00:42:21.780

<v SPEAKER\_3>But when I look at the environment in which we are and how fast the threat is evolving, you know, how dark the worst-case scenario is getting, we really need to get going and be serious about defence.

00:42:21.780 --> 00:42:36.100

<v SPEAKER\_3>And I think this is one of the pieces, that strategy is one of the pieces in that direction, but more, I think Canadians are going to need more signal from the government and on actions, rapid actions following on the path.

00:42:37.500 --> 00:42:49.300

<v SPEAKER\_2>I would just add as a last point, I mean, to give credit, like, unusually for a document like this, like the strategy actually does say, doing this is going to require in some cases more money and more time.

00:42:49.300 --> 00:42:51.520

<v SPEAKER\_2>So I would give full credit, like, that language is in there.

00:42:51.520 --> 00:43:10.020

<v SPEAKER\_2>I just, in terms of the weight of emphasis in the takeaway that a lot of people are having with this, I'm not sure how effectively that one line about trade-offs, which again, full credit for having to be in there, is registering against all the other targets and the growth and the jobs and all that other stuff.

00:43:10.800 --> 00:43:23.500

<v SPEAKER\_2>I think it's the right thing to do, but I just think it do need to have like really eyes open about the implicit and explicit trade-offs that are going to be made to actually actualize this.

00:43:23.500 --> 00:43:33.300

<v SPEAKER\_2>Another way of saying this is like the previous system that we have operated in is not just run the way it has because

everybody doing it was stupid and trying to make bad decisions.

00:43:33.300 --> 00:43:37.780

<v SPEAKER\_2>They were trying to maximize on some other objectives in a, I think, a pretty logical way.

00:43:37.780 --> 00:43:47.080

<v SPEAKER\_2>They're now getting political direction to change some of those policy objectives pretty fundamentally but it's going to require trade-offs in a number of other aspects.

00:43:47.080 --> 00:43:55.940

<v SPEAKER\_1>Gaëlle and David, thank you so much for taking the time to chat with us today and unpacking this extremely complicated direction, project, processes, everything.

00:43:55.940 --> 00:44:00.260

<v SPEAKER\_1>It's a lot of squares, a lot of circles and a lot of figuring out how everything fits.

00:44:00.260 --> 00:44:00.820

<v SPEAKER\_1>Thank you very much.

00:44:00.820 --> 00:44:01.780

<v SPEAKER\_1>Merci beaucoup.

00:44:01.780 --> 00:44:02.360

<v SPEAKER\_2>Thanks.

00:44:02.360 --> 00:44:02.560

<v SPEAKER\_2>Thanks.

00:44:02.560 --> 00:44:03.780

<v SPEAKER\_3>That was great.

00:44:05.080 --> 00:44:07.280

<v SPEAKER\_2>Thanks for listening to Defence Deconstructed.

00:44:07.280 --> 00:44:12.760

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00:44:12.760 --> 00:44:19.340

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00:44:19.340 --> 00:44:21.940

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00:44:21.940 --> 00:44:23.420

<v SPEAKER\_2>Music credits go to Drew Phillips.

00:44:23.420 --> 00:44:25.600

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