

Speaker 1

I know, I know it's because...

00:04:11

Speaker 1

I'm taking...

00:10:22

Speaker 2

Can I ask everyone to come grab a seat please?

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Speaker 2

Thanks very much.

00:10:29

Speaker 2

We're going to get started here momentarily.

00:11:08

Speaker 3

I'll tell you all about it.

00:11:19

Speaker 2

All right, thanks very much.

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Speaker 2

As folks are coming in and grabbing a seat.

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Speaker 2

Okay, the next conversation we've got set up today is framed around partnerships and partnering for success.

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Speaker 2

Very happy to have joining us on stage here to my immediate right, Elena Krasnivska, who's our Cove Innovation Fellow, a postdoctoral fellow with the Canadian Global Affairs Institute, who we've got on stage for the first time.

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Speaker 2

Folks haven't had a chance to meet Elena, please try and find a minute later on today to do so.

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Speaker 2

Next to her, I've got Joanne Lestraco, who is joining us from Canada's Embassy in Washington, D.C., where she's the Director General of Defence Procurement with Public Services and Procurement Canada, and Canada's ICEPACT co-lead, coordinator.

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Speaker 2

It started with C.

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Speaker 2

And then at the end of the panel, I've got Major General Retired Sylvain Menard, who's the country director for RTX and no stranger to folks in the defense space.

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Speaker 2

And so what we're trying to orient around the conversation today is looking at the partner part of the build partner by framework the government's laid out.

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Speaker 2

I think there's been lots of discussion around it, not necessarily a lot of fidelity about exactly what that might mean.

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Speaker 2

So that's part of what we're trying to tease out here today.

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Speaker 2

And I thought just to level set folks,

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Speaker 2

I'm going to start up actually just reading a bit of the description about partnership that's in the industrial strategy, because as I'm constantly telling my staff that lots of people in this town, including me, don't always read good and kind of will take away the general gist of something or what they think is the gist, not the actual thing that we're talking about.

00:13:06

Speaker 2

So the part of the industrial strategy centered around the build, partner, buy framework outlines the intent of the partnerships as follows.

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Speaker 2

When we can't build a capacity fully ourselves, Canada will pursue partnerships with trusted allies and multinational firms to deliver the capabilities needed by our armed forces.

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Speaker 2

We will build together with allies, creating new commercial opportunities for Canadian firms abroad through government-to-government arrangements that bolster exports, innovation, and foreign investment in areas where domestic capacity is limited.

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Speaker 2

Working with trusted allies will deepen Canada's role in global supply chain, secure new IP, and support the development of new capabilities at home.

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Speaker 2

Canada has a long history of working closely with the United States, one of the places in the industrial strategy, the words United and States is mentioned, and looks forward to a continued strong Canada-US defense relationship.

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Speaker 2

To ensure greater resiliency in uncertain times, Canada is also undertaking efforts to diversify and build new defense industrial relationships.

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Speaker 2

So thank you.

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Speaker 2

I'm available to narrate the entire strategy if people want later.

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Speaker 2

I think that's important just to frame the discussion today because there's a significant focus on like one or two parts of that introductory couple paragraphs and some of the discussions about partnerships.

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Speaker 2

But the actual language talks about a bunch of different components of that, including with US partners, including with multinational firms that hasn't always been part of the full conversation.

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Speaker 2

So just as that as a table starter, so I'm going to start from

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Speaker 2

with you and us to work our way down the panel, just as a general question to get the conversation going, is how much from your vantage point potential do you see in that type of partnership approach as it is actually outlined in the industrial strategy, not necessarily as it may be interpreted in some places?

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Speaker 2

So Sabin.

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Speaker 3

Thank you, David.

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Speaker 3

Good morning, ladies and gentlemen.

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Speaker 3

It's a pleasure to be here.

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Speaker 3

Thank you very much for creating a space for very important discussions with CGI for you and the team, David.

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Speaker 3

So I think the potential is significant.

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Speaker 3

What strikes me the most about the Canada's defense industrial strategy is that Canada is facing the realization that many countries are struggling with or realizing as well, is that no nation alone can do it all.

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Speaker 3

You know, caveat in a timely fashion and an affordable cost, especially

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Speaker 3

in an era of accelerating technologies and a growing security challenge around the world in a very complex security environment.

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Speaker 3

Partnership allows Canada to access advanced technologies to deepen the resilience of its supply chains, to access the leading edge capabilities, manufacturing capabilities, production capacities and capabilities, and opportunities for Canadian companies to broaden

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Speaker 3

their program base and to export on a large scale being part of large programs.

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Speaker 3

So I think there are a lot of opportunities.

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Speaker 3

From an RTX perspective, we see partnership not as a substitute to Canadian capability, but as a force multiplier for helping Canada develop its industrial capacity capabilities and to participate

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Speaker 3

on the global stage as a credible and trusted partner and ally.

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Speaker 3

The real opportunity is beyond any company's selling kit in Canada.

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Speaker 3

It's about a strategic partnership in the long run that will not only provide the women and men in uniform the right capability at the right time, but in doing so while strengthening the industrial capacity, capabilities in Canada and our economic resilience.

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Speaker 2

Joanne, potential for partnership.

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Speaker 4

Thank you, Dave.

00:17:02

Speaker 4

So I would say somebody who's been down at the embassy in Washington for three years now, seeing two different administrations.

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Speaker 4

The potential for partnership, I think, probably if you think about it broadly, people might be a little reticent about that if you listen to the rhetoric.

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Speaker 4

I would say right now that's not the case at all.

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Speaker 4

That's not what I see.

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Speaker 4

Canada is in a really good position for building up our defense industrial base because of the defense industrial strategy, because of the new DIA.

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Speaker 4

I think that does a lot.

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Speaker 4

But maybe let me just say in this space, what does partnership really mean?

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Speaker 4

From a government perspective, I think in my mind, there's sort of three golden rules.

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Speaker 4

And golden rule #1, when you work with another government, you have to show up with something concrete.

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Speaker 4

You have to show up with money on the table.

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Speaker 4

You have to show up with capabilities.

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Speaker 4

You have to show up with an ability to want to work together, and you have to show up with the ability to get that stuff done.

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Speaker 4

So get your approvals done, commit to the project and be able to see it through.

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Speaker 4

To me, that's golden rule number one.

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Speaker 4

Golden rule #2 is understand the international rule set.

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Speaker 4

So

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Speaker 4

When you work in the defense space, I think many of you in the room know this, it's not a surprise, but the defense industry and how defense industry works is so different than any other industry.

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Speaker 4

There's complex rules.

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Speaker 4

Each country has its own way of doing export controls, no matter what it is.

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Speaker 4

I think that's another area that you need to really understand.

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Speaker 4

And then the last part, sort of the golden rule for me of partnership is that right now there's a lot of

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Speaker 4

we need to be cognizant that culture change will have to happen in Canada in this particular space.

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Speaker 4

So when I look at that, sort of golden rules, and I look at golden rule number one, showing up with something concrete, I think we have an interesting model where we have shown up, we have something concrete, and something happened.

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Speaker 4

And I would point to IcePact.

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Speaker 4

I know there's a couple colleagues in the room who've worked on ICEPAC right since its beginning.

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Speaker 4

Sylvie Girard, I think, is here, but there's others who have worked on this.

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Speaker 4

And we built something in Canada.

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Speaker 4

There were other countries that saw it.

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Speaker 4

There was an opportunity for a Canadian, a couple Canadian companies to get involved, and there were contracts that went out with a partner, and we're partnering with those other countries.

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Speaker 4

That, to me, is a really good thing.

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Speaker 4

I think those are areas we need to replicate.

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Speaker 4

Understanding that international rule set

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Speaker 4

really critical and I think we're looking at that right now as we move out with new authorities within the DIA and that I think will help strengthen our ability to partner.

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Speaker 4

So yeah, I think there's a lot of potential here.

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Speaker 2

Okay, thank you.

00:19:46

Speaker 2

Elena.

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Speaker 5

Thank you so much, Dave.

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Speaker 5

Thank you for having me on the panel.

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Speaker 5

As an academic and also as a person that closely works with the industry in Ukraine, Europe and Canada, I can't help but notice that partnerships, it's everything that we have in defense.

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Speaker 5

We are talking about partnerships between industry, government and military, very essential component.

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Speaker 5

We are talking about international partnerships, business to business level partnerships, G2G level partnerships, all types of modalities, all types of formats.

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Speaker 5

that we can have.

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Speaker 5

And of course, on the example of Ukraine, we see that even the country that entered this full-scale invasion with almost nothing in its defense and then accelerated production significantly, still it is not able to move forward without partnerships.

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Speaker 5

And now it's establishing partnerships with Europe, but also with Canada, with North America.

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Speaker 5

Middle East and other countries to advance its security goals and to protect its territory and its people.

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Speaker 5

Personally, from the industry level and from my conversations, my engagements with Ukrainian industry and European, I see a lot of interest and a lot of optimism about Canada's defense industrial strategy and a lot of willingness to work and to engage, but perhaps less clarity, what partnerships mean

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Speaker 5

less clarity on what type of basis, under what frameworks these partnerships will develop.

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Speaker 5

So perhaps we would need more details, more clarification on that.

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Speaker 5

But I'm very optimistic and I'm very glad to see this part in the strategy.

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Speaker 5

One little note, unfortunately, Ukraine wasn't explicitly mentioned as one of the priority partners for Canada.

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Speaker 5

But still, I believe that the partnership, the real partnership, is ongoing between Canada and Ukraine at the moment.

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Speaker 2

OK, thanks.

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Speaker 2

Joanna, come back to you.

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Speaker 2

were just not very long ago at the ICEPAC summit coordination meeting.

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Speaker 2

Just a few days ago.

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Speaker 2

I guess you made a comment that one of the things we've learned from that is you have to show up with something.

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Speaker 2

Do you have some other observations or other lessons?

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Speaker 2

I'm presuming that for a lot of the industrial strategy, IcePACT must have been top of mind for the folks putting together the idea of partnerships.

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Speaker 2

What else would you point to from the experience with IcePACT to date to draw out as lessons that Canada could learn as we're thinking about looking for other opportunities?

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Speaker 4

Yeah, I mean, IcePACT is an interesting model because you're dealing with our closest ally, which I will just

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Speaker 4

remind folks in the room, has a \$1.5 trillion defense budget, of which 150 billion each year goes to equipment.

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Speaker 4

But you also have allies who buy twice that amount from that same government.

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Speaker 4

So lots and lots of potential there.

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Speaker 4

So when we're working with US colleagues, but also new partners, Finnish allies, who have also been terrific partners and who came to us right away to talk about

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Speaker 4

other ways we can collaborate in the maritime space.

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Speaker 4

And I think forging these partnerships together has been really interesting for Canada.

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Speaker 4

Are we necessarily going to sell ships to our allies?

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Speaker 4

I'm not sure our industry is quite ready to sell full ships, but boy, our supply chain sure is ready, and we need to be ready to be able to promote and support that for our

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Speaker 4

for our industry.

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Speaker 4

So I think the lessons learned so far, and I'm speaking strictly, of course, as a government official, I'm not in industry seats, but welcome any perspectives that you'd want to bring to me.

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Speaker 4

But I think there's a culture change that needs to happen for us to be able to promote that.

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Speaker 4

I think that's a really important lessons learned that we in Canada have not been particularly good at, I think.

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Speaker 4

I've seen other governments be really good at it and I think there's a real opportunity space right now where we can be much better and we have the, I would say the blessing to be able to do that.

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Speaker 4

And I see now there's also willingness on other countries' behalf to listen to what we have to say, to listen to what capabilities does Canada bring.

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Speaker 4

We come to the table, people are interested in what we have, like in working with Canada, but we also have to bring equipment and capabilities that

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Speaker 4

respond to the moment.

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Speaker 4

So I think ICEPACT has been a broadening.

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Speaker 4

We're working with new partners.

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Speaker 4

People are interested in what that looks like.

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Speaker 4

But I think it's still, to a certain extent, maybe early days.

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Speaker 4

We just are working with three countries.

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Speaker 4

There's an opportunity for others to get involved, but it also involves them building on that maritime industrial base as well.

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Speaker 2

So just to stick with you for another minute, in your portfolio, you've got a really consequential partnership

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Speaker 2

deliverables, but you're also doing a lot of more of the buy component of the build, partner, buy.

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Speaker 2

You touched a little bit about on the need with partnerships to understand the rules, and I think in Canada we've had a tendency to think that we understood all the rules very, very well, thank you, and didn't necessarily always read good.

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Speaker 2

More broadly though, what else would you point out as some of the differences between making purchases through a conventional buy mechanism versus trying to create the architecture or whatever it is you need to move ahead with partnerships from a government lens?

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Speaker 2

What's the different opportunity cost as well as opportunities in doing that?

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Speaker 4

Yeah, no, I think that's a really good question because I think they both play very interesting and different roles.

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Speaker 4

The buy part, in some cases we're not going to have

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Speaker 4

the technology, the time to make that kind of exquisite technology.

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Speaker 4

I'm thinking some of the armaments, the United States is in short supply, we're in short supply, many allies are in short supply.

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Speaker 4

We don't have the time to be able to build that ourselves.

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Speaker 4

It does make sense to buy that in this moment right now.

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Speaker 4

But there are ways that you can partner with these companies to build that over time.

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Speaker 4

So it's sort of like you get in on that one rung.

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Speaker 4

We build that understanding among our armed forces and our civilian personnel.

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Speaker 4

But then there's opportunities to expand upon that in different ways from an industry perspective.

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Speaker 4

The partnership thing is interesting, especially the diversification.

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Speaker 4

I know you read some of the pieces that were in the DIS.

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Speaker 4

And I think that rule set is where it really can trip us up a little bit.

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Speaker 4

I think Canadians are a little bit in an elbows up moment, which I understand.

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Speaker 4

But leaning into the United States actually really does help us from that diversification perspective because of that rule set.

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Speaker 4

If the Prime Minister wants us to align our export control regime with Australia,

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Speaker 4

Australia, for example.

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Speaker 4

Well, to do that, we're also going to have to align ourselves with the United States because they're also aligned with the United States.

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Speaker 4

We have to understand where are these rule sets made-up and how do we plug ourselves into that.

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Speaker 4

So that's an important, in my mind, an important perspective to bring if we're going to become internationalists, if we're going to be able to sell this stuff not just for ourselves, because we can't forget, we're not going to be able to consume all the stuff we're going to be making, but also to sell it onto others.

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Speaker 2

So to get your point of view from an industry perspective, RTX, as I heard you say at CANSEC, has amongst the largest footprints in Canada, but you're also obviously a very consequential global company.

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Speaker 2

And in looking at many of our friends and allies also have industrial strategies, but also basically proposing to do versions of what we are with partnership.

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Speaker 2

So as a large multinational, but also a big presence in Canada, I guess, how would you contextualize what the global market

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Speaker 2

looks like?

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Speaker 2

Everybody wants a partnership and there's only so many firms.

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Speaker 3

Thank you for the question.

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Speaker 3

So Canada's approach, as you said, is very, very similar to all the like-minded nation, all of our allies.

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Speaker 3

So in a sense, the world, the free world, the Western world, is trying to strengthen its security, create prosperity,

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Speaker 3

and have more strategic autonomy and they want supply resilience for their own nation while building their industry.

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Speaker 3

Well, we are competing with our closest allies and partners on the global stage for that.

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Speaker 3

So the nations that are the most successful at it right now proactively engage with industry to

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Speaker 3

provide them very large incentives.

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Speaker 3

And I would like to refer to Elliot Pence's comment about his industry in the United States, where without asking, the government said, hey, how about you, we would like you to grow, here's a check for X amount of million, go for it.

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Speaker 3

So in Canada, historically, with

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Speaker 3

with the government apparatus that we've had about open, fair, and transparent.

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Speaker 3

We have not been there.

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Speaker 3

But I think what the DIS recognizes is that we need to be better, and the creation of the Defense Investment Agency and the new Defense Industrial Strategy recognizes that how we've been operating in the past is no longer maybe the best way to support Canada's objectives in the future.

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Speaker 3

So it's great to see.

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Speaker 3

And I would say that from a Canadian perspective, though, we stand

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Speaker 3

in a very enviable position.

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Speaker 3

We have one of the most highly skilled workforce on the planet, one of the most highly educated workforce on the planet.

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Speaker 3

We've got lots of great resources.

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Speaker 3

We have outstanding research institutions and Canadian ingenuity.

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Speaker 3

I think that everyone in the world wants more Canada.

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Speaker 3

So if the country

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Speaker 3

manages this transition very well.

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Speaker 3

I think we stand to do great things for a nation in the future.

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Speaker 2

Are there any particularly unique Canadian considerations to that discussion?

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Speaker 2

I mean, you're a panel with the French accent, so the two languages would be one, but beyond that, is there anything else that makes a maple syrup flavored ask different than somebody else's?

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Speaker 3

Well, I think that in Canada, it's not only what we try to accomplish, but

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Speaker 3

how we are accomplishing it.

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Speaker 3

Canada's a very proud nation.

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Speaker 3

We've got very high standard of ethics, respect for human rights, and all of that.

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Speaker 3

So not only what we are trying to accomplish, but how we do it is something that I see is definitely has a Canadian flavor to it.

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Speaker 3

Whereas some other nation, and it's not a criticism, but they will focus on the objective they're trying to achieve and how they get there, it's not that important.

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Speaker 3

I think for us, we take pride in how we do things.

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Speaker 3

I think that's something that we should be proud of really as Canadians, that is Canadian in nature.

00:31:02

Speaker 2

Okay.

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Speaker 2

So Elena, you touched on a couple of things in your first comments.

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Speaker 2

I was just going to ask you to tease them out a little bit more.

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Speaker 2

Ukraine pointed to widely and often as sort of new types of models, new partnership frameworks, lots of success at being able to move at the pace that we all talk about but aren't really yet approaching.

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Speaker 2

Are there particular lessons from how Ukraine's approach the partnership with industry in particular that you think that Canada should reflect on?

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Speaker 5

Yeah.

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Speaker 5

If you follow events in Ukraine and Ukraine's procurement acquisition system, you probably noticed that industry is a driving force of everything in Ukraine and industry in a broader sense, not just large players, but also small startups, small players, innovators, foreign firms, local firms.

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Speaker 5

And they have green light for everything because the need for their products on the battlefield is huge.

00:32:01

Speaker 5

Ukrainian state became enabler in this context.

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Speaker 5

So it introduced a lot of changes and it continues, introducing them, changing regulations constantly in a way to simplify the procedures for production.

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Speaker 5

users.

00:32:15

Speaker 5

Deregulation, for example, one of such examples, the government constantly simplifies bureaucratic procedures just to fasten, just to speed up the delivery process.

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Speaker 5

We know that one of the most successful examples of Ukrainian procurement is the introduction of digital marketplaces, Dochain Defense and Brave1 Marketplace.

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Speaker 5

So Ukraine combines both classic procurement approach when the general staff collects the requests, the needs from the armed forces, and then goes to procurement.

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Speaker 5

And then there is a decentralized procurement when actually the military brigades can access all the needed weaponry, mostly unmanned systems, electronic warfare, and other components, and directly purchase them.

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Speaker 5

So it's like Amazon for war.

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Speaker 5

you open your digital cabinet, everything is fast.

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Speaker 5

All the orders are going digital.

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Speaker 5

There is a very quick processing in a matter of sometimes even days.

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Speaker 2

Do they have prime?

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Speaker 5

Well, yeah, so Ukraine introduces a lot of novelties in a process.

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Speaker 5

I'm not telling that Canada should replicate all this

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Speaker 5

procedures exactly because Canada's situation is very different.

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Speaker 5

Also our Western allies are not really rushing into making these changes.

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Speaker 5

But for example, United States already introduced similar marketplace for their drones, Netherlands as well.

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Speaker 5

So there are some lessons that Canada can learn too.

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Speaker 5

But also it's more about establishing this contact between end users and

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Speaker 5

producers.

00:34:09

Speaker 5

In Ukraine, it's a normal story that the industry, the innovator, has a signal number, the WhatsApp number of the end user, of the soldier, and can message at any time and get the feedback and just talk about the problem and deliver the solution.

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Speaker 5

So this process, the feedback process, is very shortened in Ukraine.

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Speaker 5

And Ukrainian state

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Speaker 5

enabled that.

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Speaker 5

So it's done everything to deregulate, to enable this direct process, because the iteration cycle is also very short.

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Speaker 5

For some of the technologies, sometimes it's a matter of months, sometimes it's a matter of weeks.

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Speaker 5

So it is important for the industry, for innovators to deliver the solutions that armed forces need right now.

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Speaker 5

And I think that's the most important lesson that Canada can take from Ukraine.

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Speaker 2

In addition to the direct partnerships the Ukrainian government, various parts of the armed forces have with industry, Ukraine's also had to set up this whole network and ecosystem of relationships with governments, bilateral along with Canada, bilateral ones with lots of other partners.

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Speaker 2

There's now been two big macro Western NATO affiliated sets of coordinated government to government linkages

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Speaker 2

the one the US was leading, now the one that the leadership has switched.

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Speaker 2

What would you draw from those mechanisms, too, about how Ukraine has tried to set up all these different forums for interacting with other governments looking to support what they're doing?

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Speaker 5

Well, there are, as you mentioned, multiple forms of interaction, and I think they appeared and they evolved logically and naturally from the realities that Ukraine was in.

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Speaker 5

So for example, Ukraine started the build in Ukraine program when it invited the foreign producers, large producers like Ryan Metal, for example, to open their offices in Ukraine, open their production sites.

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Speaker 5

But then we saw that last year, the strikes, Russian strikes against production facilities, also energy facilities, increased significantly, right?

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Speaker 5

So it's dangerous.

00:36:20

Speaker 5

for many producers to continue working in Ukraine.

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Speaker 5

And then Ukraine came up with this new model built with Ukraine.

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Speaker 5

And now as under this model, Ukraine partners with firstly European nations, but also Canada as well right now.

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Speaker 5

So this model includes technology transfer.

00:36:43

Speaker 5

So Ukraine shares its technology, shares its

00:36:47

Speaker 5

iteration cycles, all knowledge that it gets from the war with the partners.

00:36:53

Speaker 5

And under this model, Ukraine helps partners also to keep their industries, keep their armed forces up to date with the realities of modern warfare.

00:37:04

Speaker 5

And the latest innovation, I would say, is a so-called drone deals that Ukraine is currently very actively developing.

00:37:13

Speaker 5

So it's a part of, I would say, drone diplomacy.

00:37:18

Speaker 5

Ukraine wants to be the security supplier, global security supplier.

00:37:25

Speaker 5

So it enters different sort of agreements under different conditions, depends on regions, depends on requests from different countries.

00:37:35

Speaker 5

So there are some negotiations on the Middle East.

00:37:37

Speaker 5

Already some agreements are ongoing with Europe.

00:37:40

Speaker 5

Europe wants different things.

00:37:41

Speaker 5

And finally with the United States.

00:37:45

Speaker 5

about how these agreements will proceed, what technology Ukraine will transfer, and what benefits it will get in return.

00:37:54

Speaker 5

It might be not defense benefits.

00:37:55

Speaker 5

It might be related industry, agriculture, medical, energy, any sort of, or political benefits as well.

00:38:03

Speaker 2

Okay.

00:38:05

Speaker 2

To keep going a little bit further links with Europe,

00:38:09

Speaker 2

And we're hoping to have John Hannaford join the discussion today, but he was called away to support the Prime Minister in other mechanisms other than coming to talk to everybody here in the room today.

00:38:18

Speaker 2

But I guess we can maybe draw a little bit of it from the Icepact experience, which is juxtaposing a relationship with our strongest historical partner, as well as an EU member.

00:38:28

Speaker 2

And obviously, there's lots of interest with partnership with EU members, Rearm Europe, Safe, and all those.

00:38:35

Speaker 2

I guess, jeopardy reflections

00:38:37

Speaker 2

from thus far in about working with those two partners and what some of the differences or considerations might be between the folks I've been working with for a very long time and some of the other ones who don't have as deep a relationship.

00:38:50

Speaker 4

Yeah, I think actually that's a really good question.

00:38:52

Speaker 4

I think my own experience, and I've worked at the Canadian Commercial Corporation and Global Affairs at National Defense, and I think the one thing I take away with the relationship with the United States is it is very deep, very long, very strong.

00:39:07

Speaker 4

And if you look on any of the agreements we have, they date back to the post-war, sometimes before the war.

00:39:15

Speaker 4

And it's so seamless for ourselves as officials for companies that a lot of us, we don't even know that there are mechanisms underneath this that has made these structures, that has allowed our companies to be able to work

00:39:29

Speaker 4

rather seamlessly with the United States.

00:39:31

Speaker 4

So it's almost like it just exists and we don't quite understand it.

00:39:37

Speaker 4

So that is something that took me a long time to really understand and I think I've only ever been able to see it because of working at different organizations.

00:39:47

Speaker 4

On the flip side, you have Finland that we've worked with and I see other countries that we're leaning into working with more closely and that includes a lot of the Scandinavian countries.

00:39:57

Speaker 4

a lot of which we might have only had maybe defense cooperation agreements with or maybe some material relationships with, but not the same depth that we've had with the United States.

00:40:09

Speaker 4

So it's a little bit of a, I think from a military to military context, very strong, but from a defense industrial base context and from that relationship at the officials level on industry has been either maybe transactional because of certain equipment that we've bought or

00:40:28

Speaker 4

you know, just more high level, surface level.

00:40:31

Speaker 4

So I think actually in a lot of ways there's opportunities for Canada in these spaces.

00:40:37

Speaker 4

I've certainly seen that with Finland, that they're very interested in working with Canada.

00:40:41

Speaker 4

The MOU I mentioned that came from the Prime Minister's last visit is now being actioned on both sides with a lot of keenness.

00:40:52

Speaker 4

And so I think to me that's the difference is maybe we're now looking at that much more depth that we have with the United States and to really build that up even more with our NATO partners in Europe.

00:41:06

Speaker 2

So I guess just to focus a little bit more on the North American component, you in your career spent lots of time in NORAG capacity.

00:41:14

Speaker 2

What do you think are some of the unique North American partnership opportunity that comes from that continental defense relationship?

00:41:22

Speaker 3

So it's unique in the sense that we share an integrated ecosystem on the defense aerospace industry, like second to none in the world.

00:41:34

Speaker 3

We share the longest undefended border in the world.

00:41:39

Speaker 3

So all the way back to post-World War II, 1956 with the defense production sharing agreement, as well as the creation

00:41:50

Speaker 3

of NORAD, and I'll talk about NORAD because I spent many years when I was in uniform into the NORAD business just to understand how integrated that we are.

00:42:00

Speaker 3

Our military chains of command have been integrated since 1957, one year before the actual NORAD agreement was signed, because it made sense from a continental defense of North America.

00:42:17

Speaker 3

So what does that mean for us today?

00:42:18

Speaker 3

It means that we do have a two-star general right now in the United States who is in charge of presidential security with the United States Secret Services right now in the United States, who has a direct line with the Secretary of War to advise him whether to engage a threat that reaches continental America, including Canada, or not.

00:42:38

Speaker 3

It means that

00:42:41

Speaker 3

our flag officers and all the close to 2,000 Canadians in the United States serving Canadian interests but in the United States are involved in this business.

00:42:52

Speaker 3

And we have hundreds of Americans in Canada as well who do exactly the same for the Canadian NARAD region and the approaches that come from the Arctic and the North.

00:43:04

Speaker 3

And it's important to mention this because we often talk about NARAD, but I don't think folks fully realize our integrated and how privileged on both sides of the nation what we share about the information, especially when it comes to intelligence and things of that nature, which is absolutely paramount because our faith is intertwined as geography is not gonna change.

00:43:26

Speaker 3

So as we are looking at modernizing NARAD, I think that there are several opportunities for Canadian companies and United States companies as we shape the future.

00:43:40

Speaker 3

And as Canada's contemplating its first ever integrated air and missile defense, which is led by our director general of integrated air and missile defense, Mr.

00:43:49

Speaker 3

Pete Saunders, sitting right there.

00:43:51

Speaker 3

So I think there's a lot of opportunities and we'll have to work together to develop a Canadian sovereign solution, but that will be able to be nested into NARAD so that we can work together because North America is a pretty big continent.

00:44:07

Speaker 3

And it's important to remind ourselves as well that from a policy perspective, Canada defines its sovereignty on two major alliances.

00:44:15

Speaker 3

The first one is NARAD.

00:44:18

Speaker 3

The second one is NATO.

00:44:19

Speaker 3

And it's prioritized in that order for a good reason.

00:44:22

Speaker 3

So lots of opportunities for Canada, Canadian companies to move forward.

00:44:27

Speaker 3

For companies like us, we believe that we can provide solutions both on the propulsion, advanced sensors, effectors, and the entire gamut.

00:44:38

Speaker 3

Not only what

00:44:41

Speaker 3

providing these technologies to Canada, but transferring technologies to Canada, creating jobs in Canada, and I guess bringing value to the ecosystem that we're trying to improve as it's very clearly labeled in the defense industrial strategy.

00:45:01

Speaker 2

Great.

00:45:02

Speaker 2

One more, I think, probably for Alain, and then we'll open up to questions from the room.

00:45:07

Speaker 2

You touched on this a little bit, but there's been some actual co-production announcements recently between Canadian companies, Ukrainian companies.

00:45:13

Speaker 2

So what would you observe from that?

00:45:16

Speaker 2

Are we approaching that the same way that some of the other countries that have explored similar models are doing it?

00:45:20

Speaker 2

Or what would you draw from the experience such as we know about it?

00:45:25

Speaker 5

Yeah, so as I mentioned, one agreement that we know about is a publicly announced agreement.

00:45:32

Speaker 5

under the Built with Ukraine program between Canadian company Sentinel R&D and Ukrainian company Air Logics.

00:45:39

Speaker 5

So they will create the joint venture, a new entity.

00:45:42

Speaker 5

I believe it's called Air Logics Sentinel in Canada.

00:45:47

Speaker 5

And it will produce Ukrainian reconnaissance drones for the needs of Ukrainian armed forces right now.

00:45:56

Speaker 5

And then after the war ends or just stops

00:46:01

Speaker 5

in the current form, so there's another phase, then potentially for the needs of Canadian Armed Forces.

00:46:09

Speaker 5

We do not have a lot of details about this yet.

00:46:12

Speaker 5

We have some general words, but we know that it's part of technology sharing agreement, and AirLogix confirmed to me that

00:46:21

Speaker 5

There are some components, actually critical components of the drone that will be produced on Canadian soil.

00:46:28

Speaker 5

So Canadian company, Canadian workers will be getting that battlefield technology and they will first of all, I think, understand from their own experience how the sense of urgency in the Ukrainian context works because that is something still that

00:46:46

Speaker 5

for Canada, sense of urgency is very different from sense of urgency in Ukraine, right?

00:46:51

Speaker 5

We are in different operational realities and it's normal, but still perhaps for Canadian defense ecosystem, it would be important to get that understanding of what the real sense of urgency is in the context of the armed conflict.

00:47:06

Speaker 5

And then from the partnerships and from focus on reconnaissance drones, I think it's important to understand that

00:47:14

Speaker 5

Canada would potentially benefit from focusing on some specific capabilities with partners that share the same operational challenges, the same needs, similar capacities.

00:47:25

Speaker 5

For example, Nordic countries, Baltic countries were already mentioned on our panel for Arctic environment, for maritime domain.

00:47:37

Speaker 5

And I think those areas would be potentially very interesting

00:47:40

Speaker 5

for partnership between European companies and Canadian companies.

00:47:45

Speaker 2

Okay, thanks.

00:47:47

Speaker 2

Okay, so we can now open things up to the room if folks have questions.

00:47:51

Speaker 2

So Al, Dylan, that's the question session, not the comment session.

00:47:57

Speaker 2

So please pose your comments in the form of a question.

00:48:04

Speaker 2

Down front.

00:48:09

Speaker 1

That's for me next.

00:48:11

Speaker 1

Hi, I'm Glenn Lynch with Vladis Aerospace.

00:48:13

Speaker 1

Great panel.

00:48:14

Speaker 1

Thank you for the discussion.

00:48:16

Speaker 1

Elena, this question's for you.

00:48:18

Speaker 1

The Build with Ukraine program, I think, is incredibly important.

00:48:22

Speaker 1

Obviously, the work that's being done in Ukraine is you're fighting, your country is fighting our war.

00:48:27

Speaker 1

We share the same neighbor.

00:48:29

Speaker 1

But one of the limitations that you touched on briefly was that Build with Ukraine largely means licensing the technologies

00:48:38

Speaker 1

to co-produce in Canada to ship back to Ukraine, which basically doesn't, it helps the Canadian industrial base.

00:48:45

Speaker 1

It certainly helps us contribute to the conflict in Ukraine.

00:48:48

Speaker 1

But do you see the government changing those regulations to allow co-production and allow allies to benefit from the lessons that are being learned in Ukraine?

00:49:01

Speaker 5

Thank you for this question.

00:49:03

Speaker 5

As I mentioned, the models of cooperation are evolving in Ukraine.

00:49:06

Speaker 5

So what started with, again, something that I didn't mention, Danish model, when the countries like Denmark and others were basically just funding the production in Ukraine.

00:49:17

Speaker 5

So they were not benefiting extensively, they were not learning technologies.

00:49:21

Speaker 5

Still they were getting access to some battlefield information and they could inform their industry about what is really important, what is not important.

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Speaker 5

And then this cooperation model is evolving for build with Ukraine and then drone deals.

00:49:37

Speaker 5

And under drone deals, we already have different sort of negotiations.

00:49:41

Speaker 5

For Ukraine, keeping the intellectual property is very important.

00:49:46

Speaker 5

And I think that's something that kind of the main point of negotiations between Ukraine and the United States, Ukraine and Greece, for example,

00:49:55

Speaker 5

They all want to have control over intellectual property, to have the control over the technologies.

00:50:01

Speaker 5

But that's something where Ukraine is still hesitant.

00:50:05

Speaker 5

I believe that this model will be evolving with time and with Ukraine uses different tailored approaches with different partners.

00:50:18

Speaker 5

So we also don't have a lot of information about this particular deal.

00:50:22

Speaker 5

So perhaps there is some component of

00:50:25

Speaker 5

kind of large integration that we do not know about.

00:50:28

Speaker 5

But I believe that Ukraine is potentially open to this sort of cooperation with trusted partners.

00:50:35

Speaker 5

There are different regions, there are different countries with different security interests and priorities.

00:50:41

Speaker 5

But I think Canada is a very close ally to Ukraine.

00:50:47

Speaker 5

And I think potentially there is a room for evolution in that sort of cooperation.

00:50:54

Speaker 2

Other questions?

00:51:00

Speaker 2

All right.

00:51:20

Speaker 6

One, two, three.

00:51:21

Speaker 6

There we go.

00:51:21

Speaker 6

I'll only ask a question if no one else is asking a question.

00:51:25

Speaker 6

Olena, a question to you.

00:51:27

Speaker 6

This room is full of Canadian defense industry firms who would like to gain experience or gain knowledge from Ukrainian firms.

00:51:37

Speaker 6

So if you could comment on the following that we've experienced.

00:51:41

Speaker 6

Ukrainian firms need components

00:51:44

Speaker 6

They will trust firms from Canada who go there and provide thermal cameras, magnets, batteries.

00:51:52

Speaker 6

And then Canadian firms can learn from them.

00:51:55

Speaker 6

Second thing Ukrainian firms want is a safe place to manufacture their weapons and drones close to their border, but just outside where the Russians are not yet striking with missiles.

00:52:08

Speaker 6

Can you comment for the members of the defense industry whether that's an effective way for them to approach

00:52:13

Speaker 6

getting to know and being trusted by Ukrainian firms.

00:52:19

Speaker 5

Well, first of all, the components.

00:52:23

Speaker 5

Resilient supply chain is a priority for Ukraine.

00:52:26

Speaker 5

It's not a secret that Ukrainian defense industry, defense production relies extensively on Chinese components and Chinese raw materials just because of the scale of production.

00:52:38

Speaker 5

Currently, it is impossible at this stage to replace all those components with European, Canadian, Korean, or components from other countries.

00:52:48

Speaker 5

So still the reliance on China is large, but there is a big push towards resilience and towards localization of production.

00:52:56

Speaker 5

So if there are Canadian companies that are able to substitute those components and would like to cooperate with Ukraine,

00:53:05

Speaker 5

There are a lot of pathways, and one of them is, first of all, contacting the Great Commissioner Service in the Canadian Embassy in Kyiv.

00:53:15

Speaker 5

It's considered one of the most efficient Canadian government services.

00:53:20

Speaker 5

I know they are very responsive, and there were several partnerships made through that service.

00:53:25

Speaker 5

So I think that's number one.

00:53:27

Speaker 5

First of all, of course, prioritization of

00:53:31

Speaker 5

establishing B2B contacts.

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Speaker 5

So contacts with businesses, as I mentioned, business, well, defense industry is a driver in Ukraine.

00:53:39

Speaker 5

So you need to make your search, you need to make contacts.

00:53:43

Speaker 5

They are also very open.

00:53:44

Speaker 5

They, as I mentioned, trust Canadians and these corporations are very, very possible.

00:53:51

Speaker 5

Regarding establishing production lines in Ukraine, there are many companies that continue doing that.

00:53:57

Speaker 5

I know that

00:53:59

Speaker 5

It's not preferable right now under the current security circumstances.

00:54:05

Speaker 5

So actually that's why this build with Ukraine program exists, because Ukraine wants to offshore the production of some strategic systems.

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Speaker 5

But still many producers open their entities and operate in Ukraine.

00:54:21

Speaker 5

It allows them to get that battlefield experience just very

00:54:26

Speaker 5

direct, quick feedback from the battlefield.

00:54:30

Speaker 5

And everything is very possible.

00:54:32

Speaker 5

There are many opportunities, but I believe that the first point of contact should be the Canadian Embassy.

00:54:40

Speaker 2

Okay.

00:54:43

Speaker 2

Now the hands are going up.

00:54:44

Speaker 2

Okay.

00:54:44

Speaker 2

Put your hand up, Deepak.

00:54:53

Speaker 7

Hello,

00:54:54

Speaker 7

I may have a slightly different question.

00:54:58

Speaker 7

My name is Deepak Roy.

00:55:00

Speaker 7

I run an electronic warfare company called Data Systems in Canada.

00:55:04

Speaker 7

So we do something called electronic warfare threat emitters.

00:55:10

Speaker 7

It radiates RF energy towards a target.

00:55:15

Speaker 7

A couple of months ago, I was approached by fairly high-level Ukrainian officials saying that what you do

00:55:25

Speaker 7

sorry.

00:55:26

Speaker 7

Yeah, what you do could be used as a decoy for Patriot defense batteries.

00:55:37

Speaker 7

So our system really cost \$1,000,000, but it's saving a battery that's a billion dollar, right?

00:55:44

Speaker 7

The question is what they wanted was to lend them a system to try.

00:55:50

Speaker 7

They also told us

00:55:52

Speaker 7

there's a high probability it's going to be blown away by a Russian missile.

00:55:56

Speaker 7

Now I, as a small company, cannot afford that charity, right?

00:56:02

Speaker 7

But I just wanted to know if there is any government assistance that's available to do such a thing, right?

00:56:14

Speaker 5

Well, thank you, thank you.

00:56:17

Speaker 5

Yeah, the problem was

00:56:19

Speaker 5

a lot of defense equipment that comes from abroad to Ukraine that it probably won't exit.

00:56:26

Speaker 5

It won't leave Ukraine.

00:56:27

Speaker 5

It will stay in Ukraine.

00:56:29

Speaker 5

There are certain rules that don't actually allow the free movement of defense equipment.

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Speaker 5

So not like you can come with a drone and then again take the drone out of Ukraine.

00:56:41

Speaker 5

I know of cases when the border control asked to destroy the system, even if it was working.

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Speaker 5

So there are several limitations.

00:56:48

Speaker 5

But regarding your case, well, I am not sure that Ukraine can help with that.

00:56:56

Speaker 5

Perhaps there are some sponsorship opportunities.

00:57:00

Speaker 5

Also, I know that the NATO ecosystem, if you are part of that, if they know that there is interest from Ukraine

00:57:10

Speaker 5

NATO allies might potentially help with that if they see the potential and they can support.

00:57:18

Speaker 2

It.

00:57:18

Speaker 2

Joanna is the only government official on the panel who's not had any questions.

00:57:23

Speaker 2

You have an expansive portfolio.

00:57:25

Speaker 2

Is it expansive enough that you have anything to offer here?

00:57:28

Speaker 4

I mean, I think that there's going to be a lot of different opportunities for support with companies that are coming out.

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Speaker 4

But I mean, in your specific case, I'm not sure I could really comment directly.

00:57:38

Speaker 4

But

00:57:39

Speaker 4

There's definitely gonna be more coming.

00:57:42

Speaker 2

Right, having thrown her under the bus, there's many other government officials in the room.

00:57:45

Speaker 2

If any of them have that answer, wave your hand, come down and find Deepak.

00:57:50

Speaker 2

Good time for one more.

00:57:53

Speaker 2

I don't know, I can't keep track of who had their hand up first.

00:57:56

Speaker 3

The lady, there's a lady here as well.

00:57:59

Speaker 2

I'm sorry.

00:58:02

Speaker 6

My name's Ian Smith.

00:58:02

Speaker 6

I'm with the University of Alberta.

00:58:05

Speaker 6

I can ask a different question.

00:58:06

Speaker 6

I've really appreciated the perspectives on international partnerships.

00:58:10

Speaker 6

What are the roles that provincial governments and local governments can play in being better partners for defense within Canada?

00:58:18

Speaker 2

Okay, hold that one and then we will go to her who I missed earlier.

00:58:21

Speaker 2

Apologies for that.

00:58:22

Speaker 2

We'll come to you momentarily if you still have one.

00:58:26

Speaker 2

Okay, microphone right behind you.

00:58:28

Speaker 8

Thanks.

00:58:29

Speaker 8

Hi, so

00:58:30

Speaker 8

I'm with the Trade Commissioner Service.

00:58:32

Speaker 8

Thanks for mentioning it, Alana.

00:58:33

Speaker 8

I guess the question is probably for Joanne.

00:58:36

Speaker 8

Canada's, we lovingly refer to her as Canada's arms dealer, I think, in some circles.

00:58:43

Speaker 8

I guess it would be great to have a comment given all the different entities now that are really focused on defense and security.

00:58:50

Speaker 8

It's not a new thing, but it is in the sense of the investment decisions.

00:58:57

Speaker 8

So

00:58:59

Speaker 8

EDC, CCC, PSPC, DIA, DIS, GAC, IZ, etc.

00:59:07

Speaker 8

So if you're particularly an SME, it might be interesting to wade your way through that, not only that, but to explain who does what when you're approaching partners like Americans.

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Speaker 8

So if you'd mind commenting on that, how we're looking maybe at

00:59:25

Speaker 8

a one-stop shop or a more streamlined one anyway.

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Speaker 4

Sure, and maybe that actually dovetails quite nicely into the earlier question on what can provinces do.

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Speaker 4

I think, I mean, the interesting thing about provinces is that a lot of provinces have now appointed someone, not all of them, of course, but a lot of them have appointed like a point person for their province.

00:59:48

Speaker 4

And I think that is tremendously helpful.

00:59:50

Speaker 4

Because, at the federal level, we don't always know what is done throughout or what the capabilities are throughout the country, often using regional agencies to help us with that.

01:00:04

Speaker 4

And that can be sort of the first entry point for a lot of small medium enterprises.

01:00:09

Speaker 4

But now that there is a provincial rep, that is helpful.

01:00:13

Speaker 4

Certainly down at the embassy, the provincial representation down there is very helpful for us to be able to, if we hear of an opportunity or understand what a procurement is that's coming forward either from the United States or from Canada, roping in the provincial representatives has been really terrific.

01:00:33

Speaker 4

particularly when it comes to areas like co-production and co-development, where we're looking for that capability across Canada that will help plug some of the supply chain gaps in the United States.

01:00:44

Speaker 4

So I think that is a huge way of Canadian, the provinces, but also those representatives to be able to link in.

01:00:55

Speaker 4

And then that kind of looks at that broader ecosystem and how companies can

01:01:02

Speaker 4

figure out how things work.

01:01:03

Speaker 4

And I agree it is crazy convoluted.

01:01:07

Speaker 4

If I was a SME, I don't know how I would do any business with people.

01:01:10

Speaker 4

I was with a particular country just last week having drinks and they had been up to Canada and told me how it was a real challenge to understand the complexity of our own system.

01:01:24

Speaker 4

So I do get that it's not easy.

01:01:27

Speaker 4

I do think with the Defense Investment Agency, that will change a lot.

01:01:30

Speaker 4

There is a real opportunity to bring everything together.

01:01:33

Speaker 4

You're going to see the DIS when it's implemented, but also once the legislation has been approved.

01:01:46

Speaker 4

a lot of it will be there and there will be people that you'll be able to talk to and access and move more quickly with whether it's the procurements but also opportunities for on ITBs and all of that kind of stuff.

01:02:00

Speaker 4

So I think that is a big step.

01:02:02

Speaker 4

The step that's not quite there yet is bringing together the regional development agencies and the crowns.

01:02:08

Speaker 4

But I think that will come.

01:02:10

Speaker 4

My observation to date has been this is an area that

01:02:14

Speaker 4

Canada, Canadians, the government has not particularly focused on for a really long time.

01:02:19

Speaker 4

Now we are focused on it.

01:02:20

Speaker 4

People are starting to see their role in that.

01:02:24

Speaker 4

And I see EDC coming to the table quickly.

01:02:28

Speaker 4

I see the regional development agencies really playing a big role.

01:02:31

Speaker 4

So I think talk to us in a year, and I think you'll see a very different moment.

01:02:35

Speaker 4

You'll see a different structure.

01:02:39

Speaker 3

If I could add, thank you, Jean.

01:02:40

Speaker 3

If I could add, I would say that the provinces play a key role that is absolutely substantial into attracting the right capabilities, the right industrial processes and leading edge production capacities and capabilities.

01:02:55

Speaker 3

So I mentioned earlier that Canada is not operating alone on the global stage.

01:03:02

Speaker 3

All of our allies are

01:03:05

Speaker 3

trying to do exactly what we're trying to do for the same reasons.

01:03:08

Speaker 3

So I think the provinces play a key role into attracting the capabilities that they care about that could help, depending on their suppliers, what their provincial objectives are.

01:03:20

Speaker 3

But in my experience, I think any initiatives that is brought in a country or that is stood up, if we have a strong voice from the provincial government

01:03:32

Speaker 3

as an interlocuter to the federal government, it accelerates and increases the chances of success.

01:03:38

Speaker 3

So it should not be marginalized.

01:03:41

Speaker 3

It should be celebrated and it should be kind of the model to follow for success.

01:03:47

Speaker 2

And to the SME question, I got somebody coming later on in a couple of hours to talk about, amongst other things from ISED, about the concierge service that's going to be available, helping direct people, about which of the many people supporting those jaunty new Canada vests

01:04:01

Speaker 2

trade shows folks should go out and talk to specifically.

01:04:05

Speaker 2

With that, I'm going to ask everybody to join me in thanking the panel.