

# Critical Infrastructure in Context: Markets, Media and Communities

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## Purpose

Dalhousie University's School of Public Administration and the CIP Initiative are hosting a workshop, which will bring together academics and practitioners to discuss recent research in the fields of critical infrastructure protection (CIP). As a part of the event, we will present recent research findings from a series of interviews with owners, operators and regulators in three critical infrastructure sectors: **transportation** (airports, seaports, rail, trucking, and bridges), **food and agriculture**, and **manufacturing** (dangerous chemicals). The research focusses on risk regulation of CI in broad social context, examining, for example, the roles of private markets, media scrutiny, community response and organized lobbies. In addition to sharing this new research, the workshop will also provide for those with responsibility and interest in CI an opportunity to meet like-minded professionals and share views on the state of CI.

**DATE:** March 6<sup>th</sup>, 2015

**LOCATION:** Kenneth C. Rowe Management Building, Room 3087  
6100 University Ave  
Halifax, NS B3H 4R2

## Expected Audience

The audience will consist of approximately 40 academics, owner/operators of critical infrastructure and regulators responsible for public safety and emergency management. There will be representation from across Canada and abroad.

## Format

With the exception of discussion one, speakers will each be given ten to 12 minutes to summarize their key findings and observations. The rest of the time will be devoted to discussion. We will be particularly interested in discussing the contextual pressures that influence CIP and constraints and opportunities in the field to improve the management of critical assets.

## Detailed Schedule

Friday, March 6 <sup>th</sup> , 2015		
Time	Description	Participants
0830-0900	Welcome and Introductions	Moderator: Professor Ron Pelot, Industrial Engineering, Dalhousie University
	Welcome from the Faculty of Management	TBD

	Comments on Kanishka	TBD
0900-1000	<p><b>Discussion One: Critical Infrastructure in Context</b></p> <p>We will begin with an overview of selected risk frameworks and summarize key findings from recent research at the CIP Initiative.</p>	<p><b>Chair:</b> Professor Ron Pelot, Industrial Engineering, Dalhousie University</p> <p><b>Dr. Kevin Quigley</b>, School of Public Administration, Dalhousie University</p>
1000-1030	BREAK	
1030-1200	<p><b>Discussion Two: Transportation</b></p> <p><b>Topics will include:</b>  <b>A comparative analysis of safety and security regulation in four transportation subsectors</b></p> <p><b>New research on community perception of MacDonald Bridge Re-decking in Halifax</b></p> <p><b>Effective Emergency Management Response</b></p>	<p><b>Chair: Bruce Manion</b>, School of Public Administration</p> <p><b>Bryan Mills</b>, CIP Research Assistant and JD Student, University of New Brunswick Law School</p> <p><b>Dr. Calvin Burns</b>, PhD, Department of Human Resources Management, University of Strathclyde University, Glasgow and <b>Alison Macdonald</b>, CIP Research Assistant</p> <p><b>Nick Martyn</b>, Deeplogik Solutions</p>
1200-1300	LUNCH	
1230-1300	Lunch time speaker	TBD
1300-1430	<p><b>Discussion Three: Dangerous Chemicals</b></p> <p><b>Topics will include:</b>  <b>A analysis of risk regulation regimes in the dangerous chemicals sector</b></p> <p><b>Future research opportunities on safety and security of water supply</b></p>	<p><b>Chair: Dr. Brian Bow</b>, Political Science, Dalhousie University</p> <p><b>Ben Bisset</b>, Research Assistant, CIP Initiative</p> <p><b>Carl Yates</b>, General Manager, Halifax Water</p> <p><b>3rd speaker - TBD</b></p>
1430-1500	BREAK	
1500-1630	<b>Discussion Four: Food and Agriculture</b>	<p><b>Chair: Lori Harrop</b>, Agriculture and Agri-Food Canada and Public Servant in Residence, School of Public Administration</p>

	<p><b>Topics will include:</b>  <b>An analysis of risk regulation regimes in food supply</b></p>	<p><b>Ben Bisset</b>, Research Assistant, CIP Initiative</p> <p><b>Susie Miller</b>, Agriculture and Agri-Food Canada</p> <p><b>3<sup>rd</sup> speaker - TBD</b></p>
1630-1730	<p>Reception</p> <p>Upon conclusion of the final roundtable discussion, we invite you to remain for a post-conference reception.</p>	

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## About the CIP Initiative

The CIP Initiative is a hub for citizens, industry, NGOs and governments to engage with questions and ideas about the management of Canada's critical assets.

This project acknowledges shared ownership and responsibility of Canada's critical infrastructure and seeks to enhance collaboration between citizens, industry, NGOs, academe, government at all levels and international partners on questions concerning its management. We aim to enrich discussion about the complexity of infrastructure and the holistic approaches necessary to make it more secure and resilient.

### ***Vision***

We see those with responsibility for critical infrastructure using multi-disciplinary analyses to arrive at informed decisions how about how best to ensure healthy and efficient communities, served by secure and resilient critical infrastructure.

### ***Mission***

The CIP initiative exists to develop motivated networks that are better informed about the complexity of the infrastructure and the holistic approaches necessary to manage risks associated with it.

We will create fora in which participants can access and share diverse and expert perspectives on protecting Canada's critical infrastructure, exploring technical as well as historic, social, political, economic and managerial issues.

While the initiative has a Canadian focus, the projects will endeavour to employ rich, diverse and international perspectives to analyze key issues, including the use of interdisciplinary and comparative methods.

## **Speaker Bios (incomplete – in development)**

**Ben Bisset** is a Research Analyst at the CIP Initiative at the School of Public Administration at Dalhousie. Ben is a graduate of the Master of Public Administration (2013) and a Master of Arts in Political Science (2014) programs at Dalhousie University. Ben received a BA in political science from the University of Victoria in 2007 and worked as a public servant in Victoria and Vancouver prior to beginning graduate school in 2011. Ben recently started as a Policy Analyst with Fisheries and Oceans Canada.

**Brian Bow** is Associate Professor of Political Science and Director of the Centre for Foreign Policy Studies at Dalhousie University. His PhD is from Cornell University, he was a Fulbright research chair at the Woodrow Wilson Center, and is currently a fellow at CDFAI and at American University's Center for North American Studies. His 2009 book, *The Politics of Linkage*, was awarded the prestigious Donner Prize, and he is the author of numerous books and articles on Canada-US relations and North American

regional politics. He is currently working on a new, SSHRC-funded project on network-driven policy coordination in the security domain (counter-terrorism, organized crime, disaster response, etc.).

**Calvin Burns** is a Chartered Psychologist and Lecturer in industrial-organizational psychology at the University of Strathclyde Business School, Glasgow, UK. He attained his PhD from the University of Aberdeen, UK. He conducts research mainly in high-hazard organizations like hospitals, oil companies, and nuclear power generation and construction firms. His research interests in these organizations include Trust, Safety Culture / Climate, Risk Perception and Communication, and Implicit Cognition. Calvin helped to found an international risk research partnership, the CIP Initiative, between the University of Strathclyde and Dalhousie University.

**Alison Macdonald** is a Research Analyst at the CIP Initiative at the School of Public Administration at Dalhousie. Alison is a Master of Public Administration candidate (2015) at Dalhousie University. She received a BA Honors in Political Science and major in Criminology from Saint Mary's University in 2012. Alison recently completed an internship at the Department of Foreign Affairs, Trade and Development in Ottawa.

**Bruce Manion** is a recently retired senior federal public servant with over thirty years of experience in financial management, comptrollership, planning, public policy and audit. Throughout his career, Bruce has maintained a passion for public service management reforms and has been involved in a key leadership role in many major changes over the past two decades. He was the Chief Financial Officer at both Human Resources and Skills Development Canada and Canadian Heritage and has been involved in significant change initiatives in other organizations such as the Department of National Defence, the Office of the Superintendent of Financial Institutions and Natural Resources Canada. Bruce has been involved with the Dalhousie School of Public Administration since September 2012, first as the Federal Public Servant in Residence, and now as a sessional lecturer and advisor on the School's Professional Development Certificate Program. Bruce has a B.Comm from the University of Ottawa and is a Fellow of the Society of Management Accountants of Canada.

**Nick Martyn** is founder and CEO of RiskLogic, a firm that develops geospatial intelligence and networked risk analysis software providing risk discovery, analysis and mitigation for public and private sector organizations. Before founding RiskLogic in 2010, Nick held various command and staff appointments in both the Canadian and British Armies over 27 years of military service in Canada, UK, Germany, Former Republic of Yugoslavia and Afghanistan. From 2008 to 2011 he served as CEO of the Afghanistan Information Management Service (AIMS) where he designed and delivered the international aid effectiveness management system (ANDMIS) to the Government of the Islamic Republic of Afghanistan while also modernizing the Land Management System and Mapping the Electrical Service in Kabul. In 2011 Nick founded the Masters in Business Administration for International Development at the Sprott School of Management at Carleton University.

**Bryan Mills** is a Research Analyst at the CIP Initiative in the School of Public Administration at Dalhousie University. He graduated from the Master of Public Administration program in May 2013 and is currently pursuing a JD at University of New Brunswick. Bryan received a Bachelor of Arts in political science from

Saint Mary's University in 2010 and a Bachelor of Science from Mount Allison University in 2008. He has also worked part-time as a Maritime Surface Officer for the Naval Reserve since 2008.

**Ronald Pelot** is a Professor in the Department of Industrial Engineering at Dalhousie University, and the Associate Scientific Director of the MEOPAR Network of Centres of Excellence. In 1997, he founded the Maritime Activity and Risk Investigation Network (MARIN) at Dalhousie, and since then his team has developed new software tools and analysis methods applied to maritime safety (accidents), coastal zone security, and marine spills. Dr. Pelot has authored 45 refereed publications, and over 120 conference proceedings and technical reports. Courses taught include project management, engineering economics, human factors, industrial psychology, systems engineering, operations research, and decision & risk analysis. With respect to student training, he is also the Assistant Dean of Co-op in Engineering.

**Kevin Quigley** is an Associate Professor and Director of the School of Public Administration at Dalhousie University. He attained his PhD from the Institute of Governance, Public Policy and Social Research, Queen's University, Belfast, UK. His research is in public sector risk and crisis management, resilience and critical infrastructure protection (CIP). He is the editor of the professional publication The CIP Exchange and the co-founder of the CIP Initiative at Dalhousie University. Prior to starting graduate work, Kevin Quigley was a senior public servant in the Ontario Public Service.

**Carl Yates** has extensive experience in the water utility profession having served as Project Engineer, Chief Engineer and General Manager of the Halifax Water Commission from 1988 to 1996. In 1996, he was appointed General Manager of the Halifax Regional Water Commission which assumed a regional mandate after the municipal amalgamation of the greater Halifax area in 1996. In 2007, Mr. Yates oversaw the formation of the first regulated water, wastewater and stormwater utility in Canada with the transfer of wastewater and stormwater assets from the Halifax Regional Municipality. Halifax Water is a body corporate municipal utility, generating approximately 130 million dollars in annual revenue with assets of over \$2 Billion. Mr. Yates obtained a Bachelor of Engineering degree from Memorial University of Newfoundland in 1984 and a Masters of Applied Science degree from the Technical University of Nova Scotia [now Dalhousie University] in 1992. Mr. Yates is Past Chair of the Potable Water Committee for the National Research Council InfraGuide project, Past Chair of the Security and Emergency Management Committee of the Canadian Water and Wastewater Association, Chair of the Focus Area Council of the Water Research Foundation, a Board member of the Canadian Water Network, a member of the American Water Works Association, National Association of Corrosion Engineers, International Water Association, and a member of the Board of Directors of Special Olympics Nova Scotia.