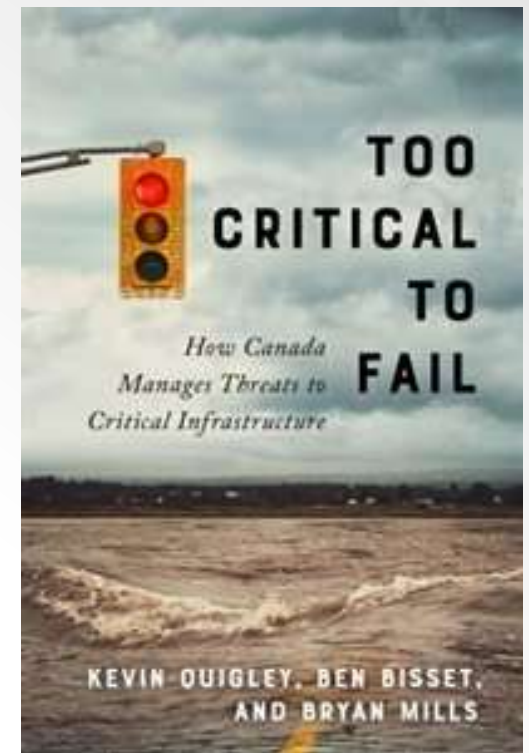


How Canada Manages Threats to Critical Infrastructure

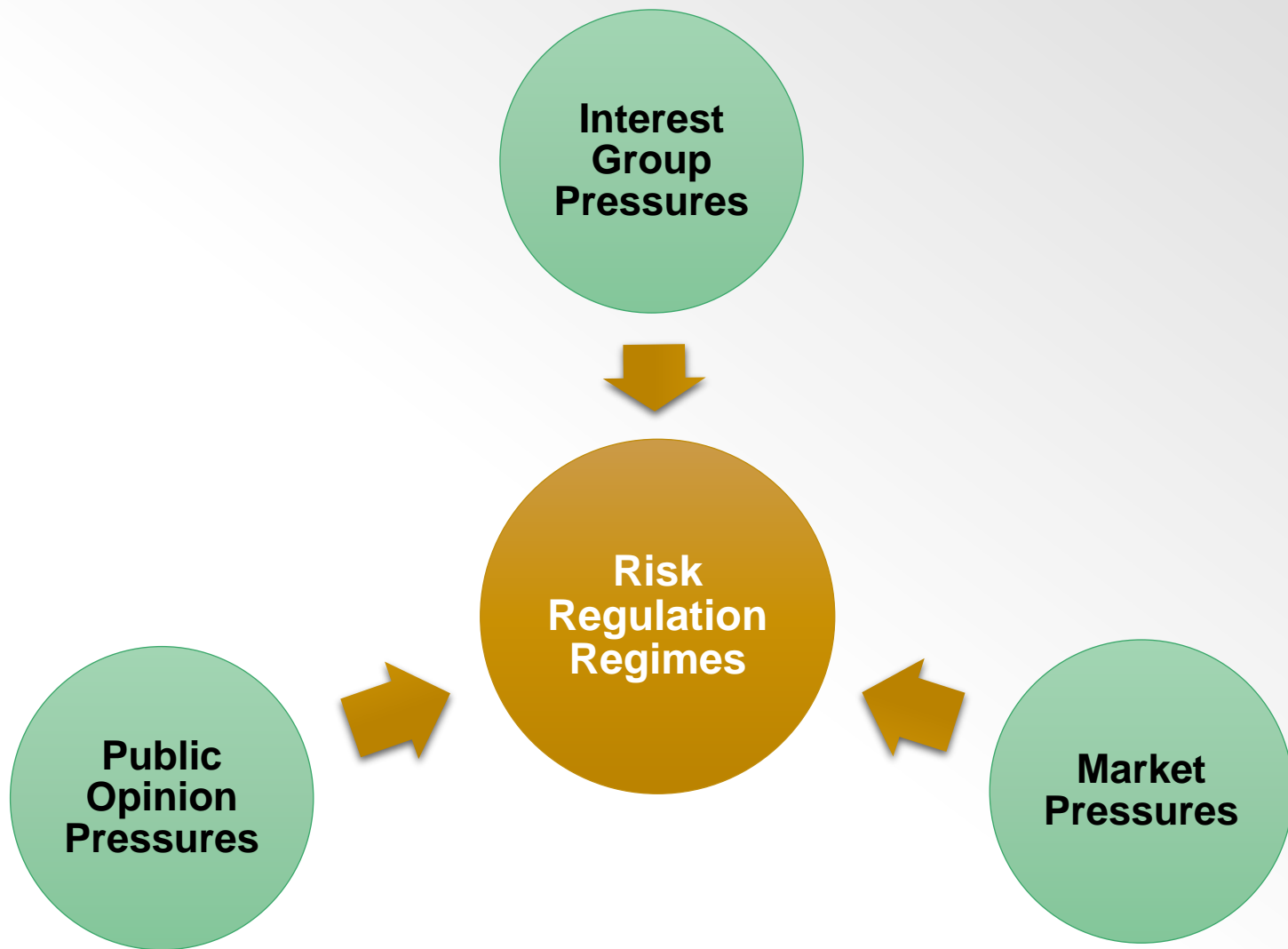
Kevin Quigley
Director
MacEachen Institute for Public Policy & Governance

CRHNet 2017 SYMPOSIUM - October 25, 2017



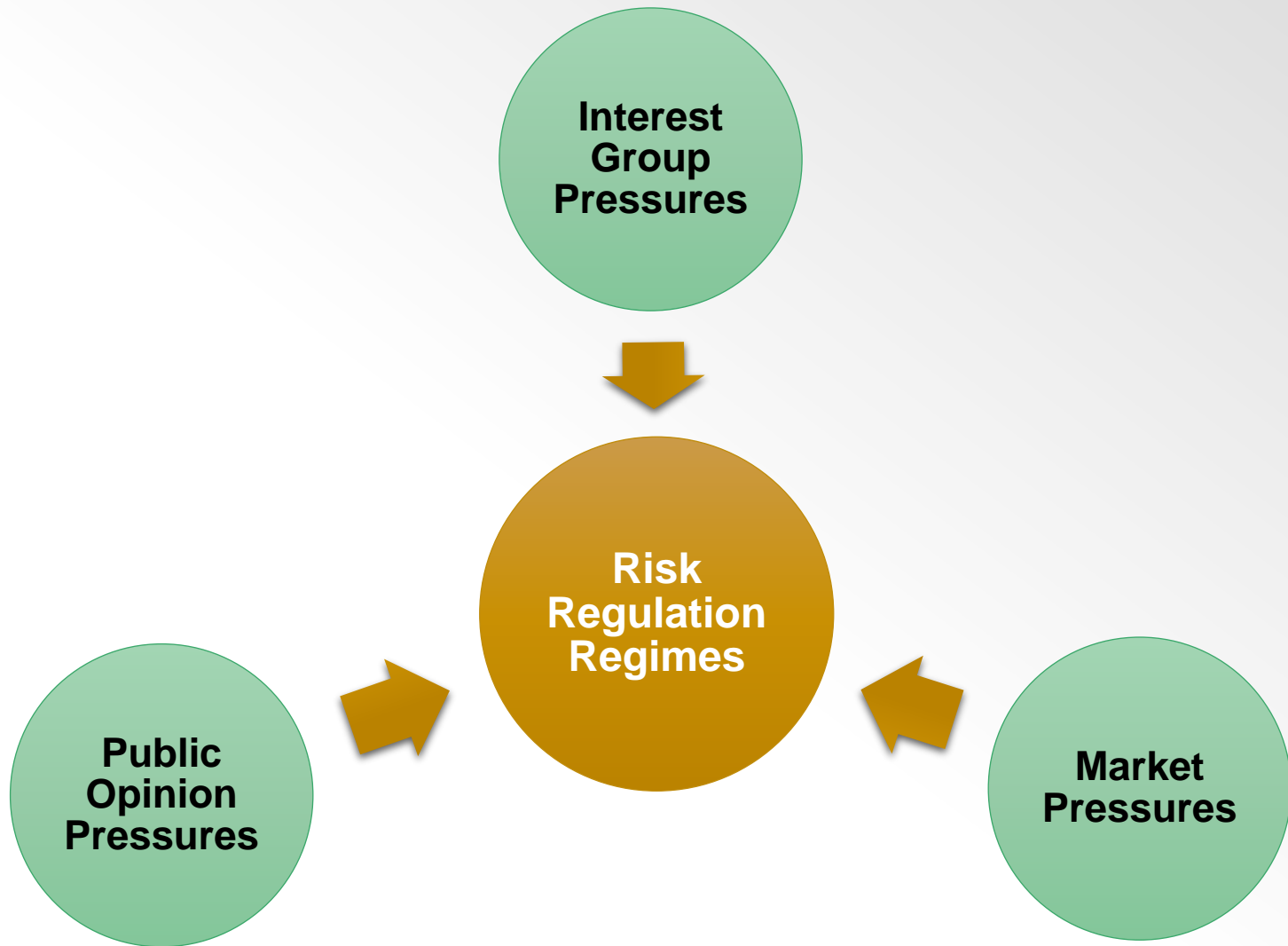


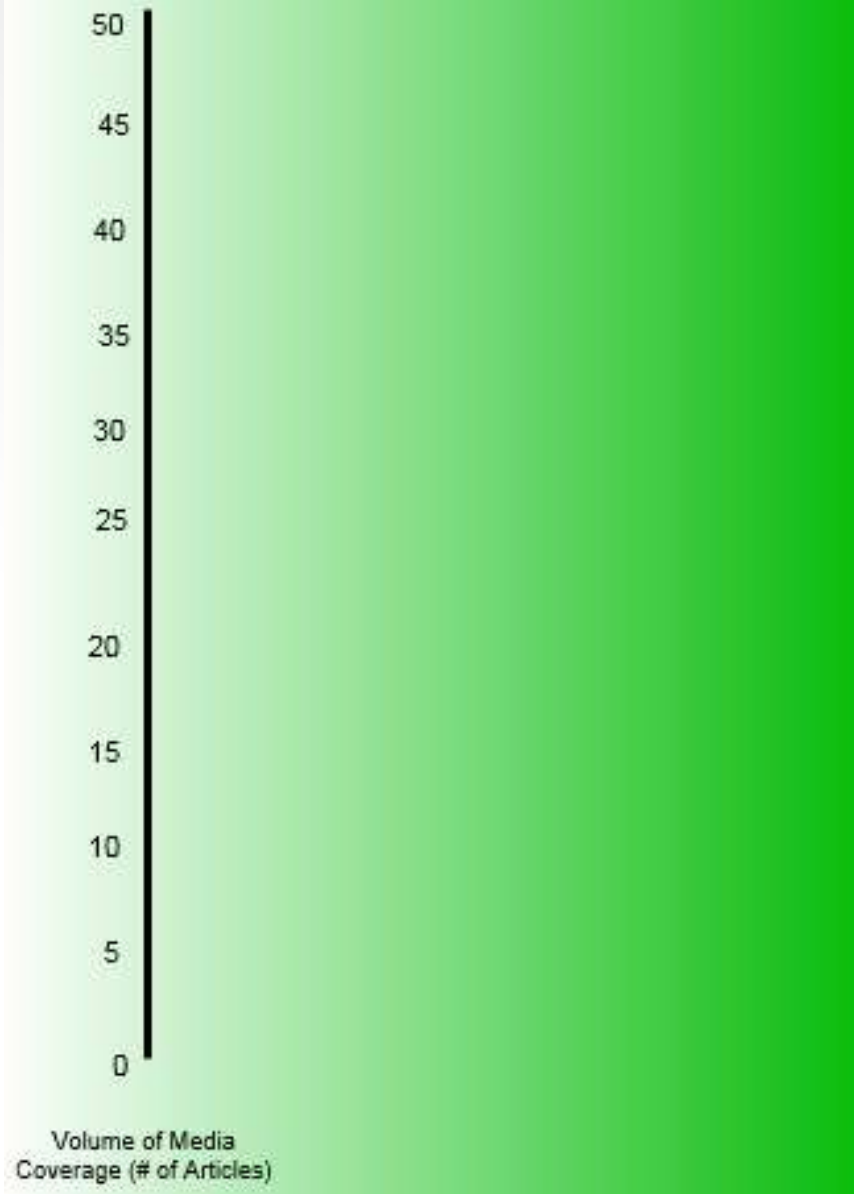
**KEEP
CALM
AND
NENSHI
ON**



What is a Risk Regulation Regime?

- Information Gathering
- Standard Setting
- Behaviour Modification





Performance
Assessment

-20

-15

-10

-5

50

45

40

35

30

25

20

15

10

5

0

0

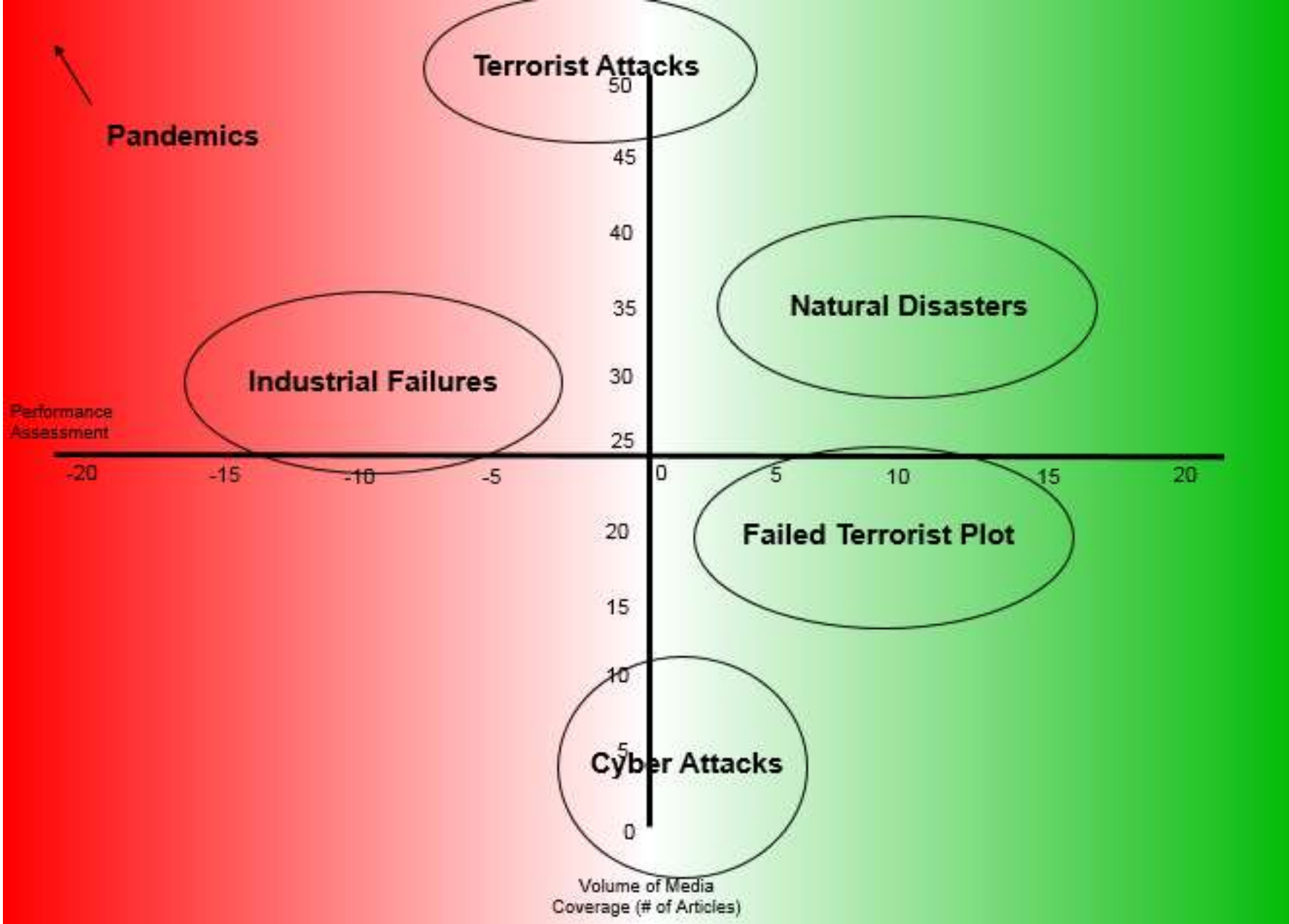
5

10

15

20

Volume of Media
Coverage (# of
Articles)



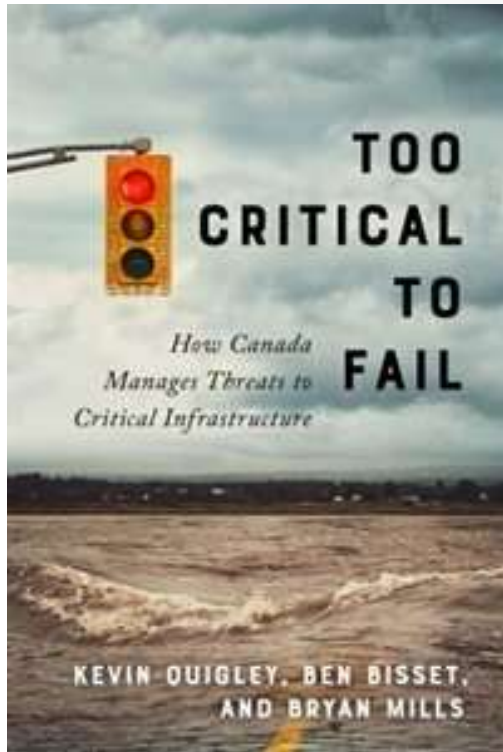
- **Solomon:** Why were only one in four safety management audits completed from 2009 to 2013?
- **Minister of Transport:** Well, that's what I asked Transport Canada officials, myself, when the results of the audit were becoming apparent. You know **we** provided to the department in 2009 extra funding to deal with more inspections, to deal with rail safety, and **we** based it on the fact that *we* had a very good independent panel tell us about rail safety in Canada in 2007. So, for us, **we** had fully anticipated and expected that not only is TC doing the compliance work that **they** should be doing with the *Railway Safety Act* but as well that **they** be working on safety management system regulations too, and today **we** found from the Auditor General that's not the case. **We** have his recommendations. **We** accept them, and TC has provided a plan, and **we** will implement that plan.

- **Solomon:** Alright, but the question here is: does TC need more inspectors after the Auditor General found that it only completed a quarter of its planned audits on the safety management system? What's the plan? Is it more inspectors?
- **Raitt:** The plan is, if you take a look at the plan set out today, that TC has indicated the path forward. **They** have to figure out how many resources **they** need to pull into the safety management system audit side of it. **We** have increased inspectors, though, Evan. **We** have actually increased the number of inspections last year to 30,000 – highest year ever. So **they** are out there doing their work on rail safety and ensuring that companies are adhering to the regulations that **we** passed. On the audit side, though, **they're** not completing audits. It's not acceptable, and as I indicated to them, **we** all agree this is not what Canadians expect.

Ministerial Responsibility

- The 2007 guide for ministers, written by the PCO, explained ministerial responsibility this way: ‘Ministers are individually responsible to Parliament and the prime minister for their own actions and those of their department, including the actions of all officials under their management and direction, whether or not the Ministers had prior knowledge.’ By 2011, there had been a shift in thinking, emphasizing what it is *not*. ‘Ministerial accountability to Parliament does not mean that a minister is presumed to have knowledge of every matter that occurs within his or her department or portfolio, nor that the minister is necessarily required to accept blame for every matter,’ wrote PCO in an updated version of the pamphlet.

For more Information



Too Critical To Fail
How Canada Manages Threats to Critical Infrastructure



@DaIMIPP



Dal.ca/MIPP

Kevin Quigley

Scholarly Director

MacEachen Institute for Public Policy and Governance
Dalhousie University, Halifax, NS, Canada

kevin.quigley@dal.ca

902 494 3782