

October 16, 2012

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Re: Application for Standing and Funding
The Elliot Lake Commission of Inquiry

Dear Commissioner,

I am writing to apply for standing and funding at the Elliot Lake Commission of Inquiry. I will not be represented by legal counsel.

I propose to address two important areas of the Commission's mandate, specifically:

- Item 2a: "Inquire into and report on events... and the emergency management and response by responsible bodies."
- Item 2c: "Review relevant legislation, regulations and bylaws, and relevant policies, processes and procedures of provincial and municipal governments and other parties with respect to emergency management and response."

Request for Standing

I am prepared to offer advice to the Commission related to how, in times of emergency, government should have mechanisms in place to coordinate with non-government parties who own and operate the necessary resources. These mechanisms become particularly important when emergencies exceed the scope of smaller-scale emergencies focused primarily on first-responders (i.e., police, fire, and ambulance) and include for example, sustained loss of certain critical infrastructures.

Shortly after the Algo Centre Mall collapse, media reports indicated that recovery operations were halted for some time, as adequate heavy equipment was not available. This relatively minor emergency, tragic though it was, highlights an opportunity to improve how emergencies at the regional or provincial level are managed. While I cannot offer advice specific to the technical circumstances of this particular emergency, I am prepared to propose to the Commission the need for an enhanced emergency response mechanism that can be employed during any emergency. Governments need a reliable mechanism to coordinate emergency response with the non-government owners of the services and facilities vital to our every day life; "critical infrastructures" such as electricity, telecommunications, fuel, water, and in the particular case of the Algo Centre Mall collapse, specialized heavy equipment. While some government

programs are in place to help address this need, in many cases they have not yet sufficiently engaged with critical infrastructure asset owners and operators to develop a response mechanism that is reliable, practical, and cost-effective.

I have more than a decade of first-hand experience preparing for and responding to emergencies related to Ontario's electricity industry, including the August 2003 Blackout. The electricity response framework currently in-place clearly defines the electricity industry's organizational roles and accountabilities during emergencies, and has been developed in close coordination with Emergency Management Ontario and the Ministry of Energy. This framework can be applied to other critical infrastructure sectors by tailoring them to their own unique operational realities.

I am prepared to present this framework to the Commission and illustrate how it can be applied to any critical infrastructure sector. This discussion will:

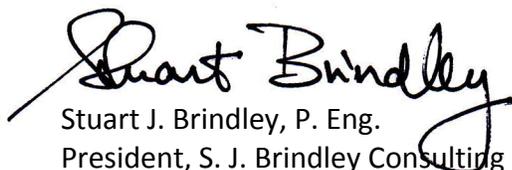
- Be relevant to the mandate of this Inquiry
- Reflect on lessons-learned from recent events of national significance in the Canada and the United States
- Be applicable to any emergency, regardless of scope and extent
- Support the intent of existing related legislation such as Ontario's *Emergency Management and Civil Protection Act* and Canada's *Emergency Management Act*
- Identify specific and measurable actions that will help implement Public Safety Canada's *Action Plan for Critical Infrastructure*

Request for Funding

With reference to paragraph 11 of the Terms of Reference, should I be granted Standing, I wish to seek funding assistance. Funding would be limited to the cost of travel and accommodation consistent with Government of Ontario requirements, to attend Commission hearings. I do not desire to make an oral submission in support of my motion for funding.

Thank you for the opportunity to apply for standing before the Commission. I would be pleased to provide additional information and wish the Commission success in its important mandate.

Yours very truly,


Stuart J. Brindley, P. Eng.
President, S. J. Brindley Consulting Inc.

Attach. Professional profile, S. J. Brindley

Professional Profile

**Stuart J. Brindley, P. Eng.
President, S. J. Brindley Consulting Inc.**

Stuart is the founder and President of S. J. Brindley Consulting Inc., a consulting company specializing in emergency management, with extensive experience across North America addressing issues related to critical infrastructure protection.

Stuart is a registered Professional Engineer and has over 29 years with the electricity sector in diverse roles that include distribution, customer service, information technology, and system operations. He retired in 2010 as Manager – Operational Excellence with the Independent Electricity System Operator (IESO) in Ontario, Canada where he was responsible for coordinating the Ontario electricity industry’s emergency management program by collaborating with and coordinating the efforts of government and all electricity companies in Ontario.

Over the past decade, Stuart has led the development of the electricity sector’s critical infrastructure protection program across North America. Stuart is founding Chairman of the Canadian Electricity Association’s critical infrastructure program, and is a Past Chairman of the North American Electric Reliability Council’s (NERC) Critical Infrastructure Protection Committee. He is also a Past Chairman of the U.S. Partnership for Critical Infrastructure Security, and served for a number of years as Co-Chair of the U.S. Cross-Sector Cyber Security Working Group with the Department of Homeland Security under their National Infrastructure Protection Plan.

In addition to his professional qualifications, Stuart holds a Secret (Level II) Clearance sponsored by the Canadian government.

References are available upon request.

Employment History

- April 2010 – present President – S. J. Brindley Consulting Inc.
- Consulting services to the North American Electric Reliability Corporation's (NERC) Chief Executive Officer to support the US industry's Electricity Subsector Coordinating Council.
 - Principal author, *NERC Coordinated Action Plan*, approved by the NERC Board of Trustees, November 2010. Project coordinator for four Task Forces structured to address High Impact Low Frequency (HILF) risks.
 - Author, *Critical Infrastructure Strategic Roadmap*, approved by the NERC Board of Trustees, November 2010.
 - Consulting services related to critical infrastructure protection to Natural Resources Canada and Public Safety Canada.
 - Emergency management consulting services to a major electricity consumer association.
- 1998 – 2010 Manager – Operational Excellence
Manager – Emergency Preparedness and Information Security
Independent Electricity System Operator (IESO), Ontario CANADA
Train IESO staff and electricity market participants to reliably operate the electricity system and wholesale market. Coordinate Ontario's electricity emergency management program with market participants and government. Maintain compliance with industry-established standards.
- Led the development of Ontario's bulk electricity system Y2K Contingency Plan and testified at the Government of Canada's Standing Committee on Industry hearing on Y2K preparedness.
 - Responsible for Ontario's electricity Restoration Plan, successfully implemented following the August 2003 Northeast Blackout.
 - Principal author, *Ontario Electricity Emergency Plan*.
 - Led the development and management of the IESO's cybersecurity program.
- Chair – NERC Critical Infrastructure Protection Committee, 2004-2008
Chair – Partnership for Critical Infrastructure Security, Inc., 2007-2008
Co-Chair – Cross-Sector Cyber Security Working Group, 2007-2010
- 1981 – 1998 Ontario Hydro, various management and staff positions:
- Manager – Customer Billing, responsible for metering and billing Ontario's industrial consumers and distribution utilities representing annual revenue of approximately \$6 Billion.
 - Manager – Transport & Work Equipment, responsible for managing Ontario Hydro's fleet of vehicles and work equipment such as radial boom derricks and aerial devices, with an annual budget of about \$25 Million.
 - Senior Analyst – Industrial Service, responsible for providing customer service support for Ontario's largest industries.
 - Distribution Engineer, responsible for costing and prioritizing distribution maintenance and capital work programs across Ontario.

Education and Professional History

- 1980 - present Registered Professional Engineer (Ontario), #5222500
- 1974 - 1978 Bachelor of Engineering (Mechanical), McMaster University, Hamilton, Ontario,
CANADA
- 1972 - 1974 CEGEP Diploma, Pure & Applied Science, Dawson College, Montreal, Quebec,
CANADA