

A Critical Conversation on Railway–Shipper Relations

Speakers' Bios

16 October 2014



Phil C. Ireland
*Operations & Supply Chain
Management Executive*

Phil is an effective and highly respected operations planning executive. He has extensive hands-on senior management experience in supply chain management, application of lean principles, change management, asset sizing, strategy and information technology.

Phil has a depth of knowledge in public board governance best practices from his responsibilities at CP. He has served on the board of the Indiana Harbor Belt Railroad, and on the board of the Westside Recreation Society. Phil holds an Institute of Corporate Directors Certification, ICD.D.

Phil's responsibilities included ensuring that Canadian Pacific's operating plan delivered the \$5B revenue plan, while optimizing network and asset utilization. He was also accountable to assess, from a process, operational and financial perspective emerging railway technologies, with potential to transform business approaches in the future and drove implementation of those initiatives.

Phil began his career with the railway in 1983 as a Research Engineer in Montreal. Since then he has held a variety of management positions in Mechanical Services, Internal Audit/Consulting Services, Marketing and Operations before assuming his position as Vice President Service Design & Asset Optimization. Phil is currently providing independent consulting services in the areas of operations management, corporate strategy, regulatory environment, supply chain management and logistics.

Phil holds a Bachelors of Applied Science in Mechanical Engineering from Queen's University, and a Master of Business Administration from McGill University. Phil is a registered Professional Engineer with both PEO and APEGA.



John Coleman
RGI Senior Fellow

John is a Senior Fellow at Carleton University's Regulatory Governance Initiative in the School of Public Policy and Administration. In 2011 he retired from the National Research Council of Canada, where he had been acting Vice-President of Engineering and for nearly two decades before that Director General (General Manager) of NRC's surface transportation institute.

Since 1993 he has been a member of Transport Canada's Railway Research Advisory Board and has organized numerous symposia and programs on behalf of the Board and the railway industry. He received a bachelor's degree in engineering from Carleton University and an MBA from The University of Western Ontario. In 2002, he received the Golden Jubilee Medal of HM Queen Elizabeth II.



Nick Mulder
*Consultant and Senior
Associate
Global Public Affairs*

An immigrant to New Brunswick in 1955 from the Netherlands, during his 32-year career in the public service, Nick served as the Economic Advisor to the Premier of New Brunswick and as the Deputy Minister of four federal departments: Supply and Services, Environment, Employment and Immigration, and Transport.

He worked for 15 years at Transport Canada, including as the Deputy Minister from 1994 to 1997. He was one of the principal architects over several decades of a broad commercialization and deregulation agenda including grain transportation reforms, deregulation of the air, truck and rail sectors, the privatization of CN Rail, the “authority” model governing ports and airports, the creation of NAV Canada, and many subsidy changes.

From 1997-1999, he was the President of Stentor Telecom Policy Inc., the policy development, communications and government relations firm of the Canada-wide Stentor Telecommunications Alliance. He has also worked from 2001 till 2012 as a part time consultant to the Government of Indonesia on budget planning and poverty reduction strategies.

Nick has been involved with a range of boards such as the United Way of Canada, the Canadian Council for International Business, the Air Transport Security Corporation, the Canadian Transportation Research Forum, Queens University Intergovernmental Affairs Institute, and the World University Service of Canada.

He was previously Chair of the Board of Trustees of the Ottawa Hospital and the Chairman of Hickling Asia, an international consulting firm, and is a Senior Associate with Global Public Affairs, a Canadian government relations firm.

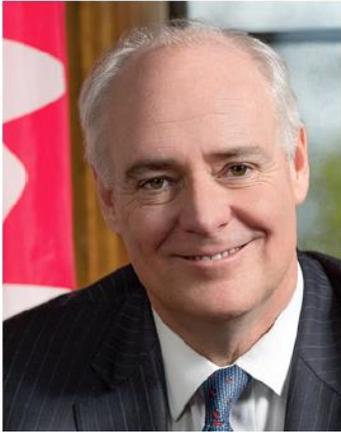
Nick holds a B.A and M.A in Economics as well as a Honourary Doctorate from the University of New Brunswick. He was appointed an Officer in the Order of Canada in late 1997.



Calum M. Carmichael
*Associate Professor and
Director
School of Public Policy
and Administration*

Dr. Calum M. Carmichael is an Associate Professor and the Director of the School of Public Policy and Administration at Carleton University.

He received his B.A. in Economics and Political Science from Western University, and his Master of Public Affairs and Ph.D. in Economics from Princeton University. His research interests have included trade and monetary policy, and the funding of political parties, but now centre on the tax treatment of philanthropy and nonprofit organizations, both in Canada and internationally.



**The Honourable
Perrin Beatty**
*President and CEO
The Canadian Chamber
of Commerce*

Perrin is the principal spokesperson advocating the policy positions of the Canadian Chamber's members to the federal government, international organizations, the media and the general public. Prior to joining the Canadian Chamber in August 2007, Perrin was the President and Chief Executive Officer of Canadian Manufacturers & Exporters (CME).

A descendant of one of Canada's most prominent manufacturing families, Perrin grew up in Fergus, Ontario and graduated from the University of Western Ontario in 1971. In 1972 he was elected to the House of Commons as a Progressive Conservative, and in 1979 he was appointed Minister of State (Treasury Board) in the government of Joe Clark. He held six additional portfolios in subsequent Progressive Conservative governments, including National Revenue in 1984, Solicitor General in 1985, National Defence in 1986, Health and Welfare in 1989, Communications in 1991, and Secretary of State for External Affairs in 1993.

In 1994, Perrin joined a number of private sector boards and worked as a consultant in the field of communications. He was an Honorary Visiting Professor with the Department of Political Science, University of Western Ontario, and he wrote a weekly column on government and politics for a major Canadian newspaper. From 1995 to 1999, Perrin was President and CEO of the Canadian Broadcasting Corporation (CBC). In 2008, Perrin was named Chancellor of the University of Ontario Institute of Technology. In 2013 he received an honorary degree, Doctor of Laws, honoris causa from Western University.

Perrin has served on a number of Canadian government advisory committees, is a member of the advisory council of the Canadian Defence and Foreign Affairs Institute and is a member of the board of directors of the Canadian International Council and of Mitsui Canada.

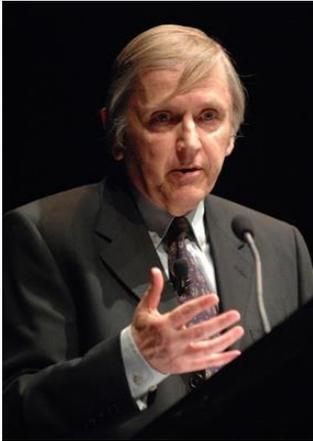


Robert Slater
RGI Executive Director

Bob is Adjunct Professor and Senior Distinguished Fellow in Environmental Policy at Carleton University and is the Executive Director of the Regulatory Governance Initiative. He is also President of Coleman, Bright and Associates, a consulting firm that operates internationally specializing in Sustainable Development issues and a Senior Fellow with the International Institute for Sustainable Development.

Bob occupied several senior positions during a 32 year career at Environment Canada and was the Senior Assistant Deputy Minister for eight years. He was instrumental in establishing the National Roundtable on the Environment and the Economy, the International Institute for Sustainable Development and the UNU Institute for Water, Environment and Health.

Before joining the public service, he was co-founder of Pollutech, an environmental consulting company. He was awarded degrees from Imperial College of Science and Technology. He was appointed a Member of the Order of Canada in 2009.



Bruce Doern
Professor Emeritus
School of Public Policy
and Administration

Bruce is the author/editor of over 70 books and monographs and numerous other articles and studies on Canadian and comparative regulation, public policy institutions and governance and democracy and on fiscal and regulatory governance in areas such as energy policy, industrial policy, business regulation; internal trade, environmental regulation; food and health regulation, biotechnology, science and innovation policy, government labs; and consumer regulation and policy.

His most recently published book is *Rules and Unruliness: Canadian Regulatory Democracy, Governance, Capitalism and Welfarism*, co-authored with Michael Prince and Richard Schultz. McGill-Queen's Press, 2014.

Recent publications include *Canadian Public Budgeting in the Age of Crises* co-authored with Allan Maslove and Michael Prince (McGill-Queen's University Press 2013) which won the 2014 Donald Smiley Prize for the best book in Canadian government and politics.

He initiated and is presently the co-editor of *How Ottawa Spends*, the Carleton University School of Public Policy and Administration's annual review of national priorities and fiscal policy (McGill-Queens University Press). He recently served as the CIBC Scholar-in-Residence at the Conference Board of Canada. He teaches global governance in the Politics Department at the University of Exeter in the UK where he is Emeritus Professor and is also Distinguished Research Professor in the School of Public Policy and Administration at Carleton University.