

GRAEME JOHNSEN

Senior Consultant

- ▶ Senior Consultant with MMK Consulting Inc. (2011-Present)
- ▶ Over four years of management consulting experience, specializing in financial and economic analysis
- ▶ Lead consultant on more than 20 consulting assignments, ranging in size from \$5,000 to greater than \$500,000
- ▶ M. Management, International Business, UBC (2010)
- ▶ B.A., Communication, SFU (2008)

Examples of Previous Assignments

Transportation Planning

Major Transportation Infrastructure Project

On behalf of the BC Ministry of Transportation & Infrastructure, is currently extensively involved in developing a comprehensive business case for a major transportation project in Metro Vancouver. Key areas include the economic user benefit-cost analysis and the funding analysis.

Financial Assessment: Translink

For the TransLink Commission, analyzed the reasonableness of TransLink's base plan and financial outlook for transit services in Metro Vancouver. This study, performed for the Commissioner to report his findings to the Mayors' Council, assessed TransLink's service levels, revenue & expenditure projections, major operating changes, financial solvency issues, etc.

Road Pricing Analysis: Metro Vancouver

Analyzed alternate road pricing and tolling options for road and bridge infrastructure located in Metro Vancouver. This preliminary analysis considered the potential revenues and costs (capital and operating) of a range of possible tolling locations and pricing models.

Funding Analysis: Highway Improvement Program

Assessed possible alternate toll-based funding options for a major capital program to expand more than 150 kilometers of an inter-provincial highway. This preliminary analysis considered options that could have the potential to recover one-third of the program's capital costs.

Financial and Economic Impacts: Bridge Closure

On behalf of a provincial Government Business Enterprise, analyzed a design-related snow and ice bridge closure at a major bridge, to estimate the traffic impacts, and related financial costs and direct economic impacts that would result from a similar future incident.

Infrastructure Planning and Finance

Strategic Planning: UBC-Broadway Corridor

For the City of Vancouver and UBC, and in association with KPMG, analyzed the current level of economic activity along the Broadway corridor, and assessed the technical analysis of user benefits and costs of alternate possible transit options proposed for the corridor (LRT, RRT, rapid bus, etc.).

- Financial Assessment:
Capital Program** Analyzed the reasonableness of the Northern Rockies Regional Municipality's financial plan for undertaking \$400+ million in capital infrastructure expenditures. This analysis, performed for a provincial review committee, included development of a fully integrated financial forecasting model, and assessment of the base case and associated risks.
- Debt Assessment:
Capital Programs** For a Northern BC municipality, and in association with KWL consulting engineers, designed a financial forecasting model, to measure the municipality's medium-to-long term debt service costs and total debt under alternate capital planning programs.
- Financing Strategy:
Municipal Fleet** For the City of Prince George, created a financial forecasting model, to measure the financial impact of financing the City's existing fleet-related debt (plus replacements) over a 20-year period through alternate combinations of MFA debt financing and internal reserve funding.

Business Cost Analysis

- International Business
Cost Competitiveness** On behalf of KPMG, assisted with the 2012 and 2014 publications of *Competitive Alternatives, KPMG's Guide to International Business Location Costs*. This major bi-annual study presents a comparison of the cost of doing business in 130+ cities in North America, Europe, and the Asia Pacific region.
- Cost Comparison:
Manufacturing in Asia** For the Singapore Economic Development Board, and in association with KPMG, created a cost comparison model of operating cost data from manufacturers in Singapore, Malaysia, Indonesia, and China. This model compared PE & OEM standalone operations in each location, as well as twinning operations with headquarters in Singapore or Shanghai.
- Cost Competitiveness:
Auto Manufacturing** Assisted in developing a preliminary cost competitiveness assessment of retooling major existing automobile assembly plants in Ontario, Ohio, Michigan, and Illinois.
- Cost Assessment:
Contract Services** On behalf of the City of Nanaimo, analyzed the costs and other potential impacts of the City lowering or raising its current policies with respect to in-house versus contracted services. This study included review of more than 20 service areas, from engineering to solid waste, to animal control.

Business Strategy and Planning

- Pre-Feasibility Study:
Industrial Park** On behalf of a private industrial park developer, and in association with KPMG, assisted in developing a pre-feasibility study of establishing a major industrial park for heavy industry manufacturing in Northern BC.
- Proposal Preparation
Assistance** Assisted a private transport service provider in successfully responding to an open Request for Proposal, seeking on-call transport services for patients, guests and staff of major health facilities in Metro Vancouver.

**Business Plan:
University Athletics** On behalf of UBC Okanagan, assisted in performing stakeholder and public consultations (with staff, coaches, students, and the community) in developing a five-year business plan for Athletics and Recreation.

**Strategic Plan:
University Research Parks** Assisted in developing an inaugural strategic plan for the Association of University Research Parks Canada. Key activities included profiling members in the West, and developing a cost competitiveness analysis of Canada's R&D sector based on the *Competitive Alternatives* methodology.

International Trade and Regulation

**Export Competitiveness:
Province of BC** For the BC Ministry of Jobs, Tourism and Skills Training, researched BC's competitive position, including the main countries in competition with BC, in traditional (e.g. forestry) and new-economy (e.g., clean energy) export sectors in sixteen international jurisdictions.

**CETA Impacts Analysis:
BC Industry Sectors** For the BC Ministry of International Trade, surveyed BC firms in high tech and agri-foods industries, to assess the expected impacts resulting from the proposed Canada-Europe Comprehensive Economic and Trade Agreement.

**International Government
Procurement Opportunities** For the BC Trade Initiatives Branch, researched ten government procurement markets in the Asia Pacific region (including relevant Canadian free trade agreements), to assess the strength of the overall opportunity for BC suppliers to access each market.

**Benchmarking Provincial
Business Regulations** For Alberta Finance and Enterprise, assisted in developing a benchmarking study of the quality of business regulations in Canadian provinces. This study, performed in association with the law firm of Blakes, examined ten regulatory areas, from starting a business to winding one down.

Market Research and Economic Impact Analysis

**Report Card:
BC Technology Sector** For the BC Technology Industry Association, and in association with KPMG, researched high tech sector trends (including output, jobs, trade, etc.), to assess BC's competitive position relative to other Canadian/US jurisdictions.

**Investment Competitiveness:
BC Industry Sectors** On behalf of the BC Jobs and Investment Board, and in association with KPMG, researched BC's investment competitiveness, relative to international jurisdictions, in the eight sectors identified in the Jobs Plan.

**Economic Impacts:
BC Bioenergy Network** Assisted in performing an economic impact assessment of the BC Bioenergy Network's investment of more than \$15 million in BC bioenergy companies and technology products over the previous five years.

**Tax Impacts:
Beer Production** Assisted in performing an economic impact analysis of a tax policy change proposed for British Columbia. The proposal was to raise volume thresholds on BC's highest non-incremental tax rate for packaged beer production.