

GRAEME JOHNSEN

Project Manager

- ▶ Project Manager with MMK Consulting Inc. (2011-Present)
- ▶ Seven years management consulting experience specializing in business strategy, economics, and financial evaluations
- ▶ Lead consultant on more than 30 consulting assignments, with budgets ranging in size from \$5,000 to greater than \$1 million
- ▶ Master of Management, International Business, University of British Columbia, Sauder School of Business (2010)
- ▶ Bachelor of Arts, Communication, Simon Fraser University (2008)

Examples of Previous Assignments

Transportation Infrastructure Planning

Major Transportation Infrastructure Project

On behalf of the BC Government, extensively involved in planning a multi-billion-dollar public transportation project. Key areas included: business case, benefit-cost, traffic, economic impacts, financial strategy, options evaluation, environmental assessment, procurement, and project controls.

Mobility Pricing Feasibility Analysis: Metro Vancouver

Performed a feasibility analysis of alternate possible mobility pricing and tolling options for road and bridge infrastructure located in Metro Vancouver. This study considered both the potential costs and revenue/traffic effects of a range of alternate tolling locations and pricing models.

Current-State Assessment: Transportation Planning

Performed a current-state assessment of transportation planning in the Lower Mainland, by the various owners/operators and key stakeholders. Planning approaches assessed with respect to their alignment of goals, strategies, project evaluation methods, and performance measures.

Strategic Planning: UBC-Broadway Corridor

On behalf of the City of Vancouver and UBC, and in association with KPMG, analyzed the economic activity and transportation trends along the Broadway Corridor, as a basis for assessing the future economic development and transit (RRT, LRT, rapid bus, etc.) needs of the area.

Due Diligence: Transit and Road/Bridge Projects

On behalf of multiple agencies, performed due diligence on various major infrastructure projects in British Columbia, including billion-dollar-plus transit and road/bridge transportation improvement projects.

Performance Measurement and Improvement

Program Review: Provincial Tax Incentive

On behalf of AdvantageBC, analyzed BC's International Business Activities (IBA) tax incentive program, to estimate the program's incremental economic impacts, and net effect on provincial revenues. This analysis included internal data collection, economic and industry research, statistical analysis, plus interviews with IBA program participants.

Financial Assessment: TransLink's 10-Year Plan On behalf of the TransLink Commission, analyzed the reasonableness of TransLink's 2012 and 2014 base and supplemental plans for transit services in Metro Vancouver. These studies included assessments of TransLink's service levels, revenue/cost projections, major operating changes, financial solvency issues, and other areas — for the Commissioner to report his findings to the Mayors' Council and TransLink Board of Directors.

Business Model Options: Truck Safety Regulations On behalf of the BC Ministry of Transportation and Infrastructure, and in association with Lucent Quay Communications, analyzed alternate service delivery options for the future provision of Commercial Vehicle Safety Enforcement audit and inspection services in British Columbia.

Municipal Contract Services Review: BC Municipality On behalf of the City of Nanaimo, analyzed the City's policies with respect to whether contracting-out versus delivering services in-house would provide the best value to the City's taxpayers. This study included review of more than 30 service areas, from parking/security to engineering and solid waste.

Strategic and Business Planning

UBC Student Housing Government Business Enterprise On behalf of the University of British Columbia, assisted in developing a business case for establishing a separate legal entity to operate a number of services presently provided directly by the University's Student Housing & Hospitality Services department.

Business Strategy: Transit & Call Centre Operation Assisted a group of private firms in developing a proposal to provide transit services to persons with disabilities. This included conceptual development of a new company (staffing, facilities, financial plan, etc.), to both start-up and operate a new regional call centre and trip delivery service.

Vancouver YVR Airport Taxi Services & Fare Agreement On behalf of 18 private Metro Vancouver taxi firms serving Vancouver International Airport, assisted in providing technical and strategic advice in the successful negotiation of a long-run taxi services and fare agreement between the taxi companies and the Airport Authority – incorporating changes in the tariff structure from a meter-based to a zone-based fare system.

Dedicated-Taxi Service Provider Contracting Assisted a Vancouver-based taxi company in successfully responding to an open Request for Proposal, seeking on-call transportation services for patients, guests and staff of major health facilities in Metro Vancouver.

Feasibility Study: Northern BC Industrial Park On behalf of a private international industrial park developer, and in association with KPMG, assisted in developing a feasibility study of locating a large heavy industrial manufacturing park in Northern British Columbia.

AURP Canada Strategic Plan 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.

UBC-O Athletics & Recreation Business Plan On behalf the University of British Columbia's Okanagan campus, assisted in developing a five-year strategic business plan for Athletics and Recreation, for the period from 2012/13 through to 2017/18.

Infrastructure Planning and Finance

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 was performed for a provincial review committee, and included development of a fully integrated financial forecasting model plus assessment of the base case and associated risks.

Financial Analysis: Highway 1 Four Laning Program On behalf of the BC Ministry of Transportation and Infrastructure, and in association with Stantec, assessed the financial feasibility of possible alternate tolling options, for recovering at least a portion of the capital costs of expanding more than 150 kilometers of Highway 1 between Kamloops and the BC-Alberta border.

Construction Cost Escalation Trends: BC Hydro On behalf of BC Hydro, assisted in developing an assessment of BC Hydro's construction cost escalation trends, and the implications for BC Hydro's future construction cost inflation allowances on major transmission/distribution and generation projects.

Debt Assessment: Capital Programs On behalf of 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 infrastructure planning programs.

Financing Strategy: Municipal Fleet On behalf of 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.

Transportation Studies

Retrospective Evaluation: Pitt River Bridge Project On behalf of the BC Ministry of Transportation and Infrastructure, performed a retrospective business case and benefit-cost analysis (travel time, reliability, safety, fuel, etc.) of the Pitt River Bridge and Mary Hill Interchange Project, for submission to the Government of Canada in accordance with the Asia Pacific Gateway and Transportation Infrastructure Fund.

Sunshine Coast Fixed Link Study On behalf of the BC Ministry of Transportation and Infrastructure, and in association with RF Binnie, analyzed alternate fixed link options to replace the existing ferry service between the Sunshine Coast and Vancouver, including traffic impacts of the various engineering options under consideration, and financial feasibility of the most promising option.

Financial and Economic Impacts: Bridge Closure

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

Value of Commercial Goods Movement along Highway 1

On behalf of the BC Ministry of Transportation and Infrastructure, analyzed the value of commercial goods flowing through the Trans Canada Highway (Highway 1) corridor between Kamloops and the BC-Alberta border.

Economic and Fiscal Impact Studies

Economic Impact Analysis: Provincial Tax Policy

On behalf of a private brewery, performed a market competitiveness and economic impact analysis of a provincial tax policy proposal in British Columbia (to raise volume thresholds on the highest non-incremental tax rate for packaged beer production).

Economic Impact Analysis: BC Bioenergy Network

On behalf of the BC Bioenergy Network, researched industry and location trends in the bioenergy sector, and assisted in estimating the economic impacts resulting from the Network's investments in British Columbia.

Economic Impact Analysis: BC Clinical Research

On behalf of the BC Clinical Research Infrastructure Network, assisted in measuring the economic impacts of clinical research in British Columbia. The study scope included not only the direct impacts of the clinical research activities themselves, but also the immediate and longer-term impacts of healthcare services in BC.

Economic and Fiscal Impacts: Providence Health Care Research Institute

On behalf of Providence Health Care, assisted in performing an economic input-output analysis of the Providence Health Care Research Institute (PHCRI) at St Paul's Hospital, to estimate the economic impact of PHCRI as well as the fiscal costs of PHCRI to the Province of BC.

International Trade and Regulation

Quality of Business Regulation Benchmarking

On behalf of Alberta Treasury Board and Enterprise, and in association with the law firm Blakes, performed the inaugural 2012 and updated 2016 benchmarking studies of the quality of provincial business regulations in Canada. These studies examined 10 regulatory areas, from starting a business to winding one down (plus a couple of other specific areas -- e.g., construction), in BC, Alberta, Saskatchewan, Manitoba, Ontario and Quebec.

BC International Trade Fact-Based Situation Analysis

On behalf of the BC Government, performed a comprehensive research program to measure BC's 10-year export trends and competitiveness. This 400+ page study assessed BC's export competitiveness in 16 international jurisdictions in both traditional and "new economy" sectors, identifying the main countries competing with BC for leading BC exports into each country.

**International Government
Procurement Opportunities**

On behalf of the BC Trade Initiatives Branch, researched 10 government procurement markets in the Asia Pacific region—including relevant free trade agreements ratified or proposed with Canada—to assess the strength of the overall opportunity for BC suppliers to access each market.

**Market Analysis:
International Economic
Development Agencies**

On behalf of the BC Government, assisted in benchmarking sixteen economic development agencies around the world with lead responsibility for international trade and foreign investment promotion, to assist the Province in developing an economic development strategy.

**Expected Impacts: Canada-EU
Trade Agreement**

For the BC Ministry of International Trade, surveyed BC firms in the high tech and agri-foods industries, to assess the expected impacts to result from the proposed Canada-Europe Comprehensive Economic and Trade Agreement.

International Competitiveness Analysis and Benchmarking

**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 biennial study presents a comparison of the cost of doing business in 130+ cities in North America, Europe, and the Asia Pacific region.

**Cost Competitiveness:
Manufacturing in Asia**

On behalf of Singapore Economic Development Board, and in association with KPMG, created a cost comparison model using operating cost data from manufacturers in Singapore, Malaysia, Indonesia, and China, to compare PE and OEM standalone and twinning operations in each location.

**International Investment
Competitiveness**

On behalf of the British Columbia Jobs and Investment Board, and in association with KPMG, researched BC's international investment competitiveness in the eight sectors identified in the Jobs Plan.

**Automotive Cost
Competitiveness**

Assisted in performing a confidential review of the cost competitiveness of retooling major existing automobile assembly plants in Ontario, Ohio, Michigan, and Illinois.

**Cost Model Application:
Australian States**

On behalf of the Victoria (Australia) Department of Treasury & Finance, and in association with KPMG, assisted in developing a cost model application for examining business cost competitiveness among Australian states, with a focus on cost factors controlled or influenced by state governments.

**Report Card:
BC Technology Industry**

On behalf of the British Columbia Technology Industry Association, and in association with KPMG, analyzed BC's competitive position in the technology sector relative to key Canadian/US jurisdictions. Factors included: output, GDP, employment, trade, education, capital, etc.

**US State Tax Competitiveness
Benchmarking**

On behalf of the US Tax Foundation, and in association with KPMG, assisted with the inaugural "Location Matters" tax competitiveness comparison of corporate taxes and incentives across all 50 US states.