

## DARRYL ANDERSON, MANAGING DIRECTOR

### PROFILE

International Business Strategist | Marine, Multimodal Transport & Logistics Real Estate Expert | Business Development Consultant



Transportation and logistics executive with expertise in international business development, cross-functional team leadership, and competitive market positioning, delivering positive outcomes with robust and sustainable gains. Darryl's mission is to help organizations overcome the obstacles of moving goods and people to market. Customers range in size from a \$16 billion diversified international shipping company to the leadership teams of private and public-sector organizations. Darryl has served client from, or with projects interests in, North America, Australia/New Zealand, Europe, The Gulf Cooperation Council Region, West and South Africa and South America.

Mr. Anderson integrates global macroeconomic trends with local market conditions, operational insights and regulatory knowledge to enlarge market share and maximize margin for small and mid-cap firms. He helps clients achieve the lowest cost delivery of products utilizing, road, rail, marine transport as well as other logistics options.

Talented and inventive professional with a proven track record of accelerating revenue growth through the strategic and tactical development of transportation networks, logistics facilities, and process improvement. Identifies and capitalizes on emerging business ventures to propel an organization to the top tier of its industry. Thus, driving improved business performance, shareholder value and creating competitive advantage.

Mr. Anderson's private sector leadership roles have included Managing Director, Wave Point Consulting Ltd, President & CEO of the Port Alberni Port Authority, Business Development Manager for the Greater Victoria Harbour Authority. Non-profit and public sector involvement includes serving as Interim National Director/Special Advisor, Mercy Ships Canada, Policy Manager, Rail, Intermodal & Marine for Alberta Transportation, Manager, Trade Policy and Business Intelligence for Alberta Energy department and Chief Harbour Authority Implementation for Fisheries and Oceans Canada.

Mr. Anderson has established himself as a published researcher and author whose work has informed senior decision makers within government and in businesses across Canada and beyond. Quoted in leading international publications *Bloomberg News*, *The Journal of Commerce*, *IHSMarkit/Fairplay* and the *Financial Times*. As a sought-after provider of trade and marine transportation intelligence and advisory services, he contributes to the *Australian Journal of Maritime & Ocean Affairs*, *BC Shipping News*, *Canadian Sailings*, *Canadian Naval Review*, *Canadian Transportation Research Forum*, the *Journal of the Canadian Heavy Oil Association*, *Maritime Studies*, and *Shipping Network*, among others. He is a frequent media contact and commentator in news sources such as *Business in Vancouver*, *CBC*, *Canadian Press*, *CTV*, *Financial Post*, *The Journal of Commerce*, *The Globe and Mail*, *SeaTrade Magazine*, *SAFETY4SEA*, *The Foundry @ Time Inc.*, *Vancouver Sun* and *Wood Business*.

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### PROFESSIONAL EXPERIENCE

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#### WAVE POINT CONSULTING LTD.

Victoria, Canada

#### Managing Director

2008 - Present

Founder of a bespoke advisory specializing in strategy, international business development, multimodal transportation, and logistics real estate solutions to clients in mature and emerging markets. Held P&L responsibility. Proven track record in leading multi-disciplinary teams. Maintained outstanding working relationships in all areas of the client's organization. Initiated and sustained a culture of accountability and continuous improvement.

- Evaluated the customer potential and created tactics for entering new domestic or international markets, and/or the feasibility of developing new logistics infrastructure.
- Achieved market access using the lowest cost delivery of products utilizing, road, rail, marine transport as well as other logistics intermediaries.
- Assessed the cost competitiveness and performance of transport carriers and logistics options that included gauging the trade-offs between transportation/inventory costs, and service levels.
- Conducted governmental regulation compliance evaluation for transportation issues.
- Improved public sector efforts to capture economic development opportunities or enhanced sustainability outcomes through the completion of freight forecasting scenarios, route/mode/rate benchmarking analysis, transportation infrastructure planning, or regulatory review assignments.
- Senior consultant in over 75 best-in-class commercial feasibility, operational efficiency and regulatory analysis projects.

#### GREATER VICTORIA HARBOUR AUTHORITY

Victoria, Canada

#### Manager, Business Development & Planning

2007 - 2008

Rapidly promoted to senior executive role accountable for all marketing, business development, land use and multimodal transportation planning, real estate and security services for a rapidly growing port with \$66 million in assets. Supervised and coached full-time staff of 11 and 4 contract employees. Oversaw stevedoring firms that operated in a unionized and complex supply chain/logistics environment. Resolved stakeholder/community concerns associated with port's growth through effective collaboration with key stakeholders, including executive team members, the Board, First Nations and business leaders.

- Increased cruise traffic volume 25%, heavy-lift project cargo over 100%, and six new tenants.
- Conceived and introduced the Cruise Tourism Community Initiative, a set of best multimodal transportation operating practices to enhance the guest experience and mitigate the local community impact of cruise tourism at Canada's largest cruise port-of-call.
- Introduced the balanced scorecard approach to business planning and budgeting. Developed an enterprise risk management program.

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### PORT ALBERNI PORT AUTHORITY President/CEO

Port Alberni, Canada  
2005 - 2006

Held P&L responsibility. Executed the delivery of a Canadian Port Authority's strategic objectives. Crafted land-use planning and infrastructure investment plans for shipping terminal and real estate holdings. Ensured port operations safety, security and regulatory compliance. Supervised 22 employees including the unionized traffic and maintenance workforce and the non-unionized staff. Grew revenue through a business/logistics transformation process in response to rapidly changing market conditions and emerging domestic and international supply chain requirements. Guided a complex set of commercial negotiations arising from the merger and corporate restructuring of the port's dominant customer.

- Diversified shipping activity: increased net profit over 25%, cargo volume 34% and deep-sea shipping traffic over 50%.
- Improved asset utilization levels and cash flow management through new and timelier reporting to the Board of Directors.
- Negotiated an "approval in principle" for a foreshore lease for a major aggregate mining project, and head lease rent reduction with the Province of BC.

### ALBERTA ENERGY Manager, Trade Policy & Business Intelligence

Edmonton, Canada  
2003 - 2005

Recruited by a \$7 billion organization, as the first to lead and develop a 15-member team that provided trade development and commercial intelligence to executives regarding markets that required multimodal transportation solutions: oil, gas, pipeline petrochemical, electricity, and coal sectors.

- Identified and advanced the Alberta Government's interests in response to WTO, NAFTA, and Canadian energy trade policy developments. Initiated successful energy industry consultation at the 2004 Global Petroleum Show.
- Educated and prepared the Alberta government to effectively contribute to national and international energy policy discussions. Collaborated with other Alberta Government departments to develop/improve stakeholder relations in support of energy advocacy or investment attraction events in Canada, US, Mexico, China, Europe, and South Africa.

### ALBERTA TRANSPORTATION Manager, Rail/Intermodal & Marine

Edmonton, Canada  
1999 - 2003

Provided multimodal transportation policy advice to a \$1 billion organization. Rapidly promoted to manager, initiating, directing and securing industry participation in major transportation and logistics studies (i.e. CANAMEX Trade Corridor, Benchmarking Alberta's Transportation Infrastructure). Identified factors influencing Alberta's market opportunities and inter-modal system (air, rail, and trucking) competitiveness.

- Provided policy advice about international and domestic transportation policies issues, including; waterfront and port performance. International liner and coastal shipping operations: *Canada Marine Act*, *Carriage of Goods by Water Act*, *Shipping Conferences Exemption Act*, *Canada Shipping Act*, *Marine Pilotage*, *Canadian Grain Ports Review*, and *Canada Transportation Act Review*.
- Co-led the development and implementation of the Alberta short line railway regulations.

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FISHERIES & OCEANS CANADA

Vancouver, Canada

Chief, Harbour Authority Implementation

1992 - 1999

Led property management staff of three responsible for 200 waterfront sites (including 12 aerodromes) valued at \$500 million. Major facilities were key centers supporting inbound supply chain activities and the outbound logistic functions needed for the rapid unloading and handling of perishable cargo destined for both domestic and international markets. Developed marketing proposals and negotiated with real estate developers and civic leaders during the multimodal transportation land-use planning and construction of high-profile mixed-used waterfront developments. Held operating responsibility for up to 70 facilities when acting for senior manager. Co-led branch business planning and budgeting initiatives.

- Achieved 45% reduction in property taxes with cost savings of \$800,000/year. Reduced insurance costs by 51%, with savings over \$225,000/year.
- Public sector reform initiative accepted in 30+ communities, resulting in 40 partnership agreements.

### EDUCATION

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- MBA (with Distinction), Maritime Management, Australian Maritime College, Tasmania, Australia
- BA (Economics Concentration), Trinity Western University, British Columbia, Canada
- Diploma, Urban Land Economics, University of British Columbia
- Certificate in Shipping & Marine Operations, British Columbia Institute of Technology

### PROFESSIONAL INVOLVEMENT

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- Pacific Chapter Executive, Chartered Institute of Logistics & Transportation North America, 2013-Present
- APICS Representatives & Member at Large – Vancouver Chapter, - Vancouver Island Region, 2017-Present
- Mercy Ships Canada, Director & Advisory Council Member, 2015-2018
- Associate Member, Real Estate Institute of British Columbia, 2015-Present
- Member, Tourism Victoria Transportation Committee, 2012
- President & Director, Canadian Transportation Research Forum, 2005-2011
- Chair & Director, Cruise British Columbia Association, 2005-2010
- Director, Association of Canadian Port Authorities, 2005-2006

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### CONSULTING PROJECT HIGHLIGHTS

Trade & Logistics	Shipping & Seaports	Logistics Real Estate
<ul style="list-style-type: none"> <li>• Agriculture Distribution, Aggregation and Logistics Infrastructure. (current)</li> <li>• Agricultural Supply Chain and Logistics Project.</li> <li>• Alberta Petrochemical Transport Study.</li> <li>• Canadian Railway Industry.</li> <li>• Clean Trucks Program Rates Study (current).</li> <li>• Grain Transport Options for British Columbia.</li> <li>• Labour Force Profile for Port Drayage Drivers in Metro Vancouver.</li> <li>• Next Generation Security Seal.</li> <li>• Northern Gateway Export Loading &amp; Logistics Study.</li> <li>• Rail Sector Advanced Design and Material Commercialization.</li> <li>• Regional Airport Economic Impact Assessment.</li> <li>• Regional Shipping and Logistics Analysis.</li> <li>• Research and Analysis Related to Forest Products Exports.</li> <li>• Saudi Railway Organization Marketing Study on Freight Transport.</li> <li>• Short Line Railways Business Case.</li> <li>• Logistics Technology Company Coaching.</li> </ul>	<ul style="list-style-type: none"> <li>• Aboriginal Tourism Opportunities within the Cruise Industry.</li> <li>• Assessing Marine Transport for Canadian Oil Sands.</li> <li>• Assessing the Benefits of Regulatory Alignment: A Case Study of the Marine Transportation Sector.</li> <li>• Assessment of International Maritime Agreements.</li> <li>• British Columbia Mid Coast Ferry Service Situation and Outlook Report.</li> <li>• Economic &amp; Competitiveness Considerations in Marine Pilotage.</li> <li>• Emergency Tow Capacity Needs Assessment (current).</li> <li>• Harbour Services Tariff Benchmarking.</li> <li>• International Maritime Agreements.</li> <li>• LNG Marine Fueling Bunkering Project.</li> <li>• Liquefied Natural Gas Project.</li> <li>• Maritime Memorandum of Understanding International Analysis.</li> <li>• Maritime Passenger Transport Pacific Northwest.</li> </ul>	<ul style="list-style-type: none"> <li>• Air Traffic &amp; Airport Land and Infrastructure Improvement Strategy.</li> <li>• Airport Industrial Real Estate Marketing Study.</li> <li>• Canadian Rockies International Airport Lands Analysis.</li> <li>• Container Logistics Industrial Land Requirements .</li> <li>• Distribution Center Business Development Strategy.</li> <li>• Feasibility of Inland Terminals.</li> <li>• Industrial Land Use Evaluation and Risk Assessment.</li> <li>• Industrial Land Intensification Best Practices.</li> <li>• Industrial Land Intensification Study.</li> <li>• Intermodal Feasibility Assessment.</li> <li>• International Trade Enabling Logistics Park Screening Level Business Plan.</li> <li>• Marine Terminal Regulatory Strategy.</li> <li>• Overarching Strategy &amp; National Accommodation Strategy.</li> <li>• Logistics Facility and Industrial Lands Strategy.</li> </ul>

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Trade & Logistics	Shipping & Seaports	Logistics Real Estate
	<ul style="list-style-type: none"> <li>• Marine Pilotage Economic &amp; Competitiveness.</li> <li>• Marine Policy and Education.</li> <li>• Marine Transport Environmental Response Regime Analysis and Bench-marking.</li> <li>• North Coast Ferry Service.</li> <li>• North Shore Sea Level Rise Impacts .</li> <li>• Opportunities for Hub and Spoke Transshipment in Canada.</li> <li>• Port Equipment Company Maritime Logistics Market Assessment.</li> <li>• Research on Feasibility and Constraints for Expanded Short Sea Shipping.</li> <li>• Review of Canada’s Ship-Source Oil Spill Preparedness and Response Regime.</li> <li>• Seaport Marine Market Analysis.</li> <li>• Technology Company Maritime Logistics Market Assessment.</li> <li>• Victoria International Marine Market Research.</li> <li>• Wei Wai Kum Cruise Ship Terminal.</li> </ul>	<ul style="list-style-type: none"> <li>• Lower Mainland Rail Activity Study.</li> <li>• Major Industrial Database Project.</li> <li>• Major Industrial Real Estate Property Taxation Impacts.</li> <li>• Port Kells Industrial Lands.</li> <li>• Rail Feasibility and Market Assessment.</li> <li>• Truck Stop Services in BC Market Research.</li> </ul>

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### SPEAKING ENGAGEMENT HIGHLIGHTS

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- How can you determine the impact of changing trade tariffs on your products and services?, FITT Twitter Chat, 2018
- APICS Vancouver – Logistics Night, 2018
- Cargo Logistics Canada 2018
- APICS Vancouver 2017 – Ignite Your Supply Chain Strategy Summit
- Canadian Inland Ports Conference, 2017
- Supply Chain Best Practices Management Workshop, 2017
- Shipping and Logistics - Columbia Basin Webinar, 2017
- BC Economic Summit 2017 – Making Waves, 2017
- How to Overcome Trade Barriers in Markets with Potential, FITT Twitter Chat, 2017
- Cargo Logistics Canada 2017
- APICS Vancouver 2016 – Ignite Your Supply Chain Strategy Summit
- BCIT International Business Management Program (IBMP) Showcase 2016
- Cargo Logistics Canada, 2015
- Crunch Time on The Coasts: Canada's LNG Prospects, Financial Post Live Chat, 2014
- Harbour Authority Association of BC, 2014
- Expert witness for The Canadian Senate to educate Senators regarding the safe marine transportation of hydrocarbons, 2013
- Canadian Heavy Oil Association Fall Business Conference, 2012
- Canadian Transportation Research Forum, 2012, 2011, 2010, 2005, 2003, 2002
- Tourism Educators of British Columbia, 2009

### INDEPENDENT MARITIME & TRANSPORT JOURNALIST

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#### Bulk & Containerized Cargo

- *A Single Key Performance Indicator*, BC Shipping News.
- *Canada's Gateway Ports: Title Holders and Contenders*, BC Shipping News.
- *Forest Exports: Old and Second Growth Opportunities*, BC Shipping News
- *Inland Logistics and Terminals Drive Gateway Growth*, BC Shipping News.
- *Intermodal Rail Energizes Port Traffic*, BC Shipping News.
- *Intermodal Rails' Contribution to Port Traffic*, Maritime Executive.
- *Local Logistics Serve Global Opportunities*, BC Shipping News.
- *Natural Gas Liquid Exports Via Pacific Northwest Ports*, BC Shipping News.
- *North Shore Trade Area Logistics Infrastructure Positioned for Growth*, BC Shipping News.
- *Port Trucking Off the Rails*, BC Shipping News.
- *Record Grain On the Move*, BC Shipping News.
- *Why LNG will not be the only new fuel looking for new markets*, Canadian Sailings.
- *Vital Cargo Flowing, Short Distances: Short Sea Shipping*, BC Shipping News.

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### Cruise, Passenger & Ro-Ro

- *Auto logistics driving port activity*, BC Shipping News.
- *B.C.'s Cruise Industry Cluster*, BC Shipping News.
- *Big Ship Ready – Cruise Terminal Planning*, BC Shipping News.
- *Canada's Cruise Advantages*, BC Shipping News.
- *United States Pacific Coast Cruise Outlook*, BC Shipping News.
- *West Coast Cruise: 2013 Outlook*, BC Shipping News.

### Maritime Policy, Environment & Security

- *Aquatic Invasive Species (Biofouling) in the Maritime Transport Industry*, BC Shipping News.
- *Discontent at Sea - The Illegal Transport of Migrants By Ship*, BC Shipping News.
- *Coast Guard Responds to Changing Seas*, BC Shipping News.
- *Fuelling Improvements and Change in Maritime Transport Emissions*, BC Shipping News.
- *Government of Canada invests over \$250 million in Esquimalt Graving Dock*, BC Shipping News.
- *It's in the Can - Containerized Cargo Hazardous & Noxious Substances Risk*, Canadian Sailing.
- *Marine Terminals – Port Security*, Frontline Safety & Security.
- *Power In The Hands Of The Few- Regionalism and Port State Control*, Shipping Network.
- *Oil-by-rail: the start of the second period*, Canadian Sailings.
- *Setting the Pace for Green Technology Use in Maritime Transport*, BC Shipping News.
- *Shipping Oil Off the West Coast - What Policies Exist Or Are Needed To Support It?* Journal of the Canadian Heavy Oil Association.
- *The Face of Seafarer's Rights – An International and Local Perspective*, BC Shipping News.
- *The Maritime Labour Convention – Persistence, Policy Significance and Port State Control*, BC Shipping News.
- *West Coast Oil Tankers - The Gathering Storm Intensifies*, Canadian Sailings.
- *What does "world-class response" really mean?* Canadian Sailings.

### Shipbuilding & Repair

- *Canadian Fleet Maintenance's Contribution to New Zealand Frigate Modernization Program*, BC Shipping News.
- *Government of Canada invests over \$250 million in Esquimalt Graving Dock*, BC Shipping News.
- *Lockheed Martin and Seaspan Shipyards Celebrate Handover of HMNZS Te Kaha*, BC Shipping News.
- *Shipyard Resurgence - Insights from Victoria Shipyards*, BC Shipping News.

### Trade & Logistics

- *Canada Transportation Act Review*, BC Shipping News.
- *Economic and Business Outlook Brightens for 2014*, BC Shipping News.
- *Export Compliance Risks in the Supply Chain*, BC Shipping News.
- *Federal Maritime Commission Inquiry Threatens to Blow B.C.'S Container Trade on To The Rocks*, BC Shipping News.

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- *Habitat for Humanity Restore's Reverse Logistics Solution*, BC Shipping News.
- *How to Trade with a Dragon*, BC Shipping News.
- *Prospects for Canadian Port's Cold Cargo Heat Up*, BC Shipping News.
- *Seizing Canada's Potential: A Renewed Trade Policy Agenda*, BC Shipping News.
- *Shifting Tailwind Propel Canada's Energy Trade*, BC Shipping News.
- *Shipper Chain Finance Solutions*, BC Shipping News.
- *Trade Disputes Drive Need for Skilled Logistics and Transport Professionals*, APICS Vancouver.
- *Trade Reliant, Trade Compliant*, BC Shipping News.
- *Trans Pacific Partnership – Where's The Beef?* BC Shipping News.

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### PUBLICATIONS\*

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#### Bulk & Containerized Cargo

- Anderson D. & Spears, J. (2012), 'The Maritime Transport of Canadian Crude Oil: Improving Sustainability in the Age of Occupy Wall Street Protests', 47th proceedings of the Canadian Transportation Research Forum.
- Anderson D. & Spears, J. (2012), 'Regulating Oil Tanker in Canadian Waters', Australian Journal of Maritime & Ocean Affairs. June 2012.
- Monteiro, J. & Anderson, D., (2010), 'Cool Cargoes, Reefers and Refrigerated Shipping', 45th proceedings of the Canadian Transportation Research Forum.

#### Cruise & Passenger

- Anderson, D. (2011), 'Navigating the Eddies in the Maritime Leisure Transport Sector in British Columbia', 46th proceedings of the Canadian Transportation Research Forum.
- Anderson, D. & Monteiro, J. (2012) 'Domestic Water Transportation Before and After Deregulation', 47th proceedings of the Canadian Transportation Research Forum.
- Monteiro, J., Robertson, G. & Anderson, D. (2011), 'Changing Currents in the Canadian Ferry Transport Sector'. 46th proceedings of the Canadian Transportation Research Forum.

#### Maritime Policy & Security

- Anderson, D. (2002), 'The Effect of Port State Control on Substandard Shipping', Journal of Maritime Studies. Winner of the 2002 Canadian Transportation Research Forum best conference paper award.
- Anderson D. (2013), 'Migrant Smuggling in Canadian Waters', Summer 2013 issue of Canadian Naval Review.

#### Ports & Terminals

- Anderson, D. & Monteiro, J. (2010), 'Marine Container Terminal Operators: The Extent of Competition', 45th proceedings of the Canadian Transportation Research Forum.
- Anderson, D. (2005), 'Midstream Opportunities and Challenges for Canada's West Coast Ports', 40th proceedings of the Canadian Transportation Research Forum.
- Anderson, D. (2003), 'Liner Shipping Strategy Selection: Lessons for Canadian Ports', 38th proceedings of the Canadian Transportation Research Forum.

#### Trade Policy

- Anderson D. & Spears, J. (2012), 'Canada's Asia-Pacific Energy Trade Prospects: A Maritime Perspective', Summer 2012 issue of Canadian Naval Review.

#### Highway Transportation

- Woodroffe, J., Anderson, D., & Ash, L. (2004), 'The Influence of Policy on Crash Rates of Long Combination Vehicles', 8th International Symposium on Heavy Vehicle Weights and Dimensions, Best paper award short-list.
- Woodroffe, J., Anderson, D., & Ash, L. (2004), 'Long Combination Vehicle Usage – Freight, Energy, Road Infrastructure, & Safety Outcomes'

\* Peer-reviewed or published conference proceedings

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