

## DARRYL ANDERSON, MANAGING DIRECTOR

### PROFILE

International Business Strategist | Marine Transport and Multimodal Logistics Expert | Business 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.

Quoted in leading international publications *Bloomberg News*, *The Journal of Commerce*, *IHSMarket/Fairplay* and the *Financial Times*. Darryl has served clients from, or with projects interests in, North America, Australia/New Zealand, Europe, The Gulf Cooperation Council Region, 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 and process improvement driving revenue growth, cost savings, and market development. 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.

Darryl's mission is to help organizations overcome the obstacles of moving goods and people to market. Clients range in size from a \$16 billion diversified international shipping company to the leadership teams of private and public sector organizations. Customers include First Nations, governments, and firms with interests in the agricultural, energy, intermodal, manufacturing rail, ports, shipping, logistics infrastructure, cruise and ferry sectors.

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. He has provided maritime policy analysis to the federal Privy Council Office, provincial cabinet, and appeared as an expert witness for the Canadian Senate to educate Senators regarding the safe marine transportation of hydrocarbons. 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*, *Douglas Magazine*, *Financial Post*, *The Journal of Commerce*, *The Georgia Straight*, *The Globe and Mail*, *SeaTrade Magazine*, *The Foundry @ Time Inc.*, *The Tyee*, *The Times Colonist*, *Vancouver Sun* and *Wood Business*. Because of his writing and speaking, Darryl has worked with and been interviewed by a variety of organizations to help create and develop high-quality branded content that drives traffic and engagement.

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1321 BLANSHARD STREET, SUITE 301 VICTORIA BC CANADA V8W 0B6  
T: 778-410-5031 C: 250-812-5982 Email: [wavepoint@shaw.ca](mailto:wavepoint@shaw.ca)  
[www.wavepointconsulting.ca](http://www.wavepointconsulting.ca)

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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 practice offering strategy, trade, transportation, logistics, and infrastructure development solutions to clients in mature and emerging markets. Held P&L responsibility. Proven track record in leading multi-disciplinary teams while maintaining outstanding working relationships in all areas of the client's organization. Initiated and sustained a culture of accountability and continuous improvement. Senior consultant in over 65 best-in-class transportation and logistics strategy, commercial feasibility, and operational efficiency projects.

- 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 enhance sustainability outcomes through the completion of freight forecasting scenarios, route/mode/rate benchmarking analysis, transportation infrastructure planning, or regulatory review assignments.

#### Multi-modal Land Transport

- Agricultural Supply Chain and Logistics Project.
- Alberta Petrochemical Transport Study.
- Canadian Railway Industry.
- Container Logistics Industrial Land Requirements and Industrial Land Intensification Best Practices.
- Distribution Center Business Development Strategy.
- Feasibility of Inland Terminals.
- Grain Transport Options for British Columbia.
- Industrial Land Use Evaluation and Risk Assessment
- Intermodal Feasibility Assessment.
- Labour Force Profile for Port Drayage Drivers in Metro Vancouver.
- Northern Gateway Export Loading & Logistics Study.
- Regional Shipping and Logistics Analysis.
- Research and Analysis Related to Forest Products Exports.
- Saudi Railway Organization Marketing Study on Freight Transport.
- Short Line Railways Business Case.
- Truck Stop Services in BC Market Research.

#### Seaports and Shipping

- Aboriginal Tourism Opportunities Within the Cruise Industry.
- Assessing Marine Transport for Canadian Oil Sands.
- Assessing the Benefits of Regulatory Alignment: A Case Study of the Marine Transportation Sector.
- British Columbia Mid Coast Ferry Service Situation and Outlook Report.
- International Trade Enabling Logistics Park Business Plan.
- LNG Marine Fueling Bunkering Project.
- Liquefied Natural Gas Project.
- Marine Passenger Transport Pacific Northwest.
- Marine Terminal Regulatory Strategy.
- Marine Transport Environmental Response Regime Analysis and Bench-marking.
- Port Equipment Company Maritime Logistics Market Assessment.
- Research on Feasibility and Constraints for Expanded Short Sea Shipping.
- Review of Canada's Ship-Source Oil Spill Preparedness and Response Regime.
- Technology Company Maritime Logistics Market Assessment.
- Ugu District Maritime Strategy.

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### GREATER VICTORIA HARBOUR AUTHORITY Manager, Business Development

Victoria, Canada  
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.

### 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.
- Initiated and led First Nations consultations and engagement strategy about port-related development, resulting in collaboration with civic leaders to complete major study of port and urban waterfront redevelopment that enhanced multimodal transport opportunities.

### 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.

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## 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.

## FISHERIES & OCEANS CANADA Chief, Harbour Authority Implementation

Vancouver, Canada  
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.
- Conceived and energized a public and First Nations consultation and engagement strategy to gain community support for the commercialization of government harbours. Team member for harbour land use planning projects including master plans, market studies, traffic studies, economic, and financial feasibility analyses.

## EDUCATION

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- MBA (with Distinction), Maritime Management, Australian Maritime College, Tasmania, Australia
- BA, 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, Present
- Associate Member, Real Estate Institute of British Columbia, 2015-2017
- Mercy Ships Canada Advisory Council, 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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