

Howard Harowitz

Governmental Policy
Strategy Formulation
(cont'd)

For a Western Canadian provincial government, directed a study which examined the long term market potential for Canadian natural gas exports. The study developed base demand and supply forecasts by region, by consumer sector, by fuel type over twenty years. Based on this analysis, the potential for incremental Canadian gas exports was examined under a number of different combinations of regulatory environments and price scenarios. ✓

For Kelowna, British Columbia, developed a long-term financial planning model to aid city council in choosing between alternative long-range development plans. The model analyzes future city requirements for all services based on an explicit set of assumptions reflecting any potential future development path. Alternative plans can be cross-compared to isolate those with the lowest expected costs to existing and future taxpayers.

For Alberta Economic Development, directed a study to identify opportunities for expansion and diversification of the Alberta-based vegetable processing industry. The study also provided recommendations on specific steps the government could take to maximize the potential for industry to realize the identified growth opportunities.

For a municipality in Northern B.C., provided support in their fiscal planning and budgeting process. The work involved reviewing the budget in detail, and comparing with the budgets of similar municipalities throughout the Province. In addition, we developed a fiscal impact modelling system for assessing the impacts of various budget alternatives, looking at both targetted service levels by department, and also alternative tax policies.

For Petro Canada, examined the national and regional economic impacts of the Arctic Pilot Project, focusing on alternative site location for the east coast terminal, and on Canadian versus foreign sourcing of major capital items.

For an Alberta crown corporation, performed an in-depth audit of the effectiveness of their strategic planning process. The study resulted in a detailed set of recommendations to increase senior management's commitment to the process and the decisions coming out of it.