



Greg Mason, senior consultant, is a certified management consultant and economist specializing in applied policy analysis, forecasting, consumer demand analysis, survey research, and program evaluation. He has designed and executed many surveys and teaches econometrics, program evaluation, and survey research methodology to professionals and university students. Greg also teaches program evaluation, cost-effectiveness and cost-benefit analysis, performance measurement, and research methods to public servants across Canada. His consulting assignments have spanned a broad range of projects including program and policy evaluations, performance measurement, market research, economic and econometric forecasts, regulatory analysis, and CEA/CBA/feasibility studies. Trained as a quantitative researcher, he has also conducted and managed an extensive range of qualitative research.

Greg was a founding partner of PRA Inc. He has a PhD from the University of British Columbia and has been a tenured faculty member in the Department of Economics at the University of Manitoba since 1974 (reduced appointment since 1988). Greg is a Past President of the Canadian Evaluation Society, received its annual award in 1990 in recognition of his outstanding contribution to program evaluation in Canada, became a Fellow of CES in 2010, and received his Credentialed Evaluator (CE) designation in 2012. Greg is a member of the Canadian Association of Management Consultants, the Canadian Association of Business Economists, the Canadian Evaluation Society, and the American Evaluation Association.

#### ▼ Areas of Expertise

- Program evaluation
- Performance measurement
- Policy design and development
- Design of large federal evaluations
- Market research
- Questionnaire design
- Advanced statistical and econometric modeling
- Cost-benefit and cost-effectiveness analysis
- Executive interviews, focus groups, and stakeholder consultations

#### ▼ Education and Professional Designations

- PhD (Economics, City Planning and Management Science) University of British Columbia
- MA (Econ) University of British Columbia
- BA (Econ) University of British Columbia
- Certified Management Consultant (CMC)
- Credentialed Evaluator (CE)

#### ▼ Professional Experience

2015–present	PRA Inc. (Senior Consultant)
1988–2015	PRA Inc. (Managing Partner)
1986–1988	Director, University of Manitoba Research Ltd
1981–1985	Director, Institute for Social and Economic Research, University of Manitoba
1974–present	Department of Economics, University of Manitoba (Associate Professor, Tenured – reduced appointment)

#### ▼ Memberships, Affiliations, and Awards

- Canadian Evaluation Society (CES)
- Fellow of the Canadian Evaluation Society
- CES National Award for Service to Evaluation (1990)

## RELEVANT PROJECT EXPERIENCE

Project Name	Description	Responsibilities
<b>Land Compensation Modelling</b> Manitoba Hydro December 15, 2020 to Present.	Manitoba Hydro required an update to its compensation model used to calculate payments to farmers affected by gas and hydro electric transmission lines. This Excel model calculates the discounted presented value of revenue loss associated with land taken out of production.	Greg designed and implemented the Excel model.
<b>Economic Forecasting</b> Manitoba School Boards Assoc. (MBSA) August 15, 2020 to Present	MBSA required forecasts of the Manitoba economy in support of its position on a collective agreement arbitration with the Manitoba Teachers Society.	Greg developed the forecast and served as an expert consultant to the Arbitration Board
<b>Economic Impact of Telemedicine</b> Thorlakson Fund Academic research Project January 1, 2019 to January 15, 2021	The study examined the impact of telemedicine use on health outcomes. "Healthcare utilization and telemedicine: An evaluation using linked administrative data from Manitoba" <i>Journal of Telemedicine and Telecare</i> . <a href="https://doi.org/10.1177/1357633X20981227">https://doi.org/10.1177/1357633X20981227</a> (with Elisabet Rodriquez-Llorian)	Greg served as the principal investigator for this study.
<b>Impact of Electronic Health Records on Quality of Care</b> Thorlakson Fund Academic research Project January 1, 2019 to January 15, 2021	Electronic medical records have become ubiquitous in the last several years. This research examined the net impact of this form of record keeping on measures of primary care quality. "Electronic medical records and primary care quality; Evidence from Manitoba" (under review) (with Elisabet Rodriquez-Llorian)	Greg served as the principal investigator for this study.
<b>Bill Affordability</b> Manitoba Hydro January 1, 2017 to March 20, 2018	The Public Utilities Board directed Manitoba Hydro to engage in a collaborative process to examine the nature and degree of bill affordability for residential energy (electricity and gas) customers.	Greg participated in the design of the methodology and serves an economic consultant.
<b>Agronomic and Land Use Assessment Consulting Services</b> Manitoba Hydro July 10, 2014 to February 7, 2017	Manitoba Hydro commissioned a research study to analyze the impacts of its hydro-electric transmission lines (towers and lines) on agricultural activities and residential land values. This study presents a quantitative and qualitative assessment of the impacts of transmission lines on agricultural operations as well as on residential land values.	Greg designed the methodology and supervised all aspects of this assignment.

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<p><b>My Health Team Evaluation</b> Manitoba Health March 13, 2013 to November 8, 2018</p>	<p>In 2007, Manitoba Health launched the Physician Integrated Network (PIN) initiative. The initiative involves group practice sites of fee-for-service physicians that agree to implement practice changes aimed at achieving certain primary care objectives. The experience with PIN has since informed the development of broader-based Primary Care Networks (PCNs) in the province. This project involved designing and implementing an evaluation of these PCNs as they developed throughout the province.</p>	<p>Greg is the principal investigator and project director, responsible for all phases of data collection and analysis.</p>
<p><b>Labour Market Agreement Performance Measurement Client Survey</b> Manitoba Entrepreneurship, Training and Trade Annual since May 2010</p>	<p>The CM-LMA, signed in April 2008, is a federal–provincial funding agreement supporting active labour market programming in Canada. This agreement complements the previously implemented Labour Market Development Agreements (LMDAs) and targets individuals not normally eligible for services cost-shared under the LMDAs. This survey of clients was commissioned and overseen by the Manitoba government, through its directorate at Manitoba Entrepreneurship, Training and Trade (METT). METT contracted with PRA to conduct the research.</p>	<p>As project director, Greg supervises all methodological, logistical, and reporting aspects of this study.</p>
<p><b>Evaluation of Technology Partnerships Canada</b> Industry Canada April 24, 2014 to December 7, 2015</p>	<p>Technology Partnerships Canada (TPC) was an Industry Canada program with a mandate to provide funding for strategic research and development (R&amp;D), and demonstration projects with economic, social, and environmental benefits to Canadians. The evaluation of the TPC program was undertaken in 2014–15 in accordance with Section 42.1 of the <i>Financial Administration Act</i> and the Treasury Board Policy on Transfer Payments.</p>	<p>As project director, Greg supervised all methodological, logistical, and reporting aspects of this study.</p>
<p><b>Assessment of the Economic Costs of Workplace Injuries to Manitoba Workers, Employers, and the Economy</b> Workers Compensation Board November 7, 2012 to November 23, 2015</p>	<p>The direct costs of workplace safety and accidents are often calculated on the basis of short-term direct expenditures, first by the employees who are required to manage recovery after the accident, second by the employers who modify workplace settings and processes, and third by the payout of eligible compensation. However, social- and society-wide costs are very significant and should be included in any estimate. This research project developed a more comprehensive economic costing of the impacts of workplace injuries in Manitoba, using data available through the Worker's Compensation Board (WCB). It featured a complex statistical construction of WCB data and primary (survey) data collected from injured workers and significant others.</p>	<p>Greg was the principal investigator and project director, responsible for all phases of data collection and analysis.</p>

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Project Name	Description	Responsibilities
<p><b>Evaluation of the Canadian Primary Care Sentinel Surveillance Network</b> College of Family Physicians of Canada October 26, 2011 to September 21, 2015</p>	<p>The Canadian Primary Care Sentinel Surveillance Network (CPCSSN) is a nationwide electronic medical record (EMR) system that serves as a central database on chronic diseases in Canada. CPCSSN collects the patient-level “de-identified” EMR data from a network of family doctors in Canada to track and report on the prevalence of chronic diseases, risk factors, and outcomes. The core idea is that information gathered and analyzed from EMRs will allow physicians to develop a better understanding of chronic diseases and lead to improved care for Canadians. When in Phase III of its development, CPCSSN had over 250 physician “sentinels” enrolled in the program, as well as 10 practice-based research networks (PBRNs) spanning seven provinces. After PRA developed the logic model and evaluation framework for CPCSSN in 2011, the College of Family Physicians of Canada (CFPC) hired PRA to complete the evaluation in two stages (implementation and final).</p>	<p>Greg was responsible for overall project management, methodology design, interviews, client liaison, and report review for this project.</p>
<p><b>Evaluation of the First Nations Community Based Screening to Improve Kidney Health and Prevent Dialysis Project</b> FINISHED Kidney Screening Project August 8, 2014 to June 8, 2015</p>	<p>The First Nations Community Based Screening to Improve Kidney Health and Prevent Dialysis (FINISHED) was launched in 2012–13 as a three-year project to provide mobile point-of-care kidney disease screening, risk prediction, and treatment for adults and children over 10 years of age at 11 First Nations communities. FINISHED hired PRA to conduct an implementation and outcome evaluation of the project, to assist in highlighting the project’s successes, identify lessons learned, and contribute toward planning for future endeavours.</p>	<p>Greg was the principal investigator and project director, responsible for all phases of data collection and analysis.</p>
<p><b>Evaluation of the Agricultural Flexibility Fund</b> Agriculture and Agri-Food Canada November 4, 2013 to March 17, 2015</p>	<p>The Agricultural Flexibility Fund (AgriFlexibility) was announced by the Government of Canada to facilitate the implementation of new initiatives to improve the sector’s competitiveness and help the sector adapt to pressures through non-business risk management measures. The study used case studies, interviews, and extensive document reviews to measure the impact of the funding.</p>	<p>Greg was the principal investigator and project director, responsible for all phases of data collection and analysis.</p>
<p><b>Evaluation of the Major Projects Management Office Initiative</b> Natural Resources Canada October 15, 2013 to October 14, 2014</p>	<p>The growth of “major” resource projects, both in numbers and in size, prompted the federal government to create the Major Projects Management Office Initiative (MPMOI) in 2007 to manage and enhance the federal regulatory system, and to maximize the efficiency of the processes used to reach regulatory decisions on major resources, ensuring that all relevant stakeholders were consulted.</p> <p>The objective of the evaluation work was to respond to the questions put forth by the TBS and the DM on the issue of economy and efficiency. The work involved analysis of the projects data base, case studies, interviews, and consultations with senior management.</p>	<p>Greg directed and managed all aspects of this evaluation, developing the methodology, conducting interviews, and managing the development of the final report and recommendations.</p>

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Project Name	Description	Responsibilities
<p><b>Macroeconomics Accounts Program Evaluation</b> Statistics Canada August 29, 2013 to September 2, 2014</p>	<p>The Macroeconomic Accounts Program is carried out by four divisions within Statistics Canada, namely the National Economic Accounts Division (NEAD), the Industry Accounts Division (IAD), the Public Sector Statistics Division (PSSD), and the International Accounts and Statistics Division (IASD). The evaluation consisted of three phases: evaluation planning (phase I), implementation (phase II), and reporting (phase III).</p>	<p>Greg developed the assessment of economy and efficiency using business process modelling and the current standards of the Treasury Board of Canada.</p>
<p><b>Evaluation of the Clean Energy Science and Technology Sub-program</b> Natural Resources Canada August 15, 2013 to July 7, 2014</p>	<p>Natural Resources Canada (NRCan), Strategic Evaluation Division (SED) is conducting a synthesis evaluation of the Clean Energy Science and Technology (S&amp;T) Sub-program (2.2.3) within the department's Program Alignment Architecture (PAA). The objective of the Clean Energy S&amp;T Sub-program is for academia, industry, and the public sector to lay the foundation for the next generation of clean energy products and practices that will have fewer negative impacts on Canada's air, land, and water, by funding, creating, and advancing new energy knowledge and technologies. Accordingly, the Sub-program supports clean energy research, development, and demonstration (RD&amp;D) activities across the innovation chain, from early conception to pre-commercialization demonstration.</p> <p>Covering the period of 2003–04 to 2012–13 and approximately \$1.2 billion in expenditures, the evaluation assessed the relevance and performance (effectiveness, efficiency, and economy) of the Clean Energy S&amp;T Sub-program. Included within the scope of the evaluation were six RD&amp;D funding programs and six research areas.</p>	<p>As project director, Greg was responsible for project oversight; client liaison; methodology design; key informant interviews; and the review of technical reports on the findings of the document and literature review, key informant interviews, and case studies, as well as the final evaluation report.</p>
<p><b>External Review of New Tools and Approaches for Risk-Based Planning of Engagements at Public Works and Government Services Canada</b> Public Works and Government Services Canada December 18, 2013 to April 28, 2014</p>	<p>This assignment reviewed the tools and approaches to be implemented by the Office of Audit and Evaluation (OAE) at Public Works and Government Services Canada (PWGSC) to ensure they supported all the requirements of the Treasury Board Policy on Evaluation (2009). The specific requirement was to review the evaluation function with respect to the use of risk-based analysis to determine the evaluation approach and allocation of effort to individual evaluations.</p>	<p>Greg conducted all aspects of this assignment, reviewed documents, undertook interviews, and prepared the final report.</p>
<p><b>Evaluation of the Primary Care Diabetes Prevention Program</b> Ontario Ministry of Health and Long-Term Care April 1, 2011 to July 22, 2013</p>	<p>The Primary Care Diabetes Prevention Program (PCDPP) is a provincial initiative for pre-diabetic individuals in Ontario who are at risk of developing diabetes and associated long-term health problems, but have not developed the clinical indicators associated with actual diagnosis. To better understand the PCDPP, the Ministry of Health and Long-Term Care hired PRA to conduct an evaluation of the program.</p>	<p>Greg was responsible for overall project management, methodology design, client liaison, and report review.</p>

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<p><b>Valuation of Agriculture and Agri-Food Canada National Agroclimate Information Service Climate Information Products</b> Agriculture and Agri-Food Canada November 20, 2012 to June 24, 2013</p>	<p>Agriculture and Agri-Food Canada’s (AAFC) National Agroclimate Information Service (NAIS) provides a range of information products, programs, services, and tools to agricultural decision makers. These tools allow decision makers to prepare for favourable and adverse climate conditions and to adapt their management strategies accordingly.</p> <p>AAFC, through NAIS, is looking to improve its climate information products and deliver them more effectively. PRA has been contracted to review the climate information products offered by AAFC to determine their value to agricultural decision makers, review what other products are available to the Canadian consumer, and discover any gaps in available climate information products so that AAFC can better target its climate products and improve their internal and external service delivery.</p>	<p>As project director, Greg was responsible for methodological design, oversight of all data collection, and the review of the final report.</p>
<p><b>Evaluation of the Ontario Wood Promotions and Forestry Export Assistance Programs</b> Ontario Ministry of Natural Resources December 19, 2012 to April 22, 2013</p>	<p>Forming part of the Ontario Forest Sector Strategy (FSS), the Ontario Wood Promotions Program (OWPP) is intended to promote Ontario wood products, expand Ontario forest product markets, and increase value-added products within the forest products sector. To stimulate a culture of wood use in Ontario and elsewhere, the OWPP funds projects intended to improve the business climate for the industry, encourage the production of more diverse value-added wood products, and help develop the skill sets needed to enable industry to place greater emphasis on value-added products.</p> <p>Forming part of the Export Assistance for Forestry and Mining Program (EAFMP), the Forestry Export Assistance Program’s (FEAP) objective is to increase exports of Ontario forest products by helping Ontario forest product manufacturers to identify and take advantage of opportunities in key target markets. The program aims to achieve these objectives by participating in trade shows, missions, and other market development activities to increase awareness of Ontario wood and wood products in international markets; funding export readiness training and technical support initiatives; and funding chain of custody certification initiatives.</p> <p>The Ontario Ministry of Natural Resources (OMNR) engaged PRA to evaluate the OWPP and the FEAP. The evaluations addressed the issues of relevance, effectiveness, efficiency and affordability, sustainability, and customer satisfaction.</p>	<p>As project director, Greg was responsible for oversight of all data collection and reporting.</p>



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<p><b>Advancing Alberta Official Statistics Project</b> Alberta Employment, Immigration and Industry September 21, 2011 to April 22, 2013</p>	<p>The Advancing Alberta Official Statistics Project is reviewing current trends and directions for future development of the Alberta Office of Statistics and Information. Of particular importance is the creation of a plan that will support the release of its Suite of Official Statistics using open data sharing. The project is also meant to identify cost-effective procedures for the office’s work and lay the foundation for the eventual expansion of its suite to include information from Alberta agencies, boards, and other near-government organizations.</p>	<p>Greg was the principle investigator and project director, responsible for offering expert advice on the development and construction of official statistics. In support of this project, he has led workshops and presented strategic visions to senior policy management in the Alberta government.</p>
<p><b>Study on the Contributions of Comprehensive Land Claim Agreements to Economic Development for Aboriginal Signatories</b> Aboriginal Affairs and Northern Development Canada February 15, 2013 to April 8, 2013</p>	<p>Following the feasibility study begun in late 2012, the Department of Aboriginal Affairs and Northern Development Canada (AANDC) began an assessment of the economic development impacts of Comprehensive Land Claim Agreements (CLCAs). This project involved the completion of the study, including an assessment of these previously mentioned impacts. The study examined not only CLCAs in general, but also one specific agreement in detail — the Inuvialuit Final Agreement.</p>	<p>Greg served as project director and methodological advisor, and reviewed reports.</p>
<p><b>Evaluation Framework for EnvironMERIT</b> Ontario Soil and Crop Improvement Association February 22, 2013 to April 1, 2013</p>	<p>The objective of EnvironMERIT for Riparian Systems in the Lake Simcoe Watershed is to contribute positively to the protection and/or enhancement of the health of Lake Simcoe. It aims to fulfill this objective by funding on-farm implementation of best management practices (BMPs) that, based on scientific research, are expected to lead to improvements in water quality by reducing the risk of phosphorus and sediment loading in receiving streams. EnvironMERIT uses a conservation tender (i.e., reverse auction) approach to allocate funding to BMP implementation projects in areas where they are needed most. The approach is designed to maximize the use of the financial resources available through the program by integrating consideration of environmental risks, potential mitigation, and project costs into funding decisions. As part of a pilot of EnvironMERIT, the Ontario Soil and Crop Improvement Association (OSCIA) hired PRA to develop an evaluation framework for the program, including a logic model, program implementation model, evaluation matrix, and methodology.</p>	<p>As project director, Greg oversaw all aspects of data collection and reporting.</p>

## RELEVANT PROJECT EXPERIENCE

Project Name	Description	Responsibilities
<p><b>Evaluation of the First Nations and Inuit Health Branch Clinical and Client Care Services</b> Health Canada June 25, 2012 to February 19, 2013</p>	<p>Health Canada hired PRA to conduct an evaluation of the Clinical and Client Care (CCC) Services, which operates under the authority of the First Nations and Inuit Health Branch (FNIHB) of Health Canada. To fulfill the 2009 Treasury Board Policy on Evaluation, Health Canada scheduled the evaluation of the CCC Services Initiative to be completed during fiscal year 2012–13. This study evaluated CCC services as a whole and covered the period from April 1, 2005 to March 31, 2012. The summative evaluation aligned with the Treasury Board Policy on Evaluation, assessing the relevance and performance (effectiveness, efficiency, and economy) of the CCC Initiative. It also highlighted the initiative’s achievements, and identified lessons learned and challenges experienced in delivering CCC services recommendations.</p>	<p>As project director, Greg was responsible for oversight of all data collection and reporting.</p>
<p><b>Determining the Feasibility of Developing a Framework Tool to Provide a Useful Portrait of the Economic Structure and Impacts of Sport in Canada</b> Canadian Heritage May 25, 2012 to January 21, 2013</p>	<p>Sport, in both professional and amateur forms, impacts every economy and community in Canada, with implications for employment, tourism, community development, social integration, household expenditures and taxation, and more. This study was meant to assess the feasibility of developing a framework tool to provide a useful portrait of the economic structure and impacts of sport in Canada.</p>	<p>As project director, Greg was responsible for oversight of all data collection and reporting.</p>
<p><b>Review of Growing Forward Non-Business Risk Management Initiatives in Ontario</b> Ontario Ministry of Agriculture, Food and Rural Affairs December 13, 2011 to August 20, 2012</p>	<p>Growing Forward (GF) was a five-year (2008–09 to 2012–13), \$1.3 billion federal–provincial–territorial framework agreement intended to help develop a more prosperous, competitive, and innovative agricultural sector. Funding under GF was cost-shared (60:40) between the Government of Canada and provincial and territorial governments. As part of the Canada–Ontario bilateral agreement, the province implemented 15 non-business risk management (non-BRM) initiatives and associated programs/projects. A review of the non-BRM initiatives and programs/projects was undertaken to meet the requirements of the Canada–Ontario GF Bilateral Agreement and provide information for planning future non-BRM programs. The review addressed the issues of relevance, outcomes and customer satisfaction, program design and effectiveness, efficiency and affordability, and sustainability.</p>	<p>Greg served as project director, developed all methodologies, reviewed each report, and presented the final results to the client. The work involved extensive client liaison and facilitation (federal and provincial government, as well as industry stakeholders) to develop the evaluation matrix, survey instruments, and program databases.</p>