

TREENA COOK

Senior Consultant



- ▶ B. Arts- Economics (SFU)
- ▶ Post-Graduate Diploma - Business Administration (BCIT)
- ▶ 7 years with MMK Consulting, Senior Consultant
- ▶ 3 years with KPMG Consulting, specializing in project research and analysis
- ▶ 6 years with Landsea Tours as Assistant Manager of packaged tourism services.

Professional experience

- ▶ **Competitive Alternatives International Business Cost Comparisons**—On behalf of KPMG, acted as a project manager for the 2004 and 2006 *Competitive Alternatives* business cost comparison study. Extensive research was undertaken for over 100 cities in North America, Europe, Asia and Australia to analyse the relative costs of doing business. Data collection included labour, transportation, telecommunication and energy costs and detailed tax rates. Following this study, assisted national and regional development agencies with incorporating other jurisdictions into the study.
- ▶ **Cost Competitiveness Analysis: Canada, China and India** – Assisted with a competitiveness analysis of business costs in China and India as compared to Canada and other industrialized countries included in the 2006 and 2008 *Competitive Alternatives* studies. This analysis was used by the client to better understand the actual cost differentials of business operations in Canada as compared to these major emerging markets.
- ▶ **FDI Value Propositions: Foreign Affairs & International Trade Canada** – On behalf of this Canadian federal investment promotion agency, assisted in a joint MMK/KPMG project on behalf of the Invest in Canada Bureau that involved the assessment of competitive strengths and weaknesses of Canadian and international clusters in six industry sectors: aerospace, biotechnology, business services, environmental technologies, machinery manufacturing, and wireless & multimedia.
- ▶ **Business and Financial Planning: University/Olympics Sports Complex** — Assisted with a strategic review for this organization, including extensive consultation with stakeholders and benchmarking of programs, facilities and organizational structure relative to other leading universities. Developed a comprehensive strategic and financial plan (over 200 pages) for the organization. The comprehensive business plan included an \$800 million sports complex, which will host a portion of the 2010 Olympics Games to be held in Vancouver.

- ▶ **Consumption of Tax-Supported Municipal Services** – Assisted with a comprehensive analysis of the consumption of tax-supported municipal services for the City of Vancouver. The study included a detailed estimate of the fiscal impact of residential and non-residential properties, comparing the consumption of tax-supported services to the taxes received in respect of these services. This 2007 MMK Consulting study, an update of an earlier 1995 KPMG, report, is posted on the City of Vancouver website.
- ▶ **Analysis of Health Research Funds** — Assisted with a comprehensive review of research funds flowing from UBC-affiliated health research institutes to the Faculties of Medicine, Pharmaceutical Sciences and Dentistry.
- ▶ **Business Planning: University of British Columbia** — Assisted with the review of several departments for this public university, including the campus and community development department, the health and safety departments and child care services. Activities included extensive stakeholder consultations, program research and benchmarking.
- ▶ **Business and Financial Planning: Sports and Recreation Facilities** — Extensively involved in developing a comprehensive business plan for the sports and athletics facilities to be developed at the newly-established Okanagan campus of the University of British Columbia.
- ▶ **Competitiveness Analysis for North American Automotive Investments** — Participated in a study which examined Canada's competitive position relative to US jurisdictions, by analyzing key factors in automotive investment decisions and comparing Canada to leading US states with respect to those factors. The study compared two Canadian and six US jurisdictions, and focussed on several factors typically considered by companies when deciding on a new plant, including business costs, labour environment, and business environment factors.
- ▶ **Personal Taxation and Cost of Living Analysis: Canadian Economic Development Agency**—Completed an annual comparison for 2002-2004 of personal taxation and costs of living among a group of Canadian and US cities. The comparisons were focused on high technology employees, to better understand the cost implications of higher salaries being paid to high technology employees in the United States.
- ▶ **Competitive Alternatives International Business Cost Comparisons**—On behalf of KPMG, acted as a lead researcher and analyst for the 2002 *Competitive Alternatives* business cost comparison study. Extensive research was undertaken for over 60 cities in Canada, the United States and Japan to analyse the relative costs of doing business. Data collection included labour, transportation, telecommunication and energy costs and detailed tax rates.

- ▶ **Program Review for Department of Fisheries and Oceans, Habitat Restoration and Salmonid Enhancement Program**—Conducted a review of a five-year fisheries program established for British Columbia and the Yukon. The review involved site visits and interviews with several participants throughout the region. This information was to provide guidance to the department for the future of community-based delivery of fisheries projects.
- ▶ **Program Evaluation for Fisheries Renewal BC's Salmonid Renewal Program**— Led a program evaluation and audit for FsRBC involving 10 partnership groups delivering this program during the 1999-2000 fiscal year. The evaluation and audit involved site visits and interviews with administrative representatives and Board members, and focused on the administrative and technical delivery of the program.
- ▶ **Workloads Study and Survey of Faculty and Teaching Staff at BCIT**—Assisted with the preparation of a survey and report which analyzed the workload implications of the unique features of delivering polytechnic education in BC. The study involved an internal and external data review, interviews with senior BCIT faculty members, and extensive data analysis of an on-line workloads survey.
- ▶ **Industry Targeting: Canadian Regional Economic Development Agency**—Assisted a regional development agency in identifying high-growth industries within the marine sector which may be suitable for relocation or expansion to region. Information was developed on competing locations and key firms in each identified industry, as well as specific locational requirements of each industry. This information was to form the starting point for a targeted marketing campaign.
- ▶ **Company Targeting: National Investment Agency, Australasia**—Assisted this national investment attraction agency in identifying specific companies for targeting by the agency's investment promotion specialists, seeking new investment in back office facilities. Extensive company research was undertaken to determine current growth and cost-reduction strategies of potential target companies, to ensure that a back office investment in the client's country may represent a viable business option for each target company given their current positions and directions.
- ▶ **Relocation Analysis for Executives of a Major North American Manufacturer**— Assisted in the analysis of cost of living and quality of life to assist in the relocation of five senior executives from Ontario to Florida. Research involved compiling and summarizing detailed data on educational institutions in the area.
- ▶ **Site Location Analysis** — Participated in several studies to research, assess and compare key location-sensitive operating costs in a variety of manufacturing industries. The studies covered jurisdictions throughout Canada, North America, Europe and Japan. Data

collection included labour, energy, transportation, telecommunication and energy costs and detailed tax rates.

- ▶ **Site Relocation Analysis: Beverages Firm** – Assisted a large North American producer/importer of alcoholic beverages in evaluating the financial potential of a proposed relocation of three company divisions (quality control, treasury, telephone support) to lower-cost North American jurisdictions.
- ▶ **North Fraser Port Authority**—Conducted research activities for a study reviewing the current transportation infrastructure linking the port to local and international markets.
- ▶ **British Columbia Institute of Technology**—Undertook the research activities (library research, regression analysis, database manipulation, data interpretation) involved in a project to predict the probability of success or failure for 1st year students entering into the Business Department.
- ▶ **Simon Fraser University of British Columbia**—Assisted the faculty in the development of exams for first year Economic students and in communicating economic-related material to students through lecturing.