

TREENA COOK

Project Manager

- ▶ B. Arts – Economics (Simon Fraser University)
- ▶ Post-Graduate Diploma – Business Administration (BCIT)
- ▶ 15+ years’ experience in management consulting, including twelve years with MMK and three years with KPMG
- ▶ 6 years with Landsea Tours as Assistant Manager of packaged tourism services

Examples of Previous Assignments

Economic Development and Investment Attraction

**Competitiveness
Benchmarking: Alberta**

On behalf of the Province of Alberta, directed a detailed analysis of Alberta's economic competitiveness relative to 14 competing Canadian provincial, US state and international jurisdictions (Queensland (Australia), Finland, and Norway). More 60+ key indicators were identified and benchmarked across locations, covering topics including economic prosperity, productivity, innovation, human capital, taxation and fiscal policy, and infrastructure. This report was subsequently updated by MMK Consulting in 2013.

**International Business
Cost Competitiveness**

On behalf of KPMG, has managed various research and analysis components of the 2004, 2006, 2010, 2012 and 2014 *Competitive Alternatives* business cost comparison studies. Each edition of the study involves extensive research into business costs for over 100 cities in North America, Europe, Asia and Australia. Also extensively involved in MMK Consulting’s ongoing operation of the web-enabled financial forecasting model (10-year horizon) associated with the project (see www.competitivealternatives.com).

**Competitiveness Analysis:
Automotive Industry**

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.

**FDI Value Propositions for
Target Industry Sectors**

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.

**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.

**Cost Competitiveness:
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.

**BC Trade & Investment
Exports and Markets Analysis**

On behalf of the BC Ministry of Jobs, Tourism and Innovation, researched BC trade and investment exports and markets to assist in developing an integrated trade and investment strategy. The research involved developing a fact-based situation analysis of BC's current position for international and interprovincial trade and investment. The analysis covered global trends, BC industry sectors analysis, profiles of BC's leading export markets, and competitor analysis providing a summary analysis of BC's leading competitors in providing specific products to specific geographic markets.

**Industry Targeting:
Marine Sector**

Assisted a Canadian 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.

Executive Relocation Analysis

Completed 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.

**Company Targeting:
National Investment Agency**

Assisted this New Zealand-based 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

Financial and Economic Analysis

**Construction Cost
Escalation Trends**

Researched past and future cost trends for BC Hydro infrastructure construction. Research examined historical trends of major factors affecting construction costs, and predictions of cost escalation in the future. Factors examined included labour, fuel, material, and other cost items. As part of the research, interviewed industry representatives to obtain their views on future cost escalation trends in the BC construction industry.

**Analysis of
Health Research Funds**

Extensively involved in a comprehensive review of research funds flowing from UBC-affiliated health research institutes to the Faculties of Medicine, Pharmaceutical Sciences and Dentistry.

Socio-Economic and Fiscal Impact: Ski Resort

For the District of Squamish, assisted with various aspects of research and analysis of this project to assess the economic impacts, social impacts, municipal services impacts, and municipal fiscal impacts of this proposed major ski resort on the neighbouring community.

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.

Personal Taxation and Cost of Living Analysis

For the Province of Alberta, performed an annual comparison for 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 implications of salary differentials between high technology employees in the United States and Canada.

Higher Education

Business Planning: Sports and Recreation

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.

Business Planning: University/Olympic Sports

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.

Business Planning: UBC

Assisted with the review of several departments for the University of British Columbia, 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.

Faculty Workloads Study: 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 BC Institute of Technology faculty members, and extensive data analysis of an on-line workloads survey.

Simon Fraser University

Assisted the faculty in the development of exams for first year Economics students and in communicating economic-related material to students through lecturing.

**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.

Program Review**Program Evaluation:
Fisheries Renewal BC**

Led a program evaluation and audit for Fisheries Renewal BC's Salmonid Renewal Program 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.

**Program Review:
Fisheries and Oceans**

Conducted a review of a five-year habitat restoration and salmonid enhancement 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.

North Fraser Port Authority

Conducted research activities for a study reviewing the current transportation infrastructure linking the port to local and international markets.