



A **HIGHER LEVEL** of
management consulting

ALBERTA

Annual Report 2021

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PRESIDENT'S MESSAGE

As we reflect on 2021, most of us can confidently state that it was a busy year, filled with transition and disruption. Never waste a good crisis – and in our case, we were very fortunate to have such a strong CMC community committed to providing stability in the right places, while demonstrating the inherent curiosity in all Management Consultants to seek value and growth, and to relentlessly challenge the status quo. The long-term trend of declining memberships is starting to flatten as new consultants are discovering the relevance and holistic benefits from walking our path. And we continue to push hard to be in tune with what today's (and tomorrow's!) consultants need to thrive in a very dynamic and competitive arena.

In 2021, we asked the right questions to open up new national and institutional relationships, strengthen our CMC communities, advance important work in digital transformation, and to deeply listen to what our members want and need. We are hitting our stride and 2022 is shaping up to be a stellar year.

Jeff



Jeff Peterson, MBA, CMC

EXECUTIVE DIRECTOR'S MESSAGE

While COVID-19 presented many challenges which continued into 2021, working diligently alongside our Board, we reprioritized our efforts all while keeping the mandate of our Institute at the forefront of the work that we do. With upcoming changes in the professional legislation, I anticipate that much of the next year will focus on refining policies, procedures, and bylaws, and helping our committees to adjust their mandates. The Government of Alberta has consulted with us to streamline professional legislation. We are dedicated to protecting the public, and have strengthened our practice review program and registration and certification practices to enhance the integrity and ethical standards of our profession. As a Professional Regulatory Organization, we are dedicated to fair registration practices and to supporting the Fairness for Newcomers Action Plan. We look forward to welcoming new members, representative of diversity, from across Alberta. Moving forward with our new positioning and priority advances, I look forward to engaging with our members and the public, and strengthening our practices reflective of the upcoming legislative changes.

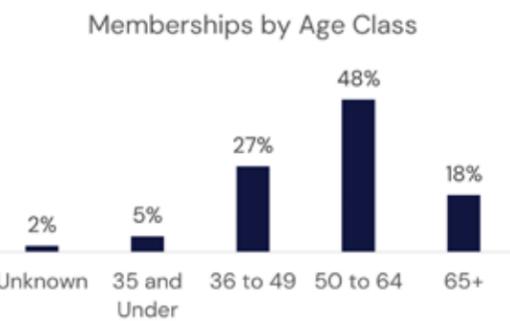
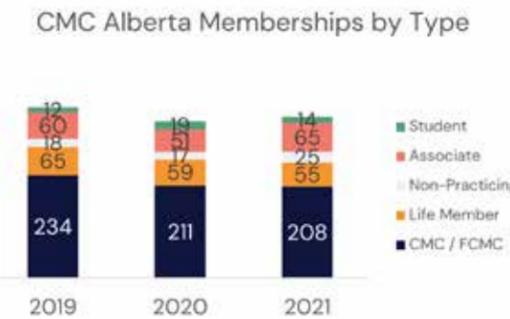
Thank you to all those who serve and contribute to ICMCA's success, whether through serving on the Board, a committee, or engaging in PD events and sharing your insight, you are all appreciated and make ICMCA what it is today.

Leah



Leah Iszakovits, MA, PMP, RCIC

OUR CMC COMMUNITY BY THE NUMBERS



10
\$26
thousand

3

23

3

Practice reviews completed by the Practice Review & Discipline Committee.

ICMCA funds used for marketing initiatives. The Board approved the decision to invest the funds in 2020 to better engage with our community.

POARA submissions delivered to the Government of Alberta to support the streamlining professional legislation work.

New CMCs! 49% of all new 2021 CMCs in Canada are from Alberta, and 20 came from the new weekend certification.

New FCMCs! Rare and very valuable senior and experienced members of our community.



Certified Management Consultants

- Wesley Paterson, CMC
- Ronald Bettin, CMC
- Richard Raap, CMC
- Kyle Martin, CMC
- Paul Robinson, CMC
- Joshua Kuriakose, CMC
- Charity Callahan, CMC
- Kiersten Ermelbauer, CMC
- Paul Crawford, CMC
- S. A. Moroz, CMC
- James Richardson, CMC
- Christy Ciezki, CMC
- Myka Osinchuk, CMC
- Mike Bennett, CMC
- Clark Grue, CMC
- Lee St. Arnaud, CMC
- Travis Robertson, CMC
- Gord Chalk, CMC
- Yewande Dayspring-Adenusi, CMC
- Dana Antaya-Moore, CMC
- Joyce Tustian, CMC
- Lynlee Parker, CMC
- Sohail Thaker, CMC

Fellow Certified Management Consultants

- Scott Ackerman, FCMC
- Patrick Binns, FCMC
- Dale Hedges, FCMC

Congratulations to our new CMCs and FCMCs!

PROGRESS ON STRATEGIC PRIORITIES

CMC Alberta Priorities (2020–25)

In the Fall 2020, the ICMCA Board of Directors approved five strategic priorities, built around the foundational mandates of our Institute to protect the public and regulate the Certified Management Consultant Right to Title through standards, ongoing practice review, and professional development.

Here are the priorities that were the backbone of the legacy plan and a progress report.

Priority 1: Revitalize the CMC Alberta Member Community

Revitalize the CMC Alberta Member community, with impactful events that encourage networking, sharing, learning, and volunteering; plus building the “esprit de corps” among fellow professionals.

How are we doing?

We have made strong progress through standardizing and upgrading planning and delivery of professional development events. We are emphasizing more active dialogue and membership connection and are engaging more of the awesome consulting specialists and thought leaders in our CMC community to augment the quality of PD. We have also increased our direct outreach to members and senior leaders in our community for dialogue and learning.

Priority 2: Simplify Key Regulatory Processes

Simplify Certification processes, Recertification, FCMC recognition, Practice Review and Discipline that leverages our self-regulatory privilege and proactively protects clients and public.

How are we doing?

We have made significant progress on improving speed of streaming and certification decisions, but perceive there is far more that can be done to reimagine the customer journey. We also implemented more rigorous procedures for practice review and discipline under strong leadership.

Priority 3: Implement a Multi-Faceted Promotional Initiative

Implement a multi-faceted promotional initiative in traditional media, LinkedIn, and other channels to build the reputation of CMC designation with business, government, NFP, plus major & mid-sized Consulting Firm leaders.

How are we doing?

We delivered a creative Spring marketing campaign combined with a weekend certification pilot that saw tangible growth in our certification numbers and much praise for the professionalism and engagement in CMC Alberta. We know our media and messaging could benefit from greater consistency of delivery, simplicity, and alignment to our strategy and we will adapt accordingly.

Priority 4: Implement an Outreach Campaign

Implement an outreach campaign to attract various specialty area Consulting Firms & Consultants to see themselves as Management Consultants and value the CMC designation.

How are we doing?

We have made great strides with outreach, though with limited returns in 2021 but early promising signs in 2022 with relationships with large firms, post secondary institutions, and regional businesses.

Priority 5: Upgrade Governance Practices

Ensure updated constating documents, policies, and administrative resources (web, digital, communications, financial, staff and volunteers) evolve to support the advancement of CMC-AB.

How are we doing?

Significant progress made towards this initiative – sufficiently that governance practices no longer present a key issue. We will continue to improve our performance measurement capabilities, risk management practices, and approaches for knowledge transfer to enhance productivity.

FINANCIAL PERFORMANCE

	FOR THE YEAR ENDED DECEMBER 31, 2021			
	2021	%	2020	%
REVENUE				
Membership fees	\$ 143,051	99.2	\$ 149,185	100
Reinstatement fees	1,200	0.8	0	0
	<u>144,251</u>	<u>100</u>	<u>149,185</u>	<u>100</u>
DIRECT EXPENSES				
CMC Canada National core services and dues	34,984	24.3	36,481	24.5
	<u>109,267</u>	<u>75.7</u>	<u>112,704</u>	<u>75.5</u>
EXPENSES				
Advertising and promotions	26,787	18.6	181	0.1
Bank charges and interest	128	0.1	218	0.1
CMC Canada – provision of joint services	69,968	48.5	75,579	50.7
Credit card fees charged by National	3,115	2.2	2,364	1.6
Dues and subscriptions	40	0.0	0	0.0
Executive Director / Registrar	48,000	33.3	33,000	22.1
Event and programming expenses	6,155	4.3	0	0.0
Insurance	451	0.3	432	0.3
Office	590	0.4	505	0.3
POARA	400	0.3	400	0.3
Professional fees	1,695	1.2	2,179	1.5
Travel, mileage and meals	17	0.0	1,503	1.0
	<u>157,346</u>	<u>108.9</u>	<u>116,361</u>	<u>77.7</u>
DEFICIENCY OF REVENUE OVER EXPENSES BEFORE OTHER INCOME				
	<u>(48,079)</u>	<u>(33.2)</u>	<u>(3,657)</u>	<u>(2.2)</u>
OTHER INCOME (EXPENSE)				
Events fees	7,168	5.0	0	0.0
Sponsorship income	1,000	0.7	0	0.0
Interest earned	124	0.1	498	0.3
Wood Buffalo revenue	0	0.0	16,733	11.2
Wood Buffalo expenses	0	0.0	(19,754)	(13.2)
Graduation	0	0.0	(283)	(0.2)
	<u>8,292</u>	<u>5.8</u>	<u>(2,806)</u>	<u>(1.9)</u>
DEFICIENCY OF REVENUE OVER EXPENSES FOR THE YEAR				
	<u>\$ (39,787)</u>	<u>(27.4)</u>	<u>\$ (6,465)</u>	<u>(4.1)</u>

REGULATORY AFFAIRS

Government of Alberta Streamlining Professional Legislation

From September 2020 until June 2021, CMC Alberta participated in a Government of Alberta initiative to explore approaches to streamlining professional legislation, with our first submissions delivered to the Provincial Government in the Summer of 2020 and final submissions delivered June 2021.

The CMC Alberta Board developed narratives around three distinct possibilities that could result from the review:

1. Increased regulation moving closer to 'right to practice' regulations.
2. Decreased regulation which would shift more accountability to our professional body around self-regulation to sustain one of our mandates around public protection.
3. No change in regulation, but with potential for streamlining regulations across the various regulated professional bodies in Alberta.

Each scenario introduced new risks and strategic requirements and in late 2021, the Board started to plan responses to each scenario in anticipation of new direction by the Government.

Post Script

Early 2022, the Government of Alberta announced that it would not change our level of regulation but would advance changes to regulations to streamline our work and help us to make our oversight requirements more efficient. For many reasons, this is a good news story, as we have worked hard to strengthen our national relationships with the other Certifying Institutes and with the Canadian Association of Management Consultants – and collectively, our value- and capacity-building initiatives are progressing well.

We openly invite the proposed changes to the regulations that will come later this year as an opportunity for continual improvement and efficiency gains that will enable us to focus our time on higher order work in protection to the public.

2021 CMC Alberta Initiatives to Strengthen Regulatory Affairs

- Revised ICMCA Bylaws, approved by our membership.
- Attended training sessions for the new Fair Registration Practices Act and strengthened our website language and membership application processes for better alignment.
- Strengthened our relationships with the Assistant Deputy Ministers and their teams.
- Completed all mandatory reporting and surveys requested by the government.
- Implemented a new practice review program to improve oversight and strengthen our mandate on public protection.
- Upgraded key policies to address membership classes, suspension and reinstatement procedures, practice review, and discipline procedures.
- Implemented the inaugural suspension procedures for non-compliance for reporting of CPD credits.
- Strengthened national member registration and certification procedures, supported by the new national CRM system.

NATIONAL RELATIONSHIPS

National MOU

CMC Alberta is party to a national memorandum of understanding that establishes a framework through which the Canadian Association of Management Consultants and the Certifying Institutes collaborate to advance the Management Consulting profession and the CMC designation in Canada. In 2021 the parties to the agreement worked together to improve the clarity and relevance of the agreement.

Collaborative Relationship Building

CMC Alberta engages in many collaborative and cross-functional relationships across Canada, including appointing representatives on national committees:

- CAMC National Board (Noreen Irvine / Doug Macnamara)
- National Growth (David Muddle / Mike Hughes)
- National Certification (Leah Iszakovits)
- Certification Standards (Jeff Griffiths)
- National Joint Services (Doug Macnamara / Jeff Peterson)

PROFESSIONAL DEVELOPMENT

Professional development in 2021 was full of discovery and energy. From January to December, ICMCA hosted 14 different events designed to tickle the minds of even our most experienced and specialized consultants.

January

- Working as a Consultant from Contract to Contract

February

- Leading within Complexity

March

- 2020 Tax Update

April

- Creating a Powerful Personal Brand: The Stories You Need to Tell

May

- A Visual Approach to Strategic Planning
- AGM Special: Sneak Peek into Words Never Lie, but People Do

June

- Consulting and Engaging with Indigenous Peoples

September

- Selling yourself: Planning to talk to strangers
- Words Never Lie but people Do – Detecting Deception in Everyday Communications

October

- Risk & Liability for Management Consultants
- Flying the Dragon – How to identify and tackle complex client problems.

November

- Management to Accelerate Innovation

December

- Refresh!
- ICMCA Holiday Social

14
events

5
provinces & territories
with members who
attended our events

236
attendees, guests,
presenters, and hosts

Catalyst 2022

Mid 2021, CMC Ontario launched a new initiative for a national conference – Catalyst! Building on the successes from the conference in 2020, the team of volunteers, including Alberta’s own Cathy Forner and Ann MacTaggart (eventually to be joined by Pierre Cormier and Michael Melenberg), gave significant time and talent to lead a key work stream.

Watch for this exciting, multi-day event from May 31 to June 2, 2022!



Social Entrepreneurship Pilot: Ticket Sales

ICMCA has an obligation to offer strong professional development opportunities for our members.

The Professional Development & Events team ran a successful pilot to prove there is a market for some new forms of professional development that can be offered fee-for-service. While we will continue to improve and offer great events as part of the CMC membership, this important initiative will help us to build strength and resiliency into our organization by diversifying and growing our revenue.

We also plan to find more ways to showcase the awesome skills and thought leadership of our own members and with consultants from across Canada.



Harmonizing Nation-Wide PD

The COVID-19 pandemic helped us to prove that we could collaborate for professional development on a national level, taking advantage of virtual technologies and timezones to offer fun and engaging experiences. The Canadian Association of Management Consultants and all the Certifying Institutes are starting to harmonize professional development into themes to build more alignment with early trends in Management Consulting.



INITIATIVES & RESTRUCTURING

Strengthening Our Practice Review Program

Under the leadership of Jeff Griffiths and Doug Macnamara to strengthen our practice review program, the committee delivered 10 randomly selected practice reviews, 12 member reinstatement interviews for non-compliance reasons and 2 reinstatement interviews for members requesting to rejoin ICMCA.

Inaugural Suspension Procedures

Member suspension is one of the Board's least favourable activities, but is a regulatory requirement and helps us to manage risk and protect the public. In 2021, we successfully executed new suspension procedures to address non-payment of membership dues and non-compliance for reporting of CPD credits. The initiative unlocked some insightful conversations with our members about their needs.

Streamlining Registration

Leveraging CAMC's new national YM customer relationship management database and strong relationships with the CAMC office, our Registration Committee and Registrar, Leah Iszakovits improved end-to-end customer experience, through communication, certification document management, and expedited awards and streaming decisions.

Weekend Certification Pilot

Doug Macnamara and Sheila Carruthers designed an exceptional Weekend Certification pilot program to streamline the process and condense the timelines for experienced candidates to obtain their CMC designations, while maintaining the full rigor and standards required from the certification. 20 new CMCs were awarded. Learnings and roadmaps were transitioned to CAMC to expand nationally.

Spring Marketing Campaign

The Board of Directors approved the investment of reserve funds for a Spring Marketing Campaign to address a critical need to build connection with our members and potential clients for our members. The campaign included strategically-placed billboards, print advertisements, a new micro-website, and a digital campaign of "How Could YOU Use a Certified Management Consultant."

Board Retreats

The Board of Directors held two Fall retreats to explore top risks related to potential changes in regulatory status and to address declining membership and continued relevance. From the sessions emerged commitment from the Board to embark on some big, bold change centered around new market positioning, more complete communication with our members, partners, and prospective members, and our evolution into digital strategies.

Board Restructuring and Governance Upgrades

The Board made several structural changes to its committees to adapt to the new strategic direction. It also implemented advancements in Board governance procedures and capabilities to better monitor risks and to raise the quality of generative dialogue and extend the Board's line of sight.

STRATEGIC DIRECTION

Drivers of Change

- Declining membership, retirement, and demographic trends that do not represent the consulting industry
- Increased competition
- Changes to the way we reach our communities including digital engagement
- Pandemic impacts on career management

Mandate

ICMCA will build long-term sustainability through delivery of big, bold positioning initiatives. This shift acknowledges the need to look at the growth challenge differently and start to reimagine new market positioning and the systems that will support the work.

Additionally, the underpinning of ICMCA operating as a professional Institute is to focus on public protection through professional development and practice review, adherence to certification standards and practices, and where required, disciplinary protocols.

Priority 1: New Positioning

The NEW POSITIONING priority establishes a new desired market position and redefines the value of the CMC membership and CMC designation relative to a variety of competitive threats and other market forces.

Priority 2: Marketing Communications

The MARCOM priority advances the work to build vibrant communities of CMC followers, fans, and members who contribute thought leadership, skill, experience, and funds towards strengthening the future of CMC Alberta.

We will operate with 5 new paradigms



Desired Outcomes

- Thousands of new members and Certified members over the next several years in Alberta.
- New revenue streams diversifying away the risk of membership revenue dependency.
- A deeper, integration with post-secondary institutes where we create pathways and opportunities for diverse students to experience management consulting as a profession.
- Consistent compliance achievement for practice reviews, renewals, and CPD attestation.
- High-functioning partnerships with all other Certifying Institutes and CAMC where ICMCA consistently contributes towards the achievement of other CI and CAMC priorities.
- New partnerships with CPAs, PMI, Business Schools, and allied pros- to help us grow.



CMC ALBERTA BOARD OF DIRECTORS

2020/21 Board of Directors

- Doug Macnamara, CMC, CHRL (President & Board Chair)
- Jeff Peterson, MBA, CMC (Vice Chair & Institute Secretary)
- Melissa Gee, CPA, CMA, CMC (Appointed Treasurer)
- Noreen Irvine, CMC (Past Chair)
- Linda Wood Edwards, BAdmin, CAE, FCIS (Public Member)
- Prashant Gupta, B.Eng, Exec. MBA (MIT), CMC
- Jason Bergeron, MBA, CMC
- Cathy Forner, BSc, PMP, CMC
- David Muddle, MA, CMC
- Darrell Toma, MSc, PAg (Dist), FCMC

2021/22 Board of Directors

- Jeff Peterson, MBA, CMC (President & Board Chair)
- David Muddle, MA, CMC (Vice Chair & Institute Secretary)
- Melissa Gee, CPA, CMA, CMC (Treasurer)
- Doug Macnamara, CMC, CHRL (Past Chair)
- Linda Wood Edwards, BAdmin, CAE, FCIS (Public Member)
- Prashant Gupta, B.Eng, Exec. MBA (MIT), CMC
- Cathy Forner, BSc, PMP, CMC
- Darrell Toma, MSc, PAg (Dist), FCMC
- Jeff Nelson, MBA, CMC
- Mike Hughes, BSc (Hons), CMC

CMC ALBERTA STAFF

- Leah Iszakovits, MA, PMP, RCIC (Executive Director & Registrar)

Governance

- Jeff Peterson, MBA, CMC (Secretary, Chair - June)
- David Muddle, CMC (Secretary, Chair post-June)
- Doug Macnamara, CMC, CHRL
- Linda Wood Edwards, BAdmin, CAE, FCIS

Finance, Audit, & Risk

- Melissa Gee, CPA, CMA, CMC (Treasurer, Chair)
- Committee of the Whole



2021 BOARD COMMITTEES

Registration

- Leah Iszakovits, MA, PMP, RCIC (Registrar, Chair)
- Jeff Peterson, MBA, CMC
- Ken Davies, FCMC
- Darrell Toma, MSc, PAg (Dist), FCMC
- Rick McDonald, CMC
- Valerie May, CMC

Practice Review & Discipline

- Tony Balasubramanian, CMC (Chair - March)
- Jeff Griffiths, FCMC (Chair post-March)
- Jason Bergeron, MBA, CMC
- Doug Macnamara, CMC, CHRL
- Michael Melenberg, MSc, MBA, CMC

FCMC

- David Wartman, FCMC (Chair - July)
- Keleigh Cormier, BComm, FCMC (Co-Chair post-July)
- Chris Lavin, MBA, FCMC (Co-Chair post-July)
- Scott Ackerman, MBA, FCMC
- Pauline Patenaude, MBA, FCMC

Growth

- David Muddle, MA, CMC (Chair - June)
- Mike Hughes, BSc (Hons), CMC (Chair post-June)
- Scott Ackerman, MBA, FCMC
- Paul Taylor, MBA, CMC
- Darrell Toma, MSc, PAg (Dist), FCMC
- Doug Macnamara, CMC, CHRL

Professional Development & Events

- Cathy Forner, BSc, PMP, CMC (Chair)
- Patrick Binns, MBA, PEng, PMP, FCMC
- Sheila Carruthers, MBA, FCMC, SCMP
- Ann MacTaggart, CPA, CA, CMC
- Michael Melenberg, MSc, MBA, CMC
- Ben Ripley, BComm
- Shashi Kumar

Website & Social Media

- Prashant Gupta, B.Eng, Exec. MBA (MIT), CMC (Chair)
- Doug Macnamara, CMC, CHRL
- Jeff Nelson, MBA, CMC
- Leah Iszakovits, MA, PMP, RCIC



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**Institute of Certified Management
Consultants of Alberta**

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