

Asking The Right Questions + Committing The Right Resources = Delivering Solutions



CMC-CANADA 2009 ANNUAL REPORT

A higher level of  
management consulting.



CANADA

Un niveau supérieur de  
conseil en management.



CANADA

The gold standard of  
management consulting.



CERTIFIED  
MANAGEMENT  
CONSULTANT

## International Mark of Excellence

Management Consulting refers to both the industry and the practice of helping organizations improve their performance, primarily through the analysis of existing problems and the development of solutions.

The Certified Management Consultant (CMC) designation is the profession's only international certification and is recognized in over 40 countries around the world.

This designation is achieved after completing CMC-Canada's rigorous certification process, which meets or exceeds standards approved by the International Council of Management Consulting Institutes.

By achieving this designation, you indicate to clients and peers that you have been independently assessed against global standards for professional management consultants.

## Promoting World-Class Standards for the Management Consulting Industry.

The Canadian Association of Management Consultants (CMC-Canada) is a professional, not-for-profit organization that focuses on excellence and integrity within the Management Consulting profession.

Founded in 1962 to establish publicly recognized standards of competence and professional conduct, CMC-Canada supports its members with a range of services including ongoing professional development, training, networking events, publications, research, special interest groups and advocacy for the profession in public and government settings.

Seven Provincial Certifying Institutes award the profession's only internationally recognized certification, the Certified Management Consultant (CMC), to those who meet stringent standards.

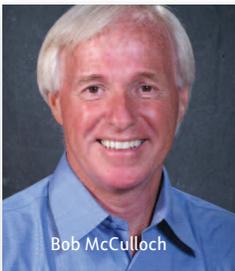
Connect  
Grow  
Promote  
Sustain

## MESSAGE FROM THE CHAIR

### Asking The Right Questions

Successful organizations move forward by asking the right questions to establish what must be done and committing the resources needed to deliver solutions.

On both scores, CMC-Canada is on track to accomplish its 2007-2010 Strategic Plan's four key objectives: **Connect, Grow, Promote, and Sustain.**



Our strategy acknowledges that connecting to our members – and connecting them to each other and to consumers of consulting services – is fundamental to our mission. Members need to be informed of what's going on in the industry generally and in areas where they have a specific interest.

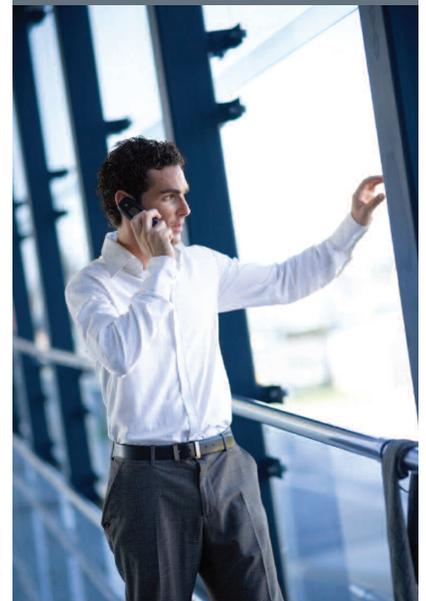
From our base of roughly 3,000 members, our growth target is 5,000 by 2012 – about 25% of the currently identified management consultants in Canada, putting us in range of the critical mass required to speak most effectively on behalf of the profession. Our voice will have particular weight if we bring into our ranks sufficient representation from large, mid-tier and small firms, as well as independent practitioners and internal consultants.

We must promote the value of the CMC brand to current and potential clients; this is our advocacy thrust. We are making promising headway in attaining government recognition of the CMC designation's value – and raising awareness that our Code of Professional Conduct assures clients, both in the public and private sectors, of management consultants' accountability to behave professionally. Greater awareness leads to greater business opportunities for members and, ultimately, enhances Canada's position in the global economy.

Our fourth objective is to sustain a strong national infrastructure that supports the first three. This consists of our National Office and governance organization – the National Board, provincial Institutes and their Councils, and the systems and technology that support the whole.

Over the past year we have concentrated heavily on the growth pillar's two main streams: membership and certification.

We asked ourselves how we could grow membership – and through our Executive Stream Task Force, found impressive answers, attracting hundreds of new members in 2008-2009. These are seasoned management consultants who will contribute to



the Association directly and also serve as role models for younger practitioners. We now have Growth Task Force 2, which will use our new beachheads in large firms to draw more members from across their ranks and pursue other less developed membership sources.

We questioned how to best engage new members in our activities – and how we could broaden and strengthen our communications and educational outreach. Across the country we are seeing great interest in getting involved in Special Interest Groups, advocacy, professional development, and networking. Attendance at our events in 2008-2009 was the highest in recorded history.

We asked how we could streamline our certification process to produce meaningful increases in the number of Canadian CMCs. The result was a thorough overhaul of our practices. We determined that one key barrier was a written examination – something most other countries don't have. In its place, we instituted a comprehensive oral assessment interview that encompasses client references and engagement summaries.

We posed the tough question of how we could become more proactive to enhance regard for management consultants. Our Advocacy Task Force is undertaking related initiatives in Victoria, Edmonton, Regina, Toronto, Ottawa, and Halifax. In particular, we are working to ensure that the value of the CMC is widely recognized in any Request for Proposal issued by the Governments of Ontario and British Columbia. As well, we have been working with the Ontario Government to increase the visibility of the CMC designation. We also aim to ensure that the procurement process for acquiring management consulting services is effective and streamlined, puts accountability in the proper places, and is fair to management consultants and the public.

With a robust year behind them, what are the prospects for Canada's management consultants in the near term?

Our staff provided excellent service to the Association over the past year despite rapidly intensifying responsibilities. Managing Director Mary Blair admirably managed huge changes in personnel, membership, and focus, which she describes on page 6 of this Annual Report. The transformation of CMC-Canada's infrastructure encompassed both human and technological resources, as we launched our new website, signaling our intent over time to fully harness the Internet's power through social media.

In July 2009 we announced our decision to hire a Chief Executive Officer with mainly external responsibilities related to public and government relations – demonstrating our commitment to becoming more visible and influential. The CEO will also oversee our National Office. This individual will be named shortly and formally introduced to members at our Annual General Meeting in Vancouver on October 2, 2009.

Notwithstanding the rapid pace of change at our Association in 2008-2009, we recorded a solid year from a financial perspective. Although revenue was lower than anticipated, due to the deferral of some programming, we prudently managed expenses, finishing the year with a surplus of \$52,000 compared to a deficit of \$264,000 in fiscal 2008, when financial performance was negatively affected by an accrual for the full cost of the former Chief Executive Officer's retirement allowance. Our financial position is strong and the outlook for fiscal 2009-2010 is also positive.

With a robust organization behind them, what are the prospects for Canada's management consultants in the near term?

In October 2009 we will release an in-depth study that addresses the state of the industry in Canada and clarifies the business challenges and opportunities.

Against this backdrop, what would constitute success for CMC-Canada in 2009-2010?

While membership at many associations has been falling, ours is growing. I am confident that we will reach our objectives on a timely basis – including 700 more members in 2009-2010 – and move closer to realizing our advocacy goals, particularly more profile for the CMC designation and the management consulting profession.

I believe we can expect a significant rise in participation right across the country in local activities supporting our profession. There are clear signs, for instance, that many more members will attend events, join in efforts to promote management consulting, and initiate Special Interest Groups.

We will continue ramping up communications with members, including a focus on publications, with several White Papers planned for this year. We have just issued *Management Consulting: An Introduction to the Methodology, Tools and Techniques of the Profession* – volume one of the *Body of Knowledge* we will publish to highlight and standardize the essentials of our profession.

As well, we expect to offer much more programming in the coming year, both directly and indirectly. For example, we will create a directory of meaningful professional development opportunities available to members. We aim to be the go-to organization for this information. As of September 2009, all CMC-Canada members have access to Certified Management Accountants' educational programs at CMA member rates.

I am honored to have served as CMC-Canada's Chair and grateful for the outstanding assistance that I received in the past year. Many people across the country have invested significant time and effort in areas that will make our Association stronger and more visible. The people mentioned in this Annual Report represent only a small percentage of those heavily engaged over the past year. In fiscal 2008-2009, a critical year of transition and adjustment, much has been achieved – and much remains to be done. I hand the Chair position to Todd Williams with great optimism about CMC-Canada's future.



**Bob McCulloch, FCMC**  
Chair, CMC-Canada



## MESSAGE FROM THE MANAGING DIRECTOR

### **Committing The Right Resources**

Fiscal 2008-2009 was a period of enormous change across CMC-Canada – and our National Office was no exception. We made great progress in assembling a team with the skills needed to meet the challenges of building for the future. All strategic staff positions – including my own – are held by people new to their jobs in the last 18 months. Personnel and priority realignments have prepared CMC-Canada to realize both its near-term and long-range goals, as we redefine roles to meet our objectives.

My first year as Managing Director was also a time of evolution in organizational culture. Committing the right resources involves setting the right tone to address the complex business and economic environment in which we operate. For the National Office, this means encouraging staff to be increasingly proactive and assume some leadership responsibility.

It also translates into greater transparency and openness in all CMC-Canada's relationships – including between the Institutes and the National Office, which has become more integral to the Institutes' plans and planning. At the same time, cooperation and collegiality between the Institutes has grown. Transparency and openness are vital to enhancing communication with our members and to the rapport we are seeking with external stakeholders, in order to raise the profile of the management consulting profession and enhance its impact.

As our National Office reshapes its outreach efforts, it's important for members to understand that we have the right human resources in place.

Lora Rossi was hired in November 2008 as Director, Stakeholder Relations, a new position for CMC-Canada. She works with our Professional Development Operations Committee, which includes volunteers from all of our Institutes and Chapters.

Lora's role is an acknowledgement that associations must be less territorial and more complementary in their conduct – as well as a recognition that CMC-Canada cannot be effective in isolation. Ours is a complementary professional designation; most CMCs have at least one more. We must reach out to organizations important to our members. Lora's position also reflects our emphasis on professional development. We will assist our members by helping them leverage learning opportunities offered by other organizations. Cooperating with other associations will enable us to avoid programming duplication, while filling knowledge gaps in management consultant education. As well, Lora works with three universities licensed to teach CMC courses and is seeking to expand these relationships, while initiating others.

The sea change that occurred over the last year in our membership and accreditation initiatives would not have succeeded without our Director, Membership and Certification, Suzie Fernandes, who joined CMC-Canada in May 2008. The introduction of Executive Stream certification saw hundreds of seasoned consultants move rapidly through the process, creating enormous administrative and logistical challenges that were handled with great efficiency.

David Monk joined us in April 2009 as Director, Marketing and Communications. While this is not a new position, his presence signals a fresh direction for CMC-Canada. It demonstrates our resolve to enhance the Association's public profile, accessibility and attractiveness to current and potential members. His mandate involves harnessing the power of 21st century communications technology so that the voice of CMC-Canada will resonate with a broad and inclusive group of stakeholders. David will develop materials on management consulting that our members can give to existing and prospective clients. And he will ensure that communications from CMC-Canada to members become ever more timely and valuable.

In March 2009 the National Office added Mary Lou Meale as Administrative Assistant. Replacing an automated attendant on the phone with an employee is a sign of our growth and commitment to substantive and personalized service to members. Just three members of our team remain in the administrative roles they held last year: H  l  ne Th  berge, Member Services Coordinator; Darlene Hoomstra, Event Planner; and George McClellan, Accountant.

The achievements of the National Office in fiscal 2009 would not have been possible without the tremendous support and insight of members across Canada and, in particular, our National Board. I would like to extend my personal thanks to all of these individuals for making it possible for your staff to meet the challenges we face and prepare for an exciting future.

We are proud to work on members' behalf so that management consultants can maximize their contributions to economic growth and prosperity. The National Office looks forward to sharing this responsibility with a Chief Executive Officer who can accelerate the attainment of CMC-Canada's goals.



**Mary Blair, CAE**  
Managing Director, CMC-Canada

We are proud to work on members' behalf so that management consultants can maximize their contributions to economic growth and prosperity.

## Delivering Solutions

### Solutions for Connecting CMC-Canada

#### Website

The next generation [cmc-canada.ca](http://cmc-canada.ca) was launched in April 2009. This content-rich site was meticulously designed as a thorough and evolving resource for management consultants. Among the highlights already in place or planned for fiscal 2009-2010 are:

- A Member Directory that allows clients to contact management consultants by geographic region, industry sector expertise, languages spoken or area of expertise. Members are encouraged to post photographs, biographies and company brochures;
- Our BookStore, which highlights reading material for management consultants, including publications of our own members. Orders are handled by [amazon.ca](http://amazon.ca), with a small referral fee paid to CMC-Canada;
- A 'Why Should I Hire a Management Consultant?' section to describe management consultants' value to clients and what clients should ask when hiring a consultant. Members will soon receive electronic and hard copy versions of a CMC kit for distribution to potential clients;
- A Volunteer section, detailing work and time commitments associated with volunteer positions – ensuring that members' expectations align with the Association's needs;
- Our Speakers Bureau offering CMCs the chance to be listed as speakers for other organizations on subjects ranging from facilitation to negotiation to presentation skills. It will also include a roster of speakers from CMC-Canada events across the country, enabling Chapters and Institutes to share information;
- An Events Calendar, operational in October 2009 to help members easily plan their schedules and maximize the benefits of our programming; and
- Special website pages devoted to the needs of groups such as CMCs participating in the Management Advisory Service program.

#### Social Media

Members of our Association have online access to each other through portals on [www.cmc-canada.ca](http://www.cmc-canada.ca) and also through the LinkedIn website, which features a group of 275 of our members.

At least one Chapter is planning its own blog, and all committees, Special Interest Groups (SIGs) and Councils now have their own web portals for posting documents, sending internal emails, and hosting discussion forums.

## Professional Development (PD)

The completion of a 2009-2012 Strategic and Operational Plan demonstrates CMC-Canada's dedication to becoming the 'go-to' source across the country for high quality PD opportunities in management consulting. We plan to bring events directly to members and also to act as the definitive aggregator of content regarding PD activities. Pursuing this goal has already provided benefits – for example, through the availability at special rates of top-name speakers such as former U.S. President Bill Clinton to CMC-Canada members. The fall of 2009 will feature other intriguing speakers such as Tom Peters, Marcus Buckingham, Barbara Walters and Erin Brockovich. We are investigating using technologies like live videoconferencing to make presentations available to all of our members. Options such as webinars, podcasts and on-line learning can potentially help bridge geographic distance and give members greater flexibility in terms of learning opportunities.

Our progress over the last year resulted largely from the work of a National Professional Development Task Force set up in late 2008 and co-chaired by Lynn Bennett and Lisa Elliot, which was charged with determining members' PD needs and how they could best be met.

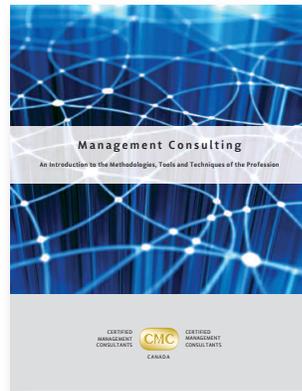
A National Professional Development Operations Committee was formed in August 2009 and will focus on practices such as sharing templates and tools that streamline PD offerings across the country. It will establish annual PD planning cycles and targets, including a calendar of events; identify areas of interest and organizations with which the National Office should work on bringing PD to our members; and determine processes for evaluating PD opportunities for relevance and quality.

Two years ago CMC-Canada began requiring CMC and FCMC members to obtain at least 35 Continuing Professional Development points each calendar year. Not all members have embraced this obligation, which is important to increasing personal knowledge and respect for the profession. As the Association moves to advocate more visibly and rigorously for acknowledgement of the CMC designation as the 'gold standard' in management consulting, all members must build their expertise by remaining current with the latest business practices and techniques, and interacting with peers. Accordingly, members are urged to report their points to the appropriate Provincial Certifying Institute, which determines disciplinary action in the event of non-compliance. Possible consequences include revocation of the designation.

We are taking steps to make the reporting process simpler for members. Forms are available from [www.cmc-canada.ca](http://www.cmc-canada.ca) and an automated ledger will soon be available online.

As the Association moves to advocate more visibly and rigorously for acknowledgement of the CMC designation as the 'gold standard' in management consulting, all members must build their expertise by remaining current with the latest business practices and techniques, and interacting with peers.

The Body of Knowledge is aimed at providing a comprehensive set of principles and tools for members of the Canadian management consulting industry, with the first volume introducing the profession.



## Body of Knowledge

The hallmark of a profession is a collection of shared principles and practices, an underlying set of competencies, and a commitment to ethical beliefs and traditions. Our members voluntarily assume an obligation to exercise professional judgment and self-discipline above and beyond the requirements of law – a commitment that requires their understanding of a Body of Knowledge.

With support from a seasoned Editorial Board, Kevin Schwenker has written volume one of CMC-Canada's Body of Knowledge, entitled *Management Consulting: An Introduction to the Methodologies, Tools and Techniques of the Profession*. The Body of Knowledge is aimed at providing a comprehensive set of principles and tools for members of the Canadian management consulting industry, with the first volume introducing the profession. Members will receive a copy of this first volume by mail in October 2009.

## Membership

Member retention is showing a strong and encouraging trend with renewals of 87% for 2008 and 91% for 2009.

With the ambitious goal of growing our membership to 5,000 CMCs in four years, CMC-Canada's National Board in early 2008 established an Executive Stream Task Force (ESTF). Very experienced management consultants from large firms were well represented in the Association until the late 1990s, when the situation changed dramatically. This was due mainly to large firms' decisions to separate their consulting practices from their accounting practices and the emergence of many highly-qualified boutique or specialized firms. The industry became fragmented and CMC-Canada membership decreased, as many senior practitioners retired or left the profession.

The ESTF was set up to recruit senior members from large firms in particular, reassert management consulting's importance to the marketplace and reintegrate the profession from within our ranks. Spearheaded by Bob McCulloch and Tim Shaw, and with representation from the provincial Institutes, the ESTF refined the

Solutions for  
Growing  
CMC-Canada  
Membership

	Membership at June 30, 2009											TOTAL
	CMC	CMC Intl	CMC Life	CMC NPM	FCMC Life	FCMC	FCMC Intl	Full	Honorary	Student	CMC Student	
<b>British Columbia</b>	229	5	36	34	3	9	0	60	—	11	2	389
<b>Alberta</b>	221	2	36	11	4	13	0	41	0	5	0	333
<b>Saskatchewan</b>	40	0	3	4	0	8	0	5	0	1	0	61
<b>Manitoba</b>	47	0	4	14	1	5	0	7	0	0	0	78
<b>Ontario</b>	893	34	199	89	36	43	3	205	1	19	2	1524
<b>Québec</b>	367	—	—	—	—	—	—	—	—	—	—	367
<b>Atlantic Canada</b>	91	6	9	9	5	10	0	13	2	36	1	182
	1888	47	287	161	49	88	3	331	3	72	5	2934

Executive Stream process established by the National Certification Committee in 2007 and launched strong initiatives to recruit candidates. The efforts of the ESTF have resulted in 414 new CMCs to date, with more than 40 others in the final approval stages.

Local teams executed the Executive Stream campaign, including Rob Shirra and Wayne Hanna in British Columbia, Ken Davies and David Wartman in Alberta, Greg Fieger in Saskatchewan, Rick Klimczak in Manitoba, John Gelder, David Bratton, and Gus Gillespie in Ontario, Gilles Auger in Québec, and John Snow in Atlantic Canada.

We encourage CMCs to persuade colleagues to join the Association and work toward the designation – and we are pursuing ways to engage new members as actively as possible in our organization’s activities, including leadership positions.

## Growth Task Force 2

As CMC-Canada advances toward its goal of 5,000 CMCs, another group of volunteers – Growth Task Force 2 – was formed to address our growth. Led by Gary Gudbranson and Tim Shaw, this group is leveraging the knowledge of Executive Stream CMCs and mapping strategies to attract management consultants from priority groups to attain our designation: business advisory practitioners from chartered accountancy and information technology firms; women; project managers; engineers, Certified Management Accountants, human resources professionals; and consultants to or within government.



## **National Certification Committee**

A two-year overhaul of the certification process aimed at bringing CMC-Canada's practices in alignment with international standards was largely completed in 2009. Implementing this objective was a complex undertaking. A fundamental change involved replacing a written exam with equivalent assessment tools. Elements of the revised evaluation process, managed by our National Certification Committee (NCC), included expanding an oral examination and requiring client references; revising guidelines for oral assessors; and establishing rules for engagement summaries and client references. The NCC also: revamped the Competency Framework (which encompasses all of the skills required by a management consultant in order to obtain the CMC designation); revised continuing professional development guidelines and reporting forms; refined qualifications for acceptance into the Executive Stream; and approved an in-person version of the Essentials of Management Consulting course and an associated Train the Trainer program.

Blaine Atkinson chaired the NCC from October 2006 to January 2009, when Greg Richards assumed this role. The names of those who serve on the NCC are listed elsewhere in this Annual Report; they deserve special thanks for their great efforts, with particular appreciation to Jane Davison of Atlantic Canada, a stalwart NCC member for several years, who stepped in to chair meetings as needed and keep the Committee's work flowing.

## **University Relationships**

CMC-Canada maintains close relationships with leading business schools across Canada, including St. Mary's University in Halifax, Royal Roads in Victoria and the University of Ottawa, providing students with the required educational preparation for the CMC designation. The Association also partners with the world-renowned Grenoble Graduate School of Business, which gives CMC-Canada members fast-track access to the acclaimed Diploma in Management Consulting (DMC). In addition, CMC-Canada is in talks with several Canadian universities that could offer a certificate in management consulting.

## **Certified Management Accountants**

CMC-Canada and CMA Canada (Certified Management Accountants) issued a joint news release in December 2008 announcing that they are entering a strategic alliance. Current discussions are focused on professional development, research, advocacy and access to each others' resources, including back office management. A further announcement is expected in October 2009, based on the efforts of a Joint Task Force. CMC-Canada members include Chair Richard Harris, along with Eric Cousineau, Ron Schwartz, and Mary Blair.

## Solutions for Promoting CMC-Canada Membership

### Advocacy

The Advocacy Task Force (ATF) chaired by Todd Williams monitors progress in each province and is a vehicle for sharing information and strategies across the Institutes.

A backgrounder on the Association's success in advancing procurement reform provincially and federally was distributed to CMC-Canada members. We also produced an Impact Assessment White Paper of Canadian Lobbyist Legislation on CMC Practice in Canada, which highlights statutes, regulations, and legislation by jurisdiction, as well as gaps, trends, and suggestions for change. A tool to assist CMC practitioners in deciding whether to register as lobbyists was included in this Paper.

CMC-Canada supports the Government of Ontario's Vendor of Record process with respect to general management consulting services. Feedback was provided to Ontario Shared Services on the Request For Proposal process and suggestions were made regarding how to proceed. Input was obtained from all Ontario members through a survey. Senior CMC-Canada leadership met regarding these issues with Ontario Government officials.

CMC-Canada's perspective on the e-Health controversy in Ontario was expressed in media interviews. We have offered assistance regarding consultant procurement and management issues to the Premier, Auditor General and Ontario Shared Services team accountable for procurement.

The Federal Government Advocacy Working Group, led by Dorothy Milburn-Smith, has developed Terms of Reference and priorities for 2009-2010, which include working to rationalize and simplify the federal procurement process; lobbying to improve awareness and visibility of the CMC designation; and planning a Procurement Symposium tentatively targeted for spring 2010.

We have also made inroads in our relationships with provincial governments through the efforts of Richard Lundeen in Toronto with the Ontario Government, and Russ Grabb in Victoria with the British Columbia Government.



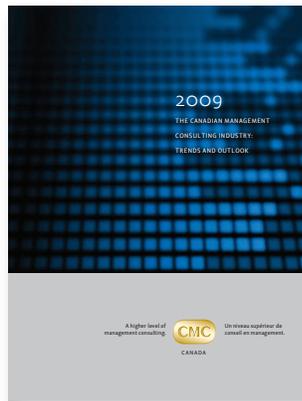
This industry study goes beyond rankings and market share to provide actionable data that assists management consultants in benchmarking fees, pricing and profitability against their peers – and offers competitive insights that stimulate strategic thinking.

## NRC-IRAP

Certified Management Consultants helped many promising small to medium sized companies achieve their objectives in 2008-2009 through the Management Advisory Service (MAS), administered by CMC-Canada for the National Research Council – Industrial Research Assistance Program (NRC-IRAP).

These companies received NRC-IRAP subsidies to hire management consultants who addressed a wide range of issues. For instance, a web design firm needed to streamline workflow, and a waste management data tracking software company required strategic and marketing advice. Over more than a decade, intervention from qualified CMCs through this program has assisted hundreds of companies.

Based on the tremendous success of MAS, CMC-Canada was invited to speak about the program to NRC-IRAP's Senior Leadership Team. John Gelder and Mary Blair presented to this group in May 2009 and CMC-Canada recently signed a new two-year agreement with NRC-IRAP.



## Industry Study

In light of the rapidly changing economic climate, CMC-Canada commissioned a wide-ranging research study on the Canadian management consulting industry. This study goes beyond rankings and market share to provide actionable data that assists management consultants in benchmarking fees, pricing and profitability against their peers – and offers competitive insights that stimulate strategic thinking. In October 2009 a report detailing the results will be published

and key findings described at CMC-Canada's Annual General Meeting. The report, presentation and other related materials will be marketed by CMC-Canada in an ongoing campaign to elevate management consulting's visibility and impact.

## **International Initiatives**

CMC-Canada provides its Essentials of Management Consulting course at SMOT Business School in Chennai, India and 90 students have so far completed the program.

CMC-Canada co-chaired the inaugural Americas Hub meeting held in Barbados in November 2008 by the fledging Caribbean Institute of Certified Management Consultants. CMC-Ontario allows Caribbean CMC candidates to obtain their designation in Ontario until the Caribbean Institute is accredited by the International Council of Management Consulting Institutes (ICMCI), and there are similar arrangements in place with management consulting organizations under development in Kazakhstan and Mexico.

## **International Council of Management Consulting Institutes (ICMCI)**

CMC-Canada is committed to its leadership position in developing the consulting industry internationally, which is integral to ICMCI's sustainability. Accordingly, in January 2009 the National Board established a Task Force chaired by Val Sluth to assess our ongoing role with ICMCI and ensure that our participation is aligned with our overall goals and strategies. Opportunities to get involved will be communicated to CMC-Canada members.

## **CMC-International.ca**

CMC-International.ca plans to relaunch as a national Special Interest Group (SIG) to share information and provide a networking vehicle for CMC members who aim to work or build relationships internationally. A report will be presented to the National Board detailing the SIG's strategic objectives and resource requirements.





## Solutions for Sustaining CMC-Canada

### **Governance**

Some modifications were made in early 2009 to the Teaming Agreement defining the roles and relationships of the eight organizations within our Association. These include CMC-Canada and seven Provincial Certifying Institutes. CMC-Canada now provides

Institutes and Chapters with a more detailed Catalogue of Services, outlining what they should expect from the National Office. A Balanced Scorecard approach to reporting was introduced to assist the Board in measuring the organization's effectiveness in several areas. As well, under an amended Funding Formula the Institutes receive annually from CMC-Canada \$50 per member in most membership categories (or a minimum of \$8,000 in total) to support local programming and services.

CMC-Canada's National Board consists of representatives from each Institute and the National Certification Committee (which itself has representatives from each Institute), two directors-at-large, one public director, a Chair, and a Vice Chair. The Association's Chief Executive Officer (currently a vacant position) is an ex-officio member of the Board, as is the Past Chair.

### **2008 Annual General Meeting**

CMC-Canada's 2008 Annual General Meeting and Conference – spearheaded by Mark Brown and Jennifer Jennax – was held in late September in beautiful Kananaskis, Alberta. Conference keynote speaker David Maister and a panel discussion provided considerable food for thought and the event was such a success that CMC-Alberta is now holding its own annual conference, in October 2009 in Edmonton.

At the 2008 Annual General Meeting, Ken Davies of Lumina Consultants in Alberta stepped down as Chair and was succeeded by Bob McCulloch of CYOR Inc. in Ontario. Todd Williams from Atlantic Canada becomes Chair in October 2009.

## Operations Review Committee

With the June 2008 departure of Heather Osler, who ran the National Office for 23 years, the Board formed an Operations Review Committee (ORC) to ensure a smooth transition. The Committee's membership includes the Chair, Vice Chair, Past Chair, and Treasurer. The counsel and support of this Committee has been invaluable as CMC-Canada reassesses priorities and enhances its systems and processes.

## National Office

The structure of the National Office continues to evolve to meet the needs of the organization and members. A detailed discussion of recent and pending changes in personnel can be found in the Chair's and Managing Director's letters to members in this Annual Report. During the year the National Office developed an Employee Policy tailored to meet the needs of a growing staff.

## Member Survey

Although CMC-Canada normally conducts a Member Needs Survey annually, we chose to omit this practice in 2008 since the Association was undergoing a dramatic transformation. A questionnaire will be sent to members in November 2009 and the results of this survey shared with each Institute's Council.

## Budget and Financial Administration

In June the Board approved an ambitious 2009-2010 budget that includes a goal of more than 700 new members by June 30, 2010. Dues from new members will fund a public relations campaign and other initiatives to raise the profile of the CMC designation and underscore the value of our members' consulting expertise.

The National Board approved a Finance Policy for the organization, which addresses the invoice approval process, cheque signing authority, investment policy, financial reporting, accounting principles, spending authorization, and protection of officers and directors.

CMC-Canada moved its accounts to RBC Royal Bank from CIBC in order to take advantage of more attractive small business services and rates. Our credit card authorization system was overhauled, resulting in a more streamlined and lower cost system. As well, we enabled members' invoices to be paid online through their banks. We are also reducing the number of hard copy cheques issued, by asking suppliers to accept online payment. This lowers the risk of fraud and saves administrative time.



## Message from the Auditor

### **To the Members of the Canadian Association of Management Consultants/ Association Canadienne des Conseillers en Management**

We have audited the financial statements of Canadian Association of Management Consultants/Association Canadienne des Conseillers en Management in accordance with Canadian generally accepted auditing standards and expressed an opinion on these financial statements in our Auditors' report dated August 7, 2009. This opinion is reproduced below.

We have audited the statement of financial position of the Canadian Association of Management Consultants/Association Canadienne des Conseillers en Management as at June 30, 2009 and the statements of operations, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Association as at June 30, 2009 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

These condensed financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. To obtain a better understanding of the Association's financial position and the results of its operations for the year, the condensed financial statements should be read in light of the relevant audited annual financial statements.

**KRIENS~LAROSE, LLP**  
*Chartered Accountants*

Toronto, Canada  
August 7, 2009

# Financial Statements 2008-2009

	2009 \$	2008 \$
<b>ASSETS</b>		
<b>CURRENT:</b>		
Cash	184,917	139,255
Investments	600,000	516,044
Accounts receivable	175,895	209,225
Due from Chapters/Member Services Committees	1,788	10,274
Prepaid expenses	33,499	46,303
	<hr/> 996,099	<hr/> 921,101
<b>EQUIPMENT</b>	24,805	31,091
	<hr/> 1,020,904	<hr/> 952,192
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT:</b>		
Accounts payable and accrued liabilities	326,016	321,337
Deferred revenue	490,609	493,994
Due to Provincial Institutes	28,080	4,973
Leasehold inducement – current portion	8,108	8,108
	<hr/> 852,813	<hr/> 828,412
<b>LEASEHOLD INDUCEMENT</b>	4,731	12,840
	<hr/> 857,544	<hr/> 841,252
<b>NET ASSETS:</b>		
<b>UNRESTRICTED NET ASSETS</b>	11,919	(46,087)
<b>INVESTED IN EQUIPMENT</b>	24,805	31,091
<b>RESTRICTED NET ASSET – DEFENCE FUND</b>	100,000	100,000
<b>RESTRICTED NET ASSET – CMC AWARENESS FUND</b>	26,636	25,936
	<hr/> 163,360	<hr/> 110,940
	<hr/> 1,020,904	<hr/> 952,192
<b>REVENUES</b>		
Membership fees	952,195	803,853
Certification	106,372	115,834
Professional development	38,167	16,797
Membership levies	26,424	28,224
Interest income and other income	25,701	35,637
Industry study	2,264	60,500
	<hr/> 1,151,123	<hr/> 1,060,845
<b>EXPENSES</b>		
Administrative expenses	636,688	789,629
Affiliates support	109,700	59,386
Certification expenses	107,431	129,390
Governance expenses	80,346	137,858
Marketing and communications expense	71,098	54,155
Industry survey	42,432	62,099
Professional development	39,448	80,339
Membership expenses	11,560	12,899
	<hr/> 1,098,703	<hr/> 1,325,755
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR</b>	52,420	(264,910)
Net Assets, Beginning of year	110,940	375,850
Net Assets, End of year	<hr/> 163,360	<hr/> 110,940

## 2008-2009 Board Committee and Partner Listings

*(Listing those who served  
over the majority of the  
2008-2009 fiscal year.)*

### Board of Directors

CMC-Canada  
National Board  
Chair  
**Bob McCulloch, FCMC**

Vice Chair  
**Todd Williams, CMC**

Past Chair  
**Ken Davies, FCMC**

Treasurer  
**Richard Harris, FCMC**

Chair, National  
Certification Committee  
**Gregory Richards, FCMC**

Director-at-Large  
**Mauro Meneghetti, CMC**

British Columbia  
Certifying Institute  
**Simon Wong, CMC**

Alberta Certifying Institute  
**Christopher Lavin, CMC**

Saskatchewan  
Certifying Institute  
**Valerie Sluth, CMC**

Manitoba Certifying  
Institute  
**Lisa Elliot, CMC**

Ontario Certifying Institute  
**Lynn Bennett, CMC**

Québec Certifying  
Institute  
**Andrée Longpré,  
FCMC**

Atlantic Canada  
Certifying Institute  
**Shawn Porter,  
CMC**

Public Member  
**Ian Clark**

Operations  
Review Committee Chair  
**Bob McCulloch, FCMC**

Vice Chair  
**Todd Williams, CMC**

Past Chair  
**Ken Davies, FCMC**

Treasurer  
**Richard Harris, FCMC**

### Institute Presidents

CMC-British Columbia  
**Simon Wong, CMC**

CMC-Alberta  
**Christopher Lavin, CMC**

CMC-Saskatchewan  
**Valerie Sluth, CMC**

CMC-Manitoba  
**Ken Howell, CMC**

CMC-Ontario  
**Anne Bachinski, CMC**

CMC-Québec  
**Andrée Longpré, FCMC**

CMC-Atlantic Canada  
**Shawn Porter, CMC**

### Chapter Chairs

CMC-British Columbia  
Mainland  
**Ken Lee, CMC**

CMC-British Columbia  
Southern Interior  
**Deb Bourne, CMC**

CMC-British Columbia  
Vancouver Island  
**Suzanne Dane, CMC**

CMC-Ontario  
Eastern Ontario  
**Stephen Fanjoy, CMC**

CMC-Ontario  
Greater Toronto Area  
**Jim Love, FCMC**

CMC-Ontario  
Southwestern Ontario  
**Lianti Muller, CMC**

### National Certification Committee

Chair  
**Greg Richards, FCMC**  
**Blaine Atkinson, FCMC**

CMC-British Columbia  
**Landon Schmidt, CMC**

CMC-Alberta  
**Edgardo Gonzales, CMC**

CMC-Saskatchewan  
**Dan Kishchuk, CMC**

CMC-Manitoba  
**George Wong, CMC**

CMC-Ontario  
**Ronald Babin, CMC**

CMC-Québec  
**Georges Sayegh, CMC**

CMC-Atlantic Canada  
**Jane Davison, FCMC**

### Growth Task Force 2

Leader  
**Gary Gudbranson, CMC**

**Anne Bachinski, CMC**

**Kelly Culver, CMC**

**Eric de Maat, CMC**

**Steve Fanjoy, CMC**

**Cam Graham, CMC**

**Bob McCulloch, FCMC**

**Abe Patricio, CMC**

**Tim Shaw, FCMC**

**Cathy Tait, CMC**

**Stephen Thompson, CMC**

### Advocacy Task Force

Chair  
**Todd Williams, CMC**

Federal Effort  
Representative  
**Dorothy Milburn-Smith,  
FCMC**

CMC-British Columbia  
**Russ Grabb, CMC**

CMC-Alberta  
**Dave McGarva, CMC**  
**Mauro Meneghetti, CMC**

CMC-Saskatchewan  
**Colin McAllister, CMC**

CMC-Manitoba  
**Warren Thompson, CMC**

CMC-Ontario  
**Lynn Bennett, CMC**

CMC-Québec  
**Georges Sayegh, CMC**

CMC-Atlantic Canada  
**Craig MacDonald, CMC**

### Professional Development Task Force

Co-Chairs  
**Lisa Elliot, CMC**  
**Lynn Bennett, CMC**

**Ed McMahan, CMC**

**Laren Stadelman, FCMC**

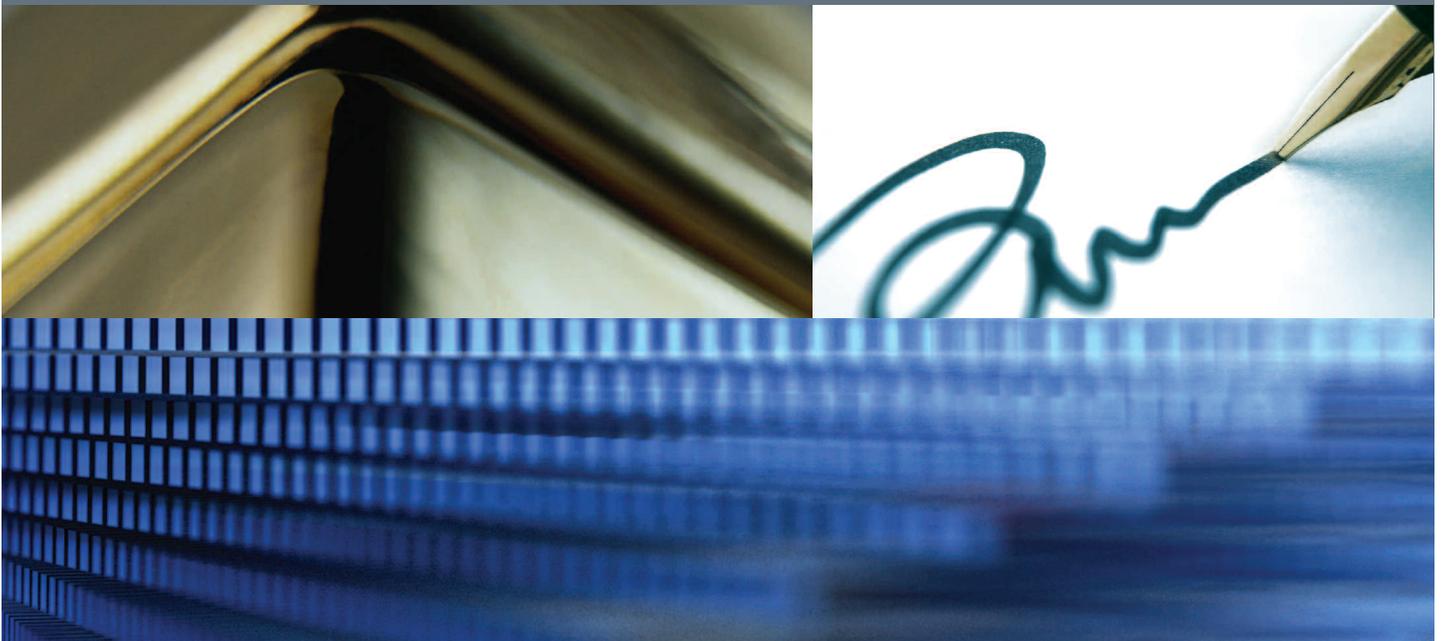
**Gary Craven, FCMC**

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