

# GROWING YOUR BUSINESS

CMC-Canada's 2013-2014 Annual Report

This past year has been one of transition – from a glorious past to an exciting future. In November, our Association pioneers and builders were honoured at a gala dinner in Toronto. It was a wonderful opportunity to showcase our history, thank our predecessors for their imagination and courage, and to reflect on all that CMC-Canada has accomplished since our inception in the mid-1960s.

What of the future? We have been busy preparing for a new generation of management consultants. As a first step, the Board introduced a new strategic plan with emphasis on professional development, promoting value-creating relationships, promoting our brand, and attracting, recruiting, and retaining members – on a financially sound foundation. I don't take credit for the strategic direction we now have at CMC-Canada. Many hands were involved in the process of defining our intentions. Lynn Bennett FCMC, Russ Grabb CMC, and Peter Milley FCMC were particularly instrumental in leading the challenging task of gaining consensus across the many facets of our organization.

To implement this plan, the Board embarked on a rigorous process to identify and hire an executive with the capacity and qualities to help us realize our collective vision and strategic directions, and continue the substantial work of our outgoing CEO, Glenn Yonemitsu CMC. The Board worked closely with our seven Regional Certifying Institutes and National Office to align priorities across the country and to establish a number of new initiatives to translate our plans into actions.

I am excited about what is now unfolding at CMC-Canada: we are strengthening our value to members and creating an organization that is more welcoming to younger consultants. You will see in this annual report (and on our website) that we have new courses on offer (with more to follow). We are taking the first steps to a national conference, are creating a new technical platform to enable easier exchange of information and knowledge, and are involved in developing international standards for management consulting.

There are a lot of ways for members to enhance the success of their practices by connecting with colleagues, working on initiatives, serving on volunteer bodies that are making a difference, or taking advantage of our PD offerings.

Those who serve on the National Board have the privilege of working as part of a talented set of professionals who work to very high standards of practice. On behalf of all members – thank you for your service, and a big welcome to those who will fill their shoes.

CMC-Canada is well-positioned for success, but it will require dedication, collegiality, and effort by our volunteers and National Office staff to make our Association even more relevant to your needs, and to strengthen our vibrant community.

*Mark Brown*

**Mark Brown FCMC**

Chair, CMC-Canada National Board of Directors

It has been almost a year since I was invited to take the helm at CMC-Canada. I must say it has been an exciting introduction! I have had the pleasure of meeting many of you throughout the spring of 2014 in visits to Victoria, Vancouver, Kamloops, Kelowna, Calgary, Red Deer, Edmonton, Saskatoon, Regina, Winnipeg, Montreal, Ottawa, throughout the Toronto area, and Halifax. These inaugural visits provided the inspiration for a number of new initiatives aimed at enhancing the value of our designation to members and ultimately, translating a strategic plan into new services and capabilities.

As well as meeting many members, my travels have allowed me to spend time with volunteers serving on Boards and committees across the nation. I believe it has served to bring some coherence and consistency to the strategic plans that are being implemented in our Regional Institutes. The Association and its many Boards, Committees, and teams are working to be consistent with what we are trying to do!

Our profession is facing some major shifts as clients build internal consulting teams, and demand pragmatic and, increasingly, analytics-driven solutions. We are often now working with specialists from many fields that may not be familiar with management consulting: statisticians, mathematicians, programmers, gamers, and other technical specialists now routinely integrated into our projects. In such a changing environment, many members worry about the future and the role of the management consultant.

CMC-Canada introduced a strategic plan this year that put in place Association priorities to help us develop initiatives and programs to support members as they position themselves for this future. To help you grow your business, we have:

- **Offered an extensive range of Ivy League-level professional development courses, supplemented by Institute events focused on strengthening your business (enhance your skills).**
- **Taken our first steps in hosting a national conference with involvement in a regional conference in Ottawa this year. We are now planning for an enhanced regional conference in Alberta next year (build your network of associates).**
- **Begun to build a knowledge platform that will allow us to create a highly interactive website that has the capacity for us to create communities (demonstrate and deepen your area of specialization, connect with peers).**

CMC-Canada believes these three emerging areas will provide a strong foundation for growth as they address the heart of what many of you told us was the reason you decided to seek and maintain certification: “help me grow my business!”

There are several important advances in our influence on the global stage of our profession:

- **CMC-Canada now provides administrative support for the Certified Management Consultants – Global Institute (CMC-GI) that was established by ICMCI to provide a ‘home’ Institute for practicing consultants in countries that do not yet have a National Institute.**
- **We are actively involved through the Standards Council of Canada in the formulation of ISO standards for Management Consultancy Service Providers (ISO PC 280).**

A number of you are independent practitioners who benefit from the reduced rates we have negotiated with our affinity partners for life, health, travel, home, auto, liability, and errors and omissions insurance. Over 100 of you are participating in the NRC-IRAP Management Advisory Services program that provides opportunity for a CMC to work with a small business with limited fees made available by this program.

Many of you may be conscious of our place in the professional services world. Early in 2014, we launched a program aimed directly at accounting professionals, many of whom have access to senior decision-makers: our dramatic 'Slay Your Dragon' visual and messaging was featured in CPA Magazine several times, ran in provincial publications, and was on show at the inaugural CPA National Conference in Toronto in September 2014. A follow-up campaign for the winter of 2015 is planned.

Over the past year, the Association has had the good fortune of establishing connections with several associations of interest to members, including CPA and HRPAA.

The future of the Association relies on the activities that have been started this year as well as growing comfort among management consultancies that there is benefit arising from associating with our brand. In time, we hope to sign agreements that establish more formal relationships with firms that engage in management consulting.

Changes to our approach and priorities are being shaped by a conscious program to attract younger professionals to CMC-Canada (Young Professionals Campaign). This will become more evident as we further embrace social media, continue to evolve our offerings (post-certification professional development), and strengthen linkages amongst members.

As we look forward to the many opportunities for next year I want to express my appreciation for the groundwork undertaken by the many volunteers that gave shape and direction to what we have been able to do. Greater progress will be built upon stronger ties and relationships with our national committees and Regional Institutes.

The advances cited here and reflected in this Annual Report have been made possible by a hard-working and talented team at National Office that continues to demonstrate dedication and perseverance. I was also the beneficiary of a very generous retiring CEO who made it possible for me to carry on and advance the Association so seamlessly. Glenn Yonemitsu CMC honoured our past with the elegant 50th anniversary celebrations last year and prepared for the future by defining where we needed to go. Many thanks, Glenn!

*Jac van Beek*

**Jac van Beek CMC**  
Chief Executive Officer, CMC-Canada

# **BUILDING AWARENESS OF THE CERTIFIED MANAGEMENT CONSULTANT (CMC) DESIGNATION**

## **Private Sector**

### **Building Awareness Campaign**

Our 'Building Awareness' (of the CMC designation) campaign included ads in CPA magazine, Checkmark, InFocus (BC), and Venture magazine (Alberta). We will be collaborating with our creative agency in late 2014 to develop the second ad of the series, so keep an eye out in early 2015 to see what amazing artwork they come up with to promote the CMC designation. Be sure to check out [cmc-designation.com](http://cmc-designation.com) to download the 'Dragon' ad and read some great messaging on why clients should hire a CMC.

## **Public Sector**

### **Advocacy Initiatives**

The National Advocacy Committee (NAC) has taken an active role in defining and driving its agenda to promote the CMC designation through a 'position paper approach' to advocacy. This approach involves creating clear and concise policy statements. This then gives a powerful voice for Institutes to approach their target audiences with clear and consistent positions. The first two topics are: The value of the CMC/Code of Ethics and Procurement Practices.

The Federal Advocacy Committee (FAC) aims to influence procurement policies and practices, raise the profile of CMC members, and build their credibility within the federal government market (experience and expertise of the CMC designation). In the past year, members of this committee attended various federal government supplier and vendor committee and working group meetings, representing members of CMC-Canada.

They also launched a consultation exercise with federal government decision-makers to explore understanding and perceptions of management consultants and the CMC designation as well as barriers to maximizing the use of management consultants in their work. Once completed, FAC will translate learnings into messages and advice for federal government decision-makers in how they can most effectively engage management consultants.

The Ontario Advocacy Committee (OAC) continued its consultation, relationship, and messaging work. They are pleased to report the Ontario Government, at their suggestion, simplified its Management Consulting Vendor of Record (VOR) qualification process. Vendors of Record for the past period (3 year term) were able to re-qualify for the next term through attestation rather than by submitting project profiles for evaluation. This greatly simplified the VOR evaluation process for the government and our members. One member indicated it saved his firm hundred's of hours.

Other highlights: The OAC presented on Vendor Consultant Management to the 7th Annual OPS International Project Management Day Conference and Awards. Feedback was very positive. In addition, they developed material on the value of CMC, Procurement Best Practices, and the value of CMC in large projects, and will be working with the NAC and FAC over the next year to produce positions papers. Finally, they have joined the steering committee for the Supplier Stakeholder Network sponsored by the Office of Small and Medium Enterprises (OSME).

CMC-Canada is represented through its members on an International Project Committee currently preparing an ISO standard for 'Organizations providing Management Consultancy services.'

### Trade Shows

In conjunction with our Building Awareness Campaign, CMC-Canada is taking to the road to get the message out about the CMC designation. The first stop is the CPA Conference, where our sponsorship allows us to give CMC-branded puzzles (representing the puzzles our members solve for businesses) away to the over 1,000 delegates in attendance. We also have a booth, with staff on hand to assist delegates about the CMC designation and why they should hire one, or for their own accreditation goal. Our booth then hits the road to the GTEC (Canada's Government Technology Event) show in Ottawa, with a goal of bringing the CMC designation front and centre to the 5,000+ attendees who work mainly in the government sector. The final stop is the PMI Professional Development Symposium in November, where we hope to get PMPs excited about working with CMCs and/or earning the CMC designation.

## PROFESSIONAL DEVELOPMENT

### Knowledge

As part of our new website for 2015, we are creating an online knowledge base that will constantly evolve and encourage collaboration among members. This growing hub for members, comprised of industry and product resources, discussions, and best practices, will contain our Common Body of Knowledge in the form of a wiki, where members can comment on and contribute to the growth of this resource. Our Wiki Glossary will help members speak the same language through a user-generated dictionary of terms. Resource Libraries will contain a base of documents, videos, and best practices for members.

### Events

In the past year, CMC-Canada and its Institutes and Chapters have held more than 150 events across the country. Take in an event and build your network. Hone your area of specialization by exchanging ideas and views with other specialists in your field through one of our Special Interest Groups. Attend our Conferences and Thought Forums to supplement your skills or broaden your understanding.

Take advantage of the many volunteer opportunities to work with like-minded members on a committee, council, or Special Interest Group. One of the most enduring rewards of membership is investing in long-term relationships. Become a mentor through our new mentorship program and help shape the future minds of the industry!

### Certification

In 2014, we began the process of digitizing our archived member files (from 1963 to 2000), and current candidates' records. Once complete, this will reduce costs and processing times, plus provide greater transparency of candidate progress and their next steps, allowing for greater Institute Council participation in the certification process. Together with Institute Councils, we've also increased the number of Oral Assessors available; this means candidate interviews can be scheduled with fewer delays. More assessors, sponsors, and mentor volunteers are still needed!

We continue to offer high-quality programming to candidates through our Essentials of Management Consulting and Ethical Behaviour courses. Our course facilitators meet in December to acquire refresher training and participate in course material improvement. We appreciate the valuable input of those who attend.



### **Post-Certification Courses**

Augment your knowledge base through our new post-certification PD courses. For example, our partnership with Earning Through Learning provides members with access to an internationally recognized portfolio of courses and business certificates from world-class institutions such as eCornell and the London School of Business & Finance at a special rate.

We continue to strengthen our course offerings with three (co-branded) MNP courses for the Fall of 2014. Another new course offering on Big Data is being developed by the Telfer School of Business to be introduced at the November 2014 Ottawa Conference.

Next up is the creation of a Professional Learning and Development Programming Committee comprised of senior practitioners who will meet quarterly to assess the relevance and appropriateness of the proposed offerings moving forward.

### **Mentorship**

Our Mentorship Program is expanding. An online program now supports our cross-Canada needs: a training session winter 2015 is available for both mentors and protégés. Becoming a mentor is an excellent way to shape the future of CMC-Canada and to give back to the profession and consulting community.

### **National Research Council-Industrial Research Assistance Program (NRC-IRAP)**

In spring 2014, CMC-Canada signed a new Contribution Agreement with NRC-IRAP for another one-year Management Advisory Service (MAS) program. Qualified CMCs across the country are hired to assist small and medium sized enterprises (SMEs), as identified by NRC-IRAP.

This program's success resulted in an increase in funding, bringing in 120 project slots for this government fiscal year. Client satisfaction remains high.

## **MEMBER COMMUNICATIONS**

### **Emails**

Canada's new anti-spam legislation (CASL) came into force July 1, 2014, affecting anyone who sends electronic communications with a commercial purpose. In response to this, CMC-Canada updated registration pages, membership applications, and other forms and procedures used to document express consent, and updated our unsubscribe mechanism to offer additional unsubscribe options. We completed a mini audit of our distribution lists to determine who had given implied consent (members) and who would be sent a 'Permission Pass' to get express consent (non-members). All communications to members and non-members include an opt-out option. Please note, members of associations are exempt from consent requirements, but members can update their subscription preferences at any time by logging into the website and updating their profile.

### **Social Media**

Our online profile continues to grow rapidly – over the past year we increased our Twitter followers by almost 200, achieved 100 new Facebook likes, and welcomed over 400 new members to our LinkedIn group. These social channels provide members with opportunities to reach out to an online network with questions, ideas, knowledge, and event information. Members can join the conversation by clicking on the links provided on [cmc-canada.ca](http://cmc-canada.ca).

### **Website**

#### **Growing a Network of Passionate People**

CMC-Canada is working with Higher Logic, a leading provider of private online community platforms for associations, to seamlessly integrate our new website with our Association Management System for early 2015. This new site will bring members together in online communities that promote knowledge-sharing and problem-solving. Members will create stronger relationships with each other and CMC-Canada, improving member relations, loyalty, and retention.

# BUSINESS DEVELOPMENT

## Growth Campaigns

### MID-SIZE FIRMS

Mid-Size Firms with significant consulting practices are now being approached for a more comprehensive involvement with CMC-Canada, as these firms are already committed to delivering the highest standards of consulting and ethics.

Our expertise and community efforts are also attracting the attention of internal consulting groups within larger organizations who wish to exceed their clients' expectations

### YOUNG PROFESSIONALS

Only 9.1% of CMC-Canada members are under the age of 40. In order to maintain a vibrant and viable profession and association, especially as many of our members retire, we must attract new members. In alignment with the 2013-2016 CMC-Canada National Strategic Plan (to grow by 2,000 members by 2016), the Association has created the Young Professionals Campaign, with the goal to increase recognition of the CMC designation and obtain new members among young professionals, under 40 years old, currently working in (or interesting in working in) management consulting or a related field.

Image on Right: Sample Promotional Infographic – Young Professionals

**CMC-CANADA**

HELPING YOUNG PROFESSIONALS EXCEL IN THE MANAGEMENT CONSULTING INDUSTRY

**Professional**  
Continuing Professional Development Program, CMC Designation, Ethics

**Community**  
Online Communities, Special Interest Groups, Mentorship Program

A more accomplished **YOU**

Apply Now

**Value**  
Discounted Membership and CMC Exam Fee, Affinity Programs

**Knowledge**  
Common Body of Knowledge, Wiki, Industry Report

**PROFESSIONAL**

**1 Courses**  
The Essentials of Management Consulting, Ethical Behaviour-Best Practices of Management Consulting

**2 Programs**  
Earning Through Learning, CPD Through MNP, Leading Change with Innovation, Leadership Thought Forum, Take 60 Webinars

**3 CMC Designation** CMC  
Membership allows you to apply for the Certified Management Consultant (CMC) designation, the profession's only international certification mark.

**4 Ethics**  
Becoming a member of CMC-Canada demonstrates your commitment to an Uniform Code of Professional Conduct.

**COMMUNITY**

**Online, Members-Only Communities**  
• Receive access to exclusive content, discussion forums, events, and blogs  
• Build relationships among like-minded professionals  
• Weigh in on industry-related articles, surveys, and experiences

**Special Interest Groups (SIGs)**  
• SIGs provide a forum for members with specific interests to develop programs and exchange information with their peers  
• Current SIGs: Energy and Climate, Business Process Improvement, Healthcare, Human Resources, Strategy and Technology

**Mentorship Program**  
• Mentors encourage junior members to continue education in management consulting  
• Mentors provide a 1:1 support program, including coaching and advice to help a mentee advance their career  
• Mentors provide a 1:1 support program, including coaching and advice to help a mentee advance their career

**VALUE**

A special one-time offer of 50% off membership rate for first-time members under 40.

A special one-time offer of 50% off the CMC Exam Fee for under 40 members who apply to earn the CMC within 3 years of joining.

**KNOWLEDGE**

**Join CMC-Canada**  
Access to colleagues and expertise across the country.

**Increase your Knowledge**  
Gain insights and perspective by learning more about your industry and other disciplines through our Common Body of Knowledge, Wiki, and Industry Report.

**Satisfy your Clients**  
Assurance to your clients that they are getting the best value for their money based on your commitment to integrity, transparency, and accountability.

The Canadian Association of Management Consultants (CMC-Canada) administers, and its provincial institutes confer, the Certified Management Consultant (CMC) designation in Canada. The Association and its 2,850+ members are dedicated to advancing the profession and delivering value to the client community... more->

A HIGHER LEVEL of management consulting

**CMC** CANADA

Un NIVEAU SUPÉRIEUR de conseil en management



## Partnerships

### UNIVERSITIES

We continue to grow our strategic alliances with leading business schools across Canada with the addition of Simon Fraser University. Existing agreements with University of Waterloo, University of Alberta, Queen's University, Royal Road's University, University of Ottawa, and Saint Mary's University continue to expand our reach with our members continuing to participate as guest speakers and volunteer judges at various business school events throughout the year.

### AFFINITY PROGRAM

CMC-Canada reviewed its affinity partnerships, and was pleased to announce in fall 2013, an agreement with Wise Riddell to provide discounted insurance and benefit programs to members. This partnership (and others with LMS ProLink and TD Insurance Meloche Monnex) represent substantial savings for CMC-Canada members – in most cases more than covering the cost of CMC-Canada's annual membership.

## BEYOND OUR BORDERS

CMC-Canada was awarded the role of service provider to ICMCI's new Certified Management Consultants – Global Institute (CMC-GI) committee. This initiative offers membership, and eventually a CMC designation, to management consultants living and working in countries that do not already have a CMC Institute. This work leverages CMC-Canada's already robust membership and certification processes, and assists in raising awareness of the designation globally.

## Report on the financial statements

We have audited the financial statements of Canadian Association of Management Consultants /Association Canadienne des Conseillers en Management in accordance with Canadian accounting standards for not-for-profit organizations and expressed an opinion on these financial statements in our Auditors' report dated September 18, 2014. This opinion is reproduced below.

We have audited the accompanying financial statements of Canadian Association of Management Consultants/Association Canadienne des Conseillers en Management, which comprise the statement of financial position as at June 30, 2014, and the statement of operations, statement of changes in net assets, statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor's Responsibility**

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 comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the

auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### **Opinion**

In our opinion, the financial statements present fairly, in all material respects, the financial position of Canadian Association of Management Consultants/Association Canadienne des Conseillers en Management as at June 30, 2014, and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### **Emphasis of Matter**

Without qualifying our opinion, we draw attention to Note 1 in the financial statements which indicates that the Association has a deficit in its unrestricted net assets and, as of June 30, 2014, the Association's liabilities, exclusive of its restricted net assets, exceeded its total assets by \$99,806.

These condensed financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. 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 Professional Accountants  
Licensed Public Accountants  
Toronto, Canada  
September 18, 2014

## FINANCIAL STATEMENTS 2013-2014

### SELECTED FINANCIALS

	2014	2013
	\$	\$
<b>ASSETS</b>		
<b>CURRENT:</b>		
Cash	83,984	28,314
Investments	502,260	552,095
Accounts receivable	71,082	59,852
HST receivable	8,970	11,941
Inventories	37,870	43,765
Prepaid expenses	22,727	27,592
	726,893	723,559
<b>EQUIPMENT</b>	59,392	82,169

	<b>786,285</b>	<b>805,728</b>
--	----------------	----------------

### LIABILITIES

#### CURRENT:

Accounts payable and accrued liabilities	89,262	68,476
Deferred revenue	577,285	593,852
Due to provincial institutes	56,740	54,579
Leasehold inducement – current portion	28,303	28,303
	751,590	745,210

#### LEASEHOLD INDUCEMENT

	<b>772,817</b>	<b>794,739</b>
--	----------------	----------------

### NET ASSETS:

<b>UNRESTRICTED NET ASSETS (DEFICIT)</b>	(99,806)	(101,485)
<b>RESTRICTED NET ASSET – DEFENCE FUND</b>	100,000	83,957
<b>RESTRICTED NET ASSET – CMC AWARENESS FUND</b>	13,274	28,517
	13,468	10,989

	<b>786,285</b>	<b>805,728</b>
--	----------------	----------------

## Report on the financial statements

	2014	2013
	\$	\$
<b>REVENUES</b>		
Membership fees	1,194,317	1,135,132
IRAP	599,843	616,858
Certification	246,018	234,986
Post certification professional development	137,408	26,903
Member centre	16,328	11,805
Interest and miscellaneous	6,141	6,629
Promotions and sponsorships	4,600	9,600

	<b>2,204,655</b>	<b>2,041,913</b>
--	------------------	------------------

<b>EXPENSES</b>		
Administrative	1,094,703	1,040,056
IRAP	451,533	452,259
Marketing and communications	188,316	85,492
Certification	144,726	159,933
Affiliates and regional support	143,364	131,299
Post certification professional development	72,561	11,261
Governance	72,343	71,221
Member centre	24,206	24,590
Membership	10,424	41,820

	<b>2,202,176</b>	<b>2,017,931</b>
--	------------------	------------------

<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES BEFORE THE BELOW</b>	2,479	23,982
Defence Fund expenses	-	16,043

<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR</b>	2,479	7,939
Net Assets, Beginning of year	10,989	3,050
Net Assets, End of year	13,468	10,989

**THANK YOU TO ALL VOLUNTEERS WHO DEDICATED THEIR TIME, EFFORT, AND KNOWLEDGE TO THEIR ASSOCIATION OVER THE PAST YEAR. YOUR CONTRIBUTIONS WERE FELT ACROSS THE COUNTRY BY THE BOARD OF DIRECTORS, CMC-CANADA STAFF, AND MEMBERS.**

(As of June 30, 2014)

#### **Board of Directors**

Chair: Mark Brown FCMC

Past Chair: Lynn Bennett FCMC

Vice Chair: Janice Horne CMC

Treasurer: Richard Harris FCMC

Atlantic Canada Certifying Institute:

Jerrold White CMC

Quebec Institute Representative:

Jean-Daniel Brisson CMC

Ontario Certifying Institute:

Lianti Muller FCMC

Manitoba Certifying Institute:

Randy Baldwin FCMC

Saskatchewan Certifying Institute:

Mark Hustak CMC

Alberta Certifying Institute:

Michael Watson CMC

British Columbia Certifying Institute:

Stephen Spooner CMC

CAC Committee Chair:

Randy Baldwin FCMC

Director-at-Large: Christopher Lavin FCMC

Director-at-Large: Alice Kubicek CMC

#### **Institute Councils**

##### **CMC-BRITISH COLUMBIA**

President: Stephen Spooner CMC

Vice President: Lyn Blanchard CMC

Past President: Russell Grabb CMC

Secretary: Renata King CMC

Treasurer: Shayda Kassam CMC

Registrar/Memberships: Heidi Hamilton CMC

Chair, Southern Interior Chapter: Paul Burgener CMC

Chair, Vancouver Island Chapter: Gordon Gunn CMC

Chair, Lower Mainland Chapter: Don Sherrah CMC

Communications: Eileen Bistrisky CMC

Board Member: Bert Driessen CMC

##### **CMC-ALBERTA**

President: Michael Watson CMC

Vice President: Greg McIntyre CMC

Past President: David Wartman FCMC

Secretary: Eugene van den Berg CMC

Registrar: Jeff Griffiths CMC

Director: Coralie Braum FCMC

Director: Sheila Carruthers CMC

Director: Kate Thrasher CMC

Director: Will Fong CMC

Director: Adesiji Rabiou CMC

Director: Brian Manning CMC

Director: Lorraine Moore CMC

Co-Chair Member Services: David Greenwood CMC

Co-Chair Member Services: Andrew Burgess

Public member: Joseph Doucet

Public member: Kara Mitchelmore

##### **CMC-SASKATCHEWAN**

President: Richmond Graham CMC

Vice President: Blaine Canitz CMC

Past President: Mark Hustak CMC

Treasurer: Frank Hart FCMC

Registrar: Jeremy Hall CMC

Chair, Professional Conduct and Discipline:

Bruce Anderson CMC

Member Services: Lorne Boyle CMC

Member: Doug McNair CMC

Director-at-Large: Daniel Kishchuk FCMC

Director-at-Large: Rene Carpentier CMC

Director-at-Large: Toni Villiers CMC

Director-at-Large: Allan Scholz CMC

Director-at-Large: Donald Anderson CMC

## Acknowledgement

### **CMC-MANITOBA**

President: Timothy Wildman CMC  
Past President / National Board Rep:  
Randy Baldwin FCMC  
Vice President: Inga Sheane CMC  
Treasurer: David Thompson CMC  
Secretary: Alex Yaworski CMC  
Registrar: Warren Thompson CMC  
Member-at-Large: Timothy Kist CMC  
Member-at-Large: Sandra Foster CMC  
Member-at-Large: Allen Moxam CMC  
Councillor-at-Large: Robert Hyde CMC

### **CMC-ONTARIO**

President: Dorothy Milburn-Smith FCMC  
Past President / National Board Representative:  
Lianti Muller FCMC  
Vice President: Marylka Empey CMC  
Treasurer: Sean Murphy CMC  
Registrar: Michael Stanleigh CMC  
Chair, Regulation Steering Committee:  
Ron Schwartz CMC  
Chair, Membership and Growth Committee:  
Lynn Lefebvre CMC  
Chair, Advocacy Committee: Fred Nagy CMC  
Chair of Fellows Committee:  
Alcide DeGagné FCMC  
Chair, Greater Toronto Area Chapter:  
Abe Patricio CMC  
Chair, SouthWestern Ontario Chapter:  
Andrea Matrosovics CMC  
Chair, Eastern Ontario Chapter:  
Stephen Donahoe CMC  
Director-at-Large: John Gardner CMC  
Communications: Larry Tomlin CMC

### **ORDRE DES ADMINISTRATEURS AGRÉÉS DU QUÉBEC (CMC-QUÉBEC)**

President: Jean-Daniel Brisson CMC  
Past President: Anthony Gagnon CMC  
Director: Pierre Bergeron CMC  
Chair: Jacques Cusson CMC  
Chair: Gisele Hebert CMC  
Chair: Michael Tinker CMC  
Chair, Professional Development Committee:  
Gilles LeVasseur CMC  
Steering Committee, Membership & Training:  
Gabriel Ahmarani CMC  
Steering Committee, Certification:  
Normand Tremblay CMC  
Steering Committee: Ronald Bannon CMC  
Steering Committee, Certification:  
Louis Bertrand CMC  
Committee Leader: Robert Michon CMC  
Member: Francois Berthiaume FCMC  
Member: Pierre Lainey CMC

### **CMC-ATLANTIC CANADA**

President: Peter Milley FCMC  
Past President: Jerrold White CMC  
Treasurer: Louise Harris CMC  
Secretary: Neil Williams CMC  
Registrar: Steven Parker CMC  
Board Member: Paul Robert Rudderham CMC  
Board Member: Edward Foran CMC  
Board Member: Alex MacPhee FCMC  
Board Member: Fady Nashat CMC  
Board Member: Bert Driessen CMC



## Acknowledgement

### National Committees

#### AUDIT

Chair: Stephen Spooner CMC  
Member: Shanna McNair CMC  
Member: Jerrold White CMC  
Board Treasurer: Richard Harris FCMC

#### CONSULTING AGROLOGISTS

Chair: Randy Baldwin FCMC  
Member: Blaine Canitz CMC, CAC  
Member: Darrell Toma CMC, CAC  
Member: Don Hoover CMC, CAC  
Member: Hubert Timmenga CMC, CAC  
Member: Donald Good CAC

#### ICMCI TRUSTEES

Chair: Valerie Sluth FCMC  
Trustee: Richard Harris FCMC  
Trustee: Michael Thompson FCMC  
Trustee: Glenn Yonemitsu CMC

#### NATIONAL ADVOCACY

Chair: Christopher Lavin FCMC  
Member: Donald Anderson CMC  
Member: Greg McIntyre CMC  
Member: Sandy Moir CMC  
Member: Fred Nagy CMC  
Member: William Reid CMC  
Member: Inga Sheane CMC  
Member: Darrell Toma CMC

#### NATIONAL CERTIFICATION

Chair: Jeff Griffiths CMC  
Member: Gerard Edwards CMC  
Member: Kathy-Jane Elton CMC  
Board representative: Christopher Lavin FCMC

#### NATIONAL NOMINATING

Member: Randy Baldwin FCMC  
Member: Lynn Bennett FCMC  
Member: Mark Brown FCMC  
Member: Michael Watson CMC

#### EXECUTIVE

Chair: Mark Brown FCMC  
Past Chair: Lynn Bennett FCMC  
Vice Chair: Janice Horne CMC  
Treasurer: Richard Harris FCMC

#### NATIONAL OFFICE STAFF

Chief Executive Officer: Jac van Beek CMC  
Managing Director: Mary Blair CAE  
Director, Business Development and Partnerships:  
    Sylvia Biggs CAE  
Director, Business Development and Communications:  
    Andrea Vandenberg  
Manager, Certification: Sarah McIntosh  
Events and Communications Coordinator:  
    Sarah Bobak  
Membership Coordinator: Teresa Martin  
Projects Coordinator: Sarah Price  
Bookkeeper: Ron Graham

## Acknowledgement

### ANNUAL REPORT DESIGN SERVICES

Aegis is a human insight and communications design firm that works with leading brands and organizations to help bring clarity and resonance to their communications. Their approach is predicated on the belief that powerful communications start from an understanding of human and cultural context.

### ABOUT US

CMC-Canada fosters excellence and integrity in the management consulting profession as a whole.

CMC-Canada administers, and its Regional Certifying Institutes confer, the Certified Management Consultant (CMC) designation in Canada. The Association and its members advocate for the CMC designation and are dedicated to advancing the profession and delivering the benefits of those efforts to the client community. CMC-Canada is a founding member of the International Council of Management Consulting Institutes (ICMCI).

Our mission is: To advance the practice and profile of management consulting in Canada through education and certification of consultants, promotion of ethical standards and professional competency, and advocacy for the profession in public and government settings.

### THE CERTIFIED MANAGEMENT CONSULTANT (CMC) DESIGNATION

The Certified Management Consultant (CMC) designation is the profession's only international certification mark, recognized in more than 40 countries. It represents a commitment to the highest standards of consulting and adherence to the ethical canons of the profession.

### CONTACT INFO

Canadian Association of Management Consultants (CMC-Canada)

PO Box 20, 2004-401 Bay Street

Toronto, ON M5H 2Y4 Canada

T: 416-860-1515

Toll Free: 800-268-1148

F: 416-860-1535

E: [consulting@cmc-canada.ca](mailto:consulting@cmc-canada.ca)

W: [cmc-canada.ca](http://cmc-canada.ca)

### SOCIAL MEDIA CHANNELS

- [Facebook](#)
- [LinkedIn](#)
- [Twitter](#)
- [Blog](#)
- [YouTube](#)

CMC-Canada fosters excellence and integrity in the management consulting profession as a whole. CMC-Canada administers, and its provincial Institutes confer, the Certified Management Consultant (CMC) designation in Canada. The Association and its members advocate for the CMC designation and are dedicated to advancing the profession and delivering the benefits of those efforts to the client community. CMC-Canada is a founding member of the International Council of Management Consulting Institutes (ICMCI).

A HIGHER LEVEL of  
management consulting



CANADA

Un NIVEAU SUPÉRIEUR  
de conseil en management