

CMC-CANADA

2017-2018

ANNUAL REPORT

A HIGHER LEVEL of
management consulting



Un NIVEAU SUPÉRIEUR
de conseil en management

For Certified Management Consultants, charting a clear path forward during times of disruption is at the heart of what we do for our clients. It is fitting that during a period of disruption for CMC-Canada, we have focused our efforts on creating a better future.

In order to enhance our organization's relevance, the National Board made a number of important strategic decisions. We negotiated a new Teaming Agreement with the Certifying Institutes to improve service delivery locally and resource allocation nationally. We increased the resources dedicated to promoting the CMC designation to the public. We invested in updating our Competency Framework. We began the process of modernizing the national office, with a new focus on adaptability and innovation. In a year of transition for CMC-Canada, we have established the groundwork for future success.

The new Teaming Agreement took effect in January. We formed a Joint Services Committee comprised of leaders from CMC-Canada and the Certifying Institutes to improve support for certification, member service and membership growth. The JSC will continue to prioritize CMC-Canada's service offerings to benefit all members, as the C.I.s offer a variety of new professional development and networking opportunities. A big thank you to the National Board, Institute Councils and committee members for their hard work and support as we work through this process.

As part of our effort to better align our objectives and activities, CMC-Canada and several of the Certifying Institutes changed fiscal year-end from June 30th to December 31st, to take effect in 2019. This means that our next Annual General Meeting will be in the Spring of 2019. I hope you will join us.

We took concrete steps to reinvigorate CMC-Canada's advocacy efforts. These included:

- Participating on the Coalition for Small Business Tax Fairness – a unified voice of more than 70 organizations;
- Providing feedback to the Government of Canada on the procurement of professional services and the Management Consulting profession via our Supplier Advisory Committee;

- Forming a new working group to help advocate for the CMC designation to a variety of audiences.

We completed our new CMC Competency Framework, a critical document that defines our profession. It is the first step in modernizing our certification process. It sets the standard for professional competence and ensures that we are keeping up with the changing expectations of our clients and dynamics of the market.

CMC-Canada took a major step forward in member content development. Our online publication Consult featured over 40 articles written by members. It is a terrific vehicle to drive traffic to our website and grow interest in the association.

This summer we introduced the Canadian CMC Project of the Year Award to highlight the best consulting projects across the country. We received an impressive array of submissions. The winners were then nominated by CMC-Canada for the International Council of Management Consulting Institutes' Constantinus Award, to be presented in Milan in October 2018.

A key part of CMC-Canada's mission is to advance the influence, relevance and value of the CMC designation. To accomplish this, we need the combined support and effort of the Certifying Institutes and our dedicated members and volunteers across Canada. As I serve my final year as Chair, I welcome all members to get in touch with me to share your ideas of how we can continue to improve our association, get louder and achieve our mission.

Mike Watson

Mike Watson FCMC

Chair, CMC-Canada National Board of Directors

WE'RE MAKING NOISE

Social media

Our social media channels expanded our outreach through a combination of regular contributions and valuable shared content. We now have:

- Close to 8,000 Twitter followers
- More than 700,000 Twitter impressions annually
- 26 bloggers

Don't miss out on our online conversations. Participate directly by clicking on the social media icons on our website, cmc-canada.ca.

Website

When we launched cmc-canada.ca in 2015, our goal was to make it easier for Canadians to find the professional consulting help they need, and for you the members to share solutions with each other. With an average of 5,000 visitors and over 20,000 page views each month, our website continues to provide a unique opportunity to promote your business and expertise in the online Member Directory.

If you have not already done so, we encourage you to keep your profile up to date, including picture and biography, and set your privacy settings to allow potential clients to know about you.

Top viewed pages are:

1. Home page
2. How to Earn the CMC
3. Find a consultant
4. What is a CMC?
5. Events Calendar

The National Board's Growth Committee and IT Review Task Force are working with staff to assess members' communications and marketing needs in the context of ever-changing technology. The resulting recommendations will direct the

modernization of CMC-Canada's website, database and communications infrastructure.

ISO 20700 standards

Through the Standards Council of Canada, CMC-Canada was actively involved in the formulation of ISO standards for Management Consultancy Service Providers (ISO 20700). Canadian participation changed the sophistication and breadth of the standard and contributed in reaching an international consensus that allowed for publication this year.

The new ISO standard provides a framework for our National Certification Committee's review of our national certification standards and processes. Our Advocacy group is looking at how best to position the ISO standard to further promote the CMC designation to the Government of Canada and procurement officers.

Consult

Our popular magazine was re-invented as a quarterly online publication in 2017, featuring in-depth analysis by association members on the subjects management consultants need to know, including technology, leadership, marketing, strategy, project management, and more.

www.cmc-canada.ca/consult

Thought leadership

To showcase the CMC designation and represent the knowledge of CMCs, our bloggers contributed more than 60 entries on issues such as change management, privacy, and procurement.

Canadian CMC Project of the Year Award

CMC-Canada members submitted projects for Canadian nomination to the international Constantinus Awards, showcasing excellence in consulting services worldwide.

The Winners of the Canadian CMC Project of the Year, who are also nominated for an international Constantinus Award in Milan, are:

Voices.com's Growth Journey

Project Team: Glenn Yonemitsu FCMC, Pat De Meester, David Schincariol CMC, Jeff Kilborn

The delivery team at Business Development Bank of Canada (BDC) identified a need for a more attractive growth plan to bring in investors, as the company explored the opportunity of additional funding rounds. This project led to another successful round of financing that saw Voices.com's enterprise value increase significantly within 13 months of being part of BDC's Growth Driver Program (GDP).

Back to Business Coaching Program – Regional Municipality of Wood Buffalo, Alberta

Project Team: Pierre Cormier CMC, CAC; Cheryl Lockhart CMC and Keleigh Cormier CMC, CAC

In response to the devastating 2016 Wildfire in Fort McMurray, Alberta, three independent CMCs in Edmonton shared a mutual desire to reach out to the community to offer professional advisory services to businesses affected by the disaster. A total of 66 businesses were assisted during the 1 year program, with CMCs working at a significantly reduced rate to ensure the program reached as many businesses as possible that requested professional assistance.

Canada Americas Trade Related Technical Assistance (CATRTA) Program – Peru Food Safety Capacity Building

Project Team: Michael Ennis CMC

The objective of this project was to support the Government of Peru in better integrating and

consolidating its food safety system to facilitate international trade and ensure domestic food safety. The engagement contributed to an improved food safety system that protects the health of Peruvians and supports the economic growth and competitiveness and quality of Peru's food exports to Canada and other markets, leading to safer food supplies and reduced poverty in Peru.

Thanks to all those who submitted projects for this initiative – it demonstrates the incredible impact our members can have across Canada and internationally. Please consider submitting a project for next year's awards.

Learn more about this year's winners:

<https://www.cmc-canada.ca/consult/articles/all-topics/cmc-project-of-the-year-profiles>

BUILDING RELATIONSHIPS

CMC-Global

CMC-Canada is one of the founding Institutes of ICMCI (now CMC-Global).

Our ICMCI Trustees - Glenn Yonemitsu FCMC, Mike Thompson FCMC, Randy Baldwin FCMC

CAC, and Doug Macnamara CMC – worked with our colleagues from around the world to support an international standard, reciprocal recognition of credentials and shared responses to the challenges of the designation. They, along with other volunteers including CMC- Global's Treasurer, Canadian Dwight Mihalicz CMC, devote many hours to ensuring that CMC- Canada continues to be a leader internationally.

Universities and Business Schools

We continue to focus on attracting younger professionals to CMC-Canada through efforts to reduce barriers to attainment of the CMC designation.

CMC-Canada has signed agreements with:

- McGill Continuing Education
- Sobey School of Business at St. Mary's University
- Royal Roads University
- Conrad Business, Entrepreneurship, and Technology Centre at the University of Waterloo
- Alberta School of Business at the University of Alberta
- Smith School of Business at Queen's University, and
- School of Management at George Brown College.

These agreements allow for the use of CMC-Canada's courses by some of the schools, and

provide credit to students taking specific courses as they work towards attaining the CMC designation. Increasing our institutional connectivity provides CMC-Canada an opportunity to build relationships, as many entry-level candidates are welcomed into management consulting practices each year.

CMC Marketplace

Do you have a product, tool, service, or event that would benefit other consultants? The online CMC Marketplace was developed in 2016 as an opportunity to promote your offering to other members, and the public.

Go to <http://www.cmc-canada.ca/membership/cmcmarketplace> for details.

MEMBER BENEFITS

National Research Council's Industrial Research Assistance Program

Management Advisory Service Program

Since the late 1990s, CMC-Canada has provided the MAS program to qualified small and medium sized enterprises (SMEs). Qualifying SME's looking for professional business consulting apply to the NRC directly. In turn the NRC-IRAP identifies participating CMC's from the same region with the appropriate expertise. The selected CMC provides their services under contract, paid by CMC-Canada with funding from NRC. This is one of our most significant member benefits, providing positive visibility for our profession as well as supporting SME's across Canada. In 2017-2018, our CMCs worked with more than 80 SME clients in all regions of the country, providing independent advice in finance, marketing, strategy, and HR.

Member affinity programs

Our affinity partner PROLINK provides errors and omissions professional coverage as well as health, life, home and auto insurance. Members with professional coverage through PROLINK can also take advantage of the Legal Assist program, providing competitive rates and up to one hour free legal advice. PROLINK provides a substantial savings opportunity for members – in most cases more than covering the cost of your annual membership. Be sure to check PROLINK's offerings when renewing your insurance coverage. They are a great supporter of our organization.

National Certification Committee

Our Management Consulting Competency Framework was developed in 1999. It is the cornerstone of our certification program. It defines every aspect of the certification process, including the learning objectives of our Essentials of Management Consulting and Ethical Behaviour courses, our Common Body of Knowledge and the Structured Interview.

In June 2017 CMC-Canada, upon recommendation of the National Certification Committee, undertook to update the Competency Framework. The NCC and staff worked with an independent assessor to engage members in the updating process, resulting in a new Competency Framework that reflects current management consulting standards. Work is now underway through the NCC to update the other elements of our national certification process. Our thanks to Jon Pascoe FCMC, Michael Stanleigh CMC, Randy Baldwin FCMC, Eric Inthof FCMC, Don Moors FCMC, and Jeff Griffiths FCMC for their tireless effort to make this happen.

OUR FINANCIAL PERFORMANCE

Building the reserves

Under the careful stewardship of National Treasurer Stephen Spooner, CMC-Canada finished the fiscal year with a surplus of \$80,200. With successive years of stable finances and operational surpluses, the National Board is able to fund a major communications and marketing initiative and support important administrative reforms at the National Office. The current financial stability is a critical first step towards future growth and enhanced member value.

LOOKING FORWARD

National Office Staff

Our thanks to departing staff members Mary Blair and Sarah McIntosh. Earlier staff departures have resulted in the National Office functioning with a lean staff of four team members: interim Executive Director Michael Brennan, Communications and Marketing Director Jordan Sandler, Events and Special Projects Coordinator Emma Girduckis and Membership Relations Coordinator Jamie Holmes. The Board is assessing the organization's staffing needs in light of the new Teaming Agreement and will ensure that CMC-Canada can provide enhanced service quality to the Certifying Institutes and members moving forward.

Report on the financial statements

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, 2018, 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, 2018, and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

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

September 2018

FINANCIAL STATEMENTS 2017-2018

SELECTED FINANCIALS

	2018	2017
	\$	\$
ASSETS		
CURRENT:		
Cash	119,612	35,387
Investments	703,707	701,977
Accounts receivable	68,602	74,036
HST receivable	7,767	5,864
Prepaid expenses	10,348	19,187
	910,036	836,451
EQUIPMENT		
	1,931	3,851
	911,967	840,302

LIABILITIES

CURRENT:

Accounts payable and accrued liabilities	115,009	86,594
Deferred revenue	500,845	535,243
Due to regional institutes	34,679	37,231
	650,533	659,068

NET ASSETS:

UNRESTRICTED NET ASSETS (DEFICIT)	261,434	181,234
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	911,967	840,302
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Report on the financial statements

	2018	2017
	\$	\$
REVENUES		
Membership fees	1,014,605	1,082,036
IRAP	526,856	567,925
Conference	3,592	210,689
Certification	152,448	152,468
Post certification professional development	26,171	39,270
Interest and miscellaneous	5,947	6,043
Publications	1,575	2,950
Promotions and sponsorships	3,592	2,227

	1,734,786	2,063,608
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EXPENSES

Administrative	948,915	1,001,886
IRAP	421,256	440,716
Conference	-	195,595
Certification	100,329	115,037
Affiliates and regional support	96,227	108,992
Governance	43,843	55,552
Marketing and communications	3,296	40,065
Membership	1,080	4,275
Post certification professional development	39,640	435

	1,654,586	1,962,553
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EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR

	80,200	101,055
Net Assets, Beginning of year	181,234	80,179

NET ASSETS, END OF YEAR

	261,434	181,234
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THANK YOU

A sincere thank you to all of you who volunteer your time, expertise, and enthusiasm in support of the management consulting profession, the CMC designation, and your association. Whether it's providing pro bono services to National Office, serving on a committee or task force, or directing an Institute or chapter, your passion and commitment continue to make an impact.

Board of Directors (as of June 30, 2018)

Chair: Mike Watson FCMC

Vice Chair: Leigh Harris Fowell FCMC

Treasurer: Stephen Spooner CMC

Atlantic Canada Certifying Institute:

Steven Parker CMC

Quebec Certifying Institute:

Gilles Levasseur FCMC

Ontario Certifying Institute:

Marylka Empey CMC

Manitoba Certifying Institute

Tim Kist CMC

Saskatchewan Certifying Institute:

Blaine Canitz CMC

Alberta Certifying Institute:

Greg McIntyre FCMC

British Columbia Certifying Institute:

Gordon Gunn FCMC

Director-at-Large: Peter Milley FCMC

Director-at-Large: Tim Wildman CMC

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.

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.



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