

# EXPANDING OUR REACH

2015-2016 Annual Report

A HIGHER LEVEL of  
management consulting



CANADA

Un NIVEAU SUPÉRIEUR  
de conseil en management

## Chair's message | Richard Harris, FCMC

Following the 2015 Annual General Meeting in Edmonton, your Board met and confirmed its strategic priorities for 2015-2016 and beyond. Since then, the Board has been engaged and active in overseeing the execution of activities in support of these priorities, many of which are detailed in the following pages.

Board members were assigned 'lead' positions for each:

1. Growth and Retention – Lyn Blanchard
2. Management Consulting Diploma – Jac van Beek
3. Growth and Retention – New Tools – Peter Milley
4. Profile Raising and Thought Leadership: Richard Harris and Mark Hustak
5. ICMCI Conference – Jac van Beek
6. ISO 20700- Promotion – Richard Harris
7. Engagement and Outreach – Leigh Harris Fowell
8. National Advocacy – Greg McIntyre
9. Replenish National Certification Committee – Dorothy Milburn-Smith
10. Replenish Audit Committee – Stephen Spooner
11. Review Teaming Agreement – Mark Hustak
12. Nominating Committee – Mark Brown
13. CAC Committee – Pierre Cormier

We are delighted that Carol Layton has joined the CMC-Canada Board, as our public member. Carol brings extensive experience with a similar not-for-profit Board, as Chair of IPAC (Institute of Public Administration of Canada) and as Ontario's longest-serving Deputy Minister, prior to her retirement from the Ontario Public Service earlier this year.

I would like to thank our retiring Board members, Perry Kinkaide, (Director at Large), Dorothy Milburn-Smith (Ontario), and Peter Milley (Atlantic Canada). Their engagement with our challenging issues and Board priorities is much appreciated.

During the year, we were delighted that ICMCI (International Council of Management Consulting Institutes) recognized two leading Canadian academics for their work in the field of management consulting. ICMCI Academic Fellows were awarded to Dr. Blaise Horner Reich (BC) and Gilles Lavasseur (QC).

Our ICMCI Delegates have been active under the leadership of Glenn Yonemitsu, our lead Delegate. Randy Baldwin, Doug Macnamara and Mike Thompson have all served as ICMCI committees. Dwight Mihalicz has served ICMCI as Treasurer. We thank these individuals for their time and

expertise in helping to steer our profession, globally.

I would like to thank our staff for their tireless work on behalf of all CMCs across Canada. Our small team [Jac, Mary, Sylvia, Jordan, Sarah, Ron, Emma and Eva] juggle a wide variety of requests from all quarters, while keeping costs down. As a former Treasurer, I am pleased to see our third consecutive small annual surplus, after a tough period where our spending outpaced our revenue.

I look forward to the second year on my mandate as your Chair and welcome all members to connect with me directly to share your ideas as we continue to improve our association.



**Richard Harris**

Chair, CMC-Canada National Board of Directors

**M**any of our client industries compete in a dynamic, disruptive economy driven in part by the rapid adoption of technology. Clients are re-defining their business models and rapidly integrating performance enhancing or cost-reducing platforms.

A number of sources indicate that our profession is growing, as uncertainty drives demand. CMCs, too, are experimenting with business models: our work is becoming more technical, and our advice and our ability to collaboratively resolve the issues that accompany rapid change is rising in value.

CMC-Canada's value is based on our ability to serve the needs of practitioners. In 2015-16, we emphasized putting in place a platform for collaboration and dialogue, building the brand, expanding our contribution to the profession internationally, and strengthening your professional capabilities.

Our National Board has the energy, creativity and experience to assure a long, prosperous future. Our Institutes and Chapters are continually seeking ways to provide meaningful interactions with members. Together, our collective will and desire to have CMC-Canada serve as a catalyst for excellence in our profession fuels our ongoing progress.

Throughout the year I, and other staff, have many conversations with volunteers and other members. You can imagine the advice and constructive input we receive: how to improve a process; how to improve programming; how to improve our ability to work together. It shows a strong passion for the designation, and a commitment to the association and what it is trying to do. We are grateful for the dialogue.

There is a solid, committed team in National Office that work tirelessly to translate these imaginative ideas into programming, process improvements, and approaches to encouraging our members to express themselves. We work hard to control our costs, this year by moving our National Office and digitizing our files.

Through our collective efforts – staff, volunteers, and all members – we continue to produce positive outcomes: a better association and a stronger community.

This report contains information on initiatives we've been working on to deliver value to you. There are plenty of reasons to support your association – and so much you can get back!



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

# 2015-16 Year in Review

## Profile

Much effort has gone into planning and delivering the October 2016 Global Management Consulting Conference in Toronto. This project has involved engaging with CMC members in planning, promoting, speaking, and attending the conference and associated events. We thank the Program Committee: Janet Pierce, Cathy Tait, Sheila Botting, Glenn Yonemitsu, Penny Beazley, Merv Hillier, Mike Thompson, and David Schincariol for their thoughtful contributions to the success of this conference.

## Management Consulting Diploma

This new tool was developed to attract new members to the organization.

The Diploma is intended to be a stepping-stone to the CMC designation and is ideal for:

Graduate Business Students: Whether they're considering a career in project management, human resources, or accounting, their work may involve face-to-face consultation with clients. They need to understand the consulting process, no matter the discipline.

CMC-Canada's academic partners incorporate management consulting into their curricula. Graduates of our partner institutions are recognized as having completed most / all of the educational requirements of the Diploma program. And graduates of other Canadian business schools may have their education assessed.

Young Professionals (YPs) – under 40 years of age. For those who have their degree and even a designation in their chosen field. A Diploma in Management Consulting gives them the solid foundation to take them to the next level.

Post-secondary education credits that YPs have obtained in three of the five CMC core competency areas (Project Management, Interpersonal and Personal Skills) may already meet those diploma requirements. Young Professionals who have not previously passed CMC-Canada's Essentials of Management Consulting and Ethical Behaviour courses are required to take those courses.

Transitioning to Consulting – over 40 – For those who may be an expert in their field, and thinking of winding down their career, but want to use that experience and expertise as a consultant. The diploma courses teach how to assess a client problem in a methodical manner, and how to guide the client through the recommended solution.

To earn the diploma, participants must meet the educational requirements (Essentials of Management Consulting, Ethical Behaviour, project management, personal and interpersonal skills).

Please connect with your local Growth Team representative to ask how you can help:  
Lyn Blanchard, Chair, British Columbia  
Greg McIntyre – Alberta  
Bruce Anderson – Saskatchewan  
Tim Wildman – Manitoba  
Michael Ennis – Ontario  
Gilles Levasseur – Quebec  
Louise Harris – Atlantic Canada.

## Certification

We are revitalizing our National Certification Committee, chaired by Jeff Griffiths (Alberta). Jeff is engaging the certifying institutes' registrars to continue to streamline access to the CMC designation, while maintaining our high standards.

## Marketing and Communications

Our team has been much more visible on social media. National Office staff and a variety of CMC bloggers are sharing content of interest to members in record volumes (90+ blog posts published this year).

CMC-Canada's social media properties have seen a significant increase in activity and interest from both members and non-members in recent months. For example, our Twitter account now has over **5,700** followers (**up over 750%** since November 2015). Volunteers are encouraged to join the conversation by tweeting content to [@CMCCanada1](#), or by posting / commenting on stories in our [LinkedIn Discussion group](#).

CMC-Canada's website has also become a go-to destination for members and non-members alike, with an average of over **1600 page views**

**and 530 unique visitors** per day. The most popular pages in 2016 were: 1) CMC-Canada Home page, 2) Member Profiles, 3) CMC-Canada blogs, 4) Events, 5) 'My Communities' home page.

### **Teaming Agreement**

The agreement between CMC-Canada and the certifying institutes expires in December 2016. A collaborative effort is underway by all parties to amend and refine this agreement in order to ensure the best allocation of resources and activities to serve members' needs.

### **Other Projects: Industry Study**

This highly regarded member benefit is back for 2016. Following an RFP process, Incisive Marketing of Vancouver was awarded the job, with CMCs Carla Gail Tibbo and Gerard Edwards.

A small committee provided its guidance on the questions in both the Executive Interviews and the online components. Our thanks to Bill Wilkinson FCMC (Ontario), Eugene van den Berg CMC (Alberta) and Ludmila Jagielicz FCMC (British Columbia) for agreeing to work on this worthwhile project for the benefit of all members.

Results are being released at the 2016 Conference. An Executive Summary will be sent to all members. The complete results will be sent to those who participated and available for sale to those who did not.

### **NRC-IRAP**

In spring 2016, CMC-Canada signed a new contribution agreement with NRC-IRAP for another one-year MAS program. Qualified CMCs from across the country are hired to assist small and medium-sized enterprises (SMEs), as identified by NRC-IRAP. Client satisfaction remains high. This CMC member benefit also strongly benefits the National Research Council, the CMC designation, small and medium Canadian enterprises, and CMC-Canada. 85 CMCs currently participate in the program.

### **ICMCI Audit**

Every three years, CMC-Canada is required to undergo an audit by ICMCI to ensure that our certification processes, policies and files meet the international standard.

The 2016 audit took place in August 2016 and we passed with flying colours. The assessor had the opportunity to interview two recently awarded CMCs about our process, which actually exceeds the international standard. Our thanks to Di (Woody) Wu and Josh Fletcher for their participation.

### **Member Affinity Programs**

In September 2016, we ended a 10-year partnership with TD Meloche Monnex as our recommended partner for home and auto insurance. That role is now being filled by LMS ProLink, who many members will already be very familiar with, as our provider of Errors and Omissions Insurance for many years.

Wise Riddell (life, disability and retirement) and LMS ProLink continue to represent substantial savings for you – in most cases more than covering the cost of your annual membership. Be sure to check these companies' offerings when renewing your insurance coverage. Both are great supporters of our organization.

### **Office Move**

Our lease at 401 Bay Street in Toronto expired in March 2016, and we located smaller premises across the street at 372 Bay. The Member Lounge and Learning Centre were not used as much as we'd hoped, so the smaller premises are simply a working office for staff.

Part of the move to smaller premises, and cost reductions, entailed a review, cull, scan and shred of more than 250 boxes in offsite storage – many from the 1970s and 1980s, which made fascinating reading. And our 10 filing cabinets of current member files were also reviewed with the result that all lapsed and current member files, plus archive board minutes, marketing materials and member communications from the past 50 years are now stored on our server.

## Membership

A national task force was established under the leadership of Lyn Blanchard (BC), with representation from all seven certifying institutes, to share targets and best practices, as well as standardize our approach to potential candidates.

### Membership Numbers (as of June 30, 2016)

	BC	AB	SK	MB	ON	QC	AC	
CMC	176	232	41	51	661	129	79	1369
CMC International	1	0	0	0	6	—	0	7
CMC Life	64	59	7	3	275	—	17	425
CMC Non-practicing	45	13	8	8	109	—	15	198
CMC Part time	0	0	0	0	0	—	1	1
FCMC	13	19	9	8	27	—	12	88
FCMC Life	5	5	1	4	50	—	8	73
FCMC Non-practicing	4	0	1	0	0	—	1	6
CMC-Candidate	26	57	12	7	58	—	5	165
Associate	31	15	2	0	75	—	6	129
Young Professional	10	10	2	1	23	—	8	54
Student	45	28	5	5	48	—	26	157
Honorary	0	0	0	3	0	—	0	3
<b>Total</b>	<b>420</b>	<b>438</b>	<b>88</b>	<b>90</b>	<b>1332</b>	<b>129</b>	<b>178</b>	<b>2675</b>

## **Report on Financial Statements**

To the Members of Canadian Association of Management Consultants/ Association canadienne des conseillers en management

KRIENS-LAROSE, LLP  
Chartered Professional Accountants  
Licensed Public Accountants Toronto,  
Canada

September 9, 2016.

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 9, 2016. 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, 2016, 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 effort.

### **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.

**SELECTED FINANCIALS**

	2016	2015
	\$	\$
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	132,546	102,995
Investments	501,362	502,363
Accounts receivable	66,159	82,786
HST receivable	10,563	4,497
Inventories	6,600	28,243
Prepaid expenses	88,573	14,282
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	805,803	735,166
<b>EQUIPMENT</b>	5,173	27,661
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	810,976	762,827
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<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	116,326	73,999
Deferred revenue	566,848	558,443
Due to regional Institutes	47,625	61,587
Leasehold inducement		
-current portion	-	21,227
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	730,799	715,256
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<b>NET ASSETS</b>		
<b>UNRESTRICTED NET ASSETS</b>	80,177	47,571
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	810,976	762,827
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## SELECTED FINANCIALS

	2016	2015
	\$	\$
<b>REVENUES</b>		
Membership fees	1,129,664	1,174,353
IRAP	522,367	699,160
Certification	176,761	176,332
Post certification professional development	23,526	37,488
Promotions and sponsorships	7,230	5,150
Interest and miscellaneous	4,155	5,624
Member centre	1,523	13,100
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	1,865,226	2,111,207
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<b>EXPENSES</b>		
Administrative	1,035,486	1,103,717
IRAP	419,528	573,897
Certification	143,210	121,430
Affiliates and regional support	114,546	135,745
Governance	48,620	43,360
Marketing and communications	38,354	51,061
Member centre	13,271	18,018
Post certification professional development	11,372	21,698
Membership	8,233	8,178
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	1,832,620	2,077,104
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EXCESS OF REVENUES OVER EXPENSES FOR THE YEAR	32,606	34,103
NET ASSETS, BEGINNING OF YEAR	47,571	13,468
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NET ASSETS, END OF YEAR	80,177	47,571

## 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, 2016)

Chair: Richard Harris FCMC

Past Chair: Mark Brown FCMC

Vice Chair: Mike Watson, CMC

Treasurer: Stephen Spooner, CMC

Atlantic Canada Certifying Institute: Peter Milley FCMC

Quebec Certifying Institute: Gilles Levasseur FCMC

Ontario Certifying Institute: Dorothy Milburn-Smith FCMC

Manitoba Certifying Institute: Tim Wildman CMC

Saskatchewan Certifying Institute: Mark Hustak CMC

Alberta Certifying Institute: Greg McIntyre CMC

British Columbia Certifying Institute: Lyn Blanchard CMC

CAC Committee Chair: Pierre Cormier CMC

Director-at-Large: Leigh Harris Fowell FCMC

Director-at-Large: Perry Kinkaide CMC

Public Member: Carol Layton

## 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.

### CONTACT INFO

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