

A HIGHER LEVEL of
management consulting



Un NIVEAU SUPÉRIEUR
de conseil en management



■ **Building**
Something **Greater...**

CMC-CANADA 2008 ANNUAL REPORT

■ Building Something Greater...



CMC-Canada

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About the 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 CMC-Canada

CMC-Canada fosters excellence and integrity in the management consulting profession. CMC-Canada administers, and its provincial Institutes confer, the CMC designation in Canada. Our Association and 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).

CMC-Canada's membership is as diverse as Canada itself, with representation from virtually every industry, discipline and region of our culturally rich and geographically vast nation.



2007-2008 was a pivotal year for CMC-Canada. The organization used the challenges put before it: growing the organization, improving our programs and services, advancing our members and the profession in Canada – as an opportunity to re-assess priorities, leverage current strengths and work to ***build something greater.***

Association leadership set new initiatives, processes, committees and plans in place to revitalize the organization and further both our members and the management consulting profession in Canada.

So, what were these initiatives? What was the “*something*”?

It included the building of, or laying the foundation for:

- a **thriving membership base** that reintegrates members of the mid- and large-sized firms and is reflective of the profession;
- an **improved CMC certification process** that removes perceived barriers to entry and is aligned with international standards;
- a **stronger profession** through the development and distribution of management consulting research;
- a **new website** that better connects and enables our members;
- **timely professional development events and publications** based on the latest industry trends;
- a **prominent CMC designation** by way of increased and aligned advocacy efforts; and
- **greater public visibility for the CMC designation and Association** through a new marketing and communications plan and increased media exposure.

This annual report provides an overview of the ways in which CMC-Canada put the blocks in place in 2007-2008 to ***build something greater*** for our members, the Association and the management consulting profession in Canada.

■ Message from the Chair



Few will argue that it has been a transformative year for CMC-Canada. With a mission *to advance the practice and profile of management consulting in Canada*, our National Board, office and regional volunteers achieved dramatic progress in 2007-2008.

Our activities were driven by CMC-Canada's 2007-2010 Strategic Plan, which includes three strategic objectives:

- Connect to our members and consumers of consulting services;
- Grow our membership to 5,000 CMCs in four years; and
- Promote the CMC brand to the consumers of consulting services.

Here are some highlights of this year's accomplishments.

Connect to our Members

We reached out to our members this year with National Board and staff representation at events across the country, including Institute Annual General Meetings and Institute and Chapter CMC receptions. Building on the work of the Leveraging Technology Task Force, we began the process of constructing a new website and improving our member database to better link members with clients, Association services and each other. A Business Case Competition Framework was developed in Saskatchewan, which will be shared across the Institutes in 2009, enabling them to network with students. A Member Retention Task Force was created to focus on how the Association can better reach out and meet member needs.

Grow our Membership to 5,000 CMCs

Our goals related to growth were – and continue to be – ambitious; we aim to increase our membership number by 25 per cent per year for the next four years. As part of the program to achieve this goal, an Executive Stream Task Force (ESTF) was created to engage the most senior consultants in mid- and large-sized consulting firms as well as those in smaller and independent practices. Based upon results to date, it is anticipated that the Executive Stream initiative alone will result in over 500 new members by the end of calendar 2008. We did not achieve an overall 25 per cent growth rate in membership by June 30, 2008; however, the foundation is set to make the target of 5,000 members over the next 2.5 years. For a breakdown of our 2007-2008 membership numbers as of June 30, 2008 please see the chart on page 9 of this report.



The National Certification Committee (NCC) streamlined the certification process, while maintaining our high standards and ensuring our process is consistent with international certification requirements. The oral examination was strengthened to better reflect the CMC Competency Framework, and, for the first time, direct client feedback and a review of the candidate's actual client deliverables are built into the assessment process. The written comprehensive exam was removed from the certification process. These changes have stirred emotions across Canada but it should be recognized that the NCC, which is made up of CMCs and FCMCs from all provincial Institutes, has put in yeoman's effort to investigate, consult and deliver the improved certification process.

Promote the CMC Brand

In CMC-Canada's 2007 member satisfaction survey, members indicated that increasing the recognition and awareness of the designation within the profession and among clients should be an Association priority. The national office developed a Marketing and Communications Plan to direct activities over 2008-2010. Approved by the Board in principle in March 2008¹, the plan's implementation began in the spring.

A new Advocacy Task Force was created to co-ordinate provincial efforts to promote the CMC brand and the inclusion of the CMC designation in all government Requests for Proposal (RFP). CMC-Canada (under the leadership of Dorothy Milburn-Smith, CMC, and Mike Appleton, FCMC) corresponded with the federal government on procurement reform and lobbied the government to recognize the CMC

designation as a desired credential in the RFP process. We also received media hits from more than 50 reputable online and print news sources, including *The Globe and Mail*, *Vancouver Sun*, *Ottawa Citizen*, *Toronto Star*, *CBC Radio's The Current* and others.

You will learn more about these and other accomplishments related to the three strategic objectives – including the launch of the 2007 Industry Study – as you continue through this annual report.

Sustain the CMC-Canada Organization

CMC-Canada's 2007-2010 Strategic Plan includes a fourth, administrative, objective: Sustain the CMC-Canada organization.

It was a year of transition and change for the CMC-Canada national office. Heather Osler, CAE, CMC-Canada's President and CEO, retired after 23 years with the organization and its predecessors. Mary Blair, CAE, assumed the role of Managing Director, focusing on running all aspects of the national office. The Association merged the Membership and Certification departments to improve member relations by providing one point-of-contact for recruitment and certification purposes; Suzie Fernandes was hired as Manager of Certification and Membership to lead this new department. The Association also welcomed H  l  ne Th  berge as Member Services Coordinator. CMC-Canada will add a new External Relations Manager in the fall of 2008 who will be responsible for the management of all external relations, including liaising with the medium and large firms, professional development, advocacy, and international initiatives. All staff are listed on 5 page of this report;

they are committed to building the Association through increased interaction with members and by enhancing the member experience.

An audit of our IT identified the need for equipment and software upgrades. A new server, ethernet switching and cabling, as well as a new spam filter and antivirus software were installed.

The National Board simplified the CMC-Canada-provincial Institute allocation dues process and funds are now distributed semi-annually.

The financial results for the year show a loss of \$264 thousand. These results include an accrual for the full cost of the CEO's retirement allowance, which will be paid over five years. The Board carefully considered all additional expenditures and CMC-Canada is now fully positioned for growth and able to focus on the future: building our Association and implementing new initiatives.

As previously noted, and as you will read throughout this report, CMC-Canada made significant progress this year towards achieving our strategic objectives. We look forward to another successful year ahead – *as we continue to build something greater.*

Ken Davies, FCMC
Chair, CMC-Canada

¹ The Marketing and Communications Plan received final budget approval in June 2008.

■ Message from the Managing Director



As Ken mentioned, it certainly has been a year of change at CMC-Canada.

We need to ensure that we have a sound foundation for growth and further changes. New staff, a new Marketing and Communications Plan, and a new website are the visible signs of change. But the national office itself now has a fresh perspective as well.

As the administrative arm of the provincial Institutes, the national office maintains member files and records, including membership dues invoicing and collections; ensures strict adherence to the requirements of the certification process; coordinates and supports the activities of the National Board and its committees and task forces; assists provincial Institutes and regional Chapters in their events; advocates for the profession, the designation and the Association; and fosters relationships with other associations and groups, both domestically and internationally.

This is a tall order for 6.5 people. Naturally, the success of CMC-Canada this past year would not be possible without the support of all the volunteers throughout this organization, some of whom are mentioned elsewhere in this annual report.

Please join me in also thanking: Jane Davison, FCMC, in Atlantic Canada who is always available to promptly answer our questions on certification; Gus Gillespie, FCMC, in Ontario who gives of his time and energy to the NRC-IRAP MAS program and the Ontario Membership Committee; Eric Vance, CMC, in British Columbia who always seems to have the right answer to our B.C. membership questions... as just three of the many volunteers whose knowledge and commitment make this organization great.

Audrey, Suzie, Helene, Darlene, George and I hope to further the working relationships we have with these volunteer members, and get to know more of you through the coming year. CMC-Canada's volunteers are always helpful and supportive of the organization; we the staff intend to do the same for all members. Let us know what you need from CMC-Canada: both the organization itself and its staff.

This is *your* organization. Your profession. Your designation. Help us help you build something greater.

Mary Blair, CAE
Managing Director, CMC-Canada



Clockwise from bottom left:

Hélène Théberge
Member Services Coordinator

Darlene Hoornstra
Event Planner

George McClellan
Accountant

Heather Osler
Retired President and CEO

Mary Blair
Managing Director

Audrey Hoddinott
Manager,
Marketing and Communications

Suzie Fernandes
Manager,
Membership and Certification

■ Building by Connecting



In 2007-2008, the Association connected to members and consumers of consulting services by establishing Board presence at events across the country, including Annual General Meetings and CMC recognition events. Ken Davies, FCMC, shared information and held feedback sessions on CMC-Canada strategy and current initiatives. Ken also contributed a regular column to *cNotes*, our quarterly newsletter, to provide members with regular updates.

CMC-Canada linked members to the latest research on the management consulting industry; a summary of *Management Consulting in Canada: 2007 – 2010*, commissioned by CMC-Canada, was mailed to all members and featured at an Association professional development (PD) event, held in Toronto in October. Conducted by Kennedy Information, the study provides a comprehensive analysis of the industry and its contribution to the Canadian economy. The report was distributed to key external stakeholders; 500 federal government procurement officers and member associations of the International Council of Management Consulting Institutes (ICMCI) received copies. Through extensive media coverage – including more than 32 hits on online

news sources and mentions in *The Globe and Mail*, *Vancouver Sun* and *The Gazette* – results of the report reached consumers of consulting services and the broader business, academic and government communities.

We provided members important government-related information, including summaries on the Commissioner of the Competition Bureau's report, "Regulation of the Professions in Canada", and amendments to the legislation governing the registration and conduct of federal lobbyists as part of the *Accountability Act*.

Building on the Leveraging Technology Task Force's success, which identified members' need to connect with more client inquiries, practice-area colleagues and downloadable assets, we began the construction of a new website. Following an RFP, CMC-Canada staff began work with Modern Earth, a Winnipeg-based web development company, on a brand new website that will include: opportunities for members, Institutes, Chapters and Special Interest Groups (SIGs) to connect through blogs, portals, and the sharing of downloadable resources; e-commerce solutions for all Institutes and Chapters; and an enhanced searchable membership directory with expanded member profiles, including their business brochures and pictures.

The new website – with improved visual layout and navigation – will better link potential members and consumers of



consulting services to CMC-Canada services. Scheduled to launch in October 2008, the website will also directly interface with CMC-Canada's Society Manager member database, which also underwent significant improvements this year. Interfacing the two systems will eliminate the duplication of data entry and make information more accessible, saving administrative time.

An e-broadcast program was implemented in 2008 to enable the Association to more effectively communicate with members.

Titled *CMC Events Calendar and Association News*, the new program improved the design, content and delivery of our electronic communications. E-broadcasts are now sent once weekly and include local event listings, Association news, and links to articles of interest.

With the goal of reaching out to student members, CMC-Saskatchewan developed the framework for a CMC Business Case Competition. The competition is expected to run during the winter semester of 2009, with the University of Regina and University of Saskatchewan facilitating the program. The framework will be leveraged throughout the country to help other Institutes connect with potential student members.

In addition to the Industry Study PD event mentioned above, CMC-Canada and CMC-Alberta (co-chairs Jennifer Jennax, CMC, and Mark Brown, CMC) planned the 2008 Management

Consulting Conference in Kananaskis, Alberta. The conference provided members an excellent professional development (PD) opportunity, the chance to connect with management consulting thought leaders such as Dr. David Maister, and network with colleagues. Institutes and Chapters continued to reach out to local members by hosting networking, SIG and PD events on topics such as value-based leadership, sustaining a consulting practice and procurement reform in the federal government.

The National Board created a Professional Development Task Force, chaired by Lynn Bennett, CMC, to respond to the demand for professional development programs from members and the firms now re-engaged with CMC-Canada. Ten PD events will be held across the country in 2008-2009.

While connecting members to current programs and online courses, CMC-Canada also developed new programs. In the fall of 2008, members saw the release of a new Fundamentals of Management Consulting course and series of Small Business Certificate programs, which were developed in partnership with Vubiz Ltd, Scotiabank Group, the Canadian Federation of Independent Business, and others.

CMC-Canada also continued to help build the international consulting community. Through our membership in ICMCI, we assisted in the ongoing

development of new management consulting associations in the Caribbean and Kazakhstan. We also continued working under an agreement with SMOT Business School in Chennai, India, a connection established by CMC-International.ca. CMC-Canada hosted a delegation from SMOT in June.

In September 2007, Canada's ICMCI representatives attended the 11th World Congress in Dublin, Ireland. Mark Nesbitt, FCMC and Past Chair of CMC-Canada, was elected Secretary of ICMCI and will sit on its Executive Committee for two years.

During the Congress, a certification process standard was incorporated into the ICMCI CMC standard and a consolidated CMC Competency Framework was adopted by the international body. Representatives from CMC-Canada will participate in a meeting of the America's Hub, a hemispheric ICMCI-endorsed meeting, scheduled to take place in Barbados in November.

Many of the international initiatives mentioned above were funded in part by grants from the Government of Canada's Program for Export Market Development (PEMD).

■ Building Through Growing



With an ambitious goal of growing our membership to 5,000 CMCs in four years, CMC-Canada established an Executive Stream Task Force (ESTF) to recruit very senior practitioners in the profession through a more practical process.

Senior practitioners from the large firms were well represented within CMC-Canada until the late 1990s, when the consulting environment changed dramatically. The change was caused in part by the separation of the consulting practice from the firms' accounting practice and the emergence of many highly-qualified boutique or specialized firms. Ultimately, the industry became fragmented and lost was the collective interest in building the profession and the overall prosperity and professionalism of the industry. During the disruption of the late 1990s, membership numbers decreased; many senior practitioners, who were members of CMC-Canada, retired or left the profession.

The ESTF was established by the National Board to recruit new members from the firms, reassert our profession in the marketplace and reintegrate the profession from within our ranks. Spearheaded by Bob McCulloch, FCMC, and Tim Shaw, FCMC, and with representation from the provincial Institutes, the ESTF refined the process for the Executive Stream to the CMC designation (originally put in place by the National Certification Committee in early 2007), and executed direct recruitment initiatives with target candidates. The group worked with many mid- and large-sized consultancies across Canada and approximately 120 executive

candidates were confirmed into the CMC process as of September 2008. Three firms have committed to make the CMC designation a standard for their consultants and are working with CMC-Canada to customize training programs based on our CMC Competency Framework and Common Body of Knowledge.

The National Certification Committee (NCC), chaired by Blaine Atkinson, FCMC, helped build the CMC designation by improving the certification process. The oral exam was strengthened to ensure all competency areas are covered, the same questions are asked of all candidates, and the scoring of the assessment is evidence-based and non-biased. The process now includes enhanced engagement summaries, direct client feedback and a review of the candidate's client deliverables.

Our improvements to the certification process included the removal of the written exam. An investigation of certification models used by other members of ICMCI indicated Canada is one of only a few countries requiring a written examination. CMC-Canada is now aligned with the international community in its certification process, which provides increased flexibility for CMC candidates who can be ready for oral examinations throughout the year. The NCC also refreshed the Competency Framework to reflect our revised certification program.

We launched a new Continuing Professional Development (CPD) program in the fall of 2007, which aimed to ensure CMC members remain current in their areas of specialization. In 2008,





the NCC made improvements to the CPD Guidelines and developed an FAQ on the program to assist members in tracking points.

We continued to grow our CMCs' business opportunities and build the Canadian economy through our Management Advisory Service (MAS) program, funded by the National Research Council-Industrial Research Assistance Program (NRC-IRAP). Through this program, CMCs help small- to medium-sized enterprises (SMEs) achieve their potential by providing management consulting advice. Last year, 116 CMCs were involved in the program, with more than 140 projects completed and SMEs enhanced.

In a speech to CMC-Canada in January 2008, Dr. Tony Rahilly, Director General, NRC-IRAP, described the success of the program. In satisfaction surveys, clients generally rated the service provided by

CMCs as "excellent" or "very good". All clients said they would recommend the program to others. Dr. Rahilly noted that through the program CMCs demonstrate to SMEs the essential value of consultancy to their progress and that the projects help CMCs build rapport with this source of potential future business.

This year, we also enhanced the new member experience by simplifying the application process and implementing a more effective application system across the country. Also, as previously noted, the Membership and Certification departments were merged to provide improved member service – one point-of-contact for all new members – and help integrate new members into the CMC certification process. We also expanded our new member kits to include additional brochures on member benefits, student member benefits, the Uniform Code of Professional Conduct and member savings programs.

CMC-Canada maintained 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 their students with the required educational preparation for the CMC designation. The Association also continued its partnership with the world-renowned Grenoble Graduate School of Business, which provides CMC-Canada members fast-track access to the acclaimed Diploma in Management Consulting (DMC).

For a full breakdown of our membership numbers as of June 30, 2008, please see the chart below.

Member Breakdowns at June 30, 2008

	CMC Full	CMC Life	CMC Int'l	CMC-NPM	CMC Student	FCMC	FCMC Life	FCMC Int'l	Full	Full Int'l	Student	Grad 1	Grad 2	
British Columbia	206	30	5	36	2	7	3		60		14	4	2	369
Alberta	201	35	1	12		13	4		37		3	1		307
Saskatchewan	32	3		4	1	8			8		2		1	59
Manitoba	37	4		14		5	1		13		2			76
Ontario	694	187	34	74	2	45	33	3	236	1	26	2	2	1339
Quebec	352					28								380
Atlantic Canada	78	6	6	8		10	5		9		21			143
	1600	265	46	148	5	116	46	3	363	1	68	7	5	2673

■ Building by Promoting



Marketing and Communications

This year, CMC-Canada actively promoted the CMC brand through marketing and communications initiatives. Achievements included: the development of additional collateral showcasing the new brand (including print versions of member benefits, student member benefits, French CMC, and Uniform Code of Professional Conduct brochures); and the unveiling of a new look for the Association's quarterly newsletter, *cNotes*. The newsletter now also contains additional links to articles related to the profession and a section profiling CMC-Canada staff members.

A national advertisement recognizing our new CMCs and FCMCs was placed in *The Globe and Mail* in the fall of 2007.

CMC-Canada received significant media coverage in 2007-2008. As mentioned on page 6, the public release of our Industry Study gave us significant presence in respected online and print new sources. In addition, we were asked by the following news sources to comment on critical business issues: *CBC Radio*, *The Globe and Mail*, *Toronto Star*, *Ottawa Business Journal* and others.

Earlier this year, the national office developed, and the National Board approved in principle, a Marketing and Communications Plan to direct activities over 2008 – 2010. The goals of the plan

are to increase recognition and awareness of the value of the CMC designation and CMC-Canada membership, and increase marketing initiatives, channels and frequencies to key stakeholders: management consultants (both members and potential members) and clients of consulting services.

The plan's key strategies include active research and media relations programs. The development of new industry research provides members the latest industry trends, best practices and developments, and when combined with focused media relations activities, increases the organization's public profile. The plan's implementation began in the spring of 2008.

Following the direction of the plan, we launched the national weekly e-broadcast program, mentioned earlier in this report. The national office also developed and distributed advertisement templates to Institutes and Chapters to help promote the CMC brand within their regions. The Association sent promotional material on the benefits of hiring a CMC to more than 500 federal government procurement officers in a direct mail initiative.

CMC-Canada signed a research study Memorandum of Understanding with Dr. Vlad Vaiman, Associate Professor with Reykjavik University in Iceland. The study, which began in May 2008, focuses on



retention strategies for non-traditional employees. The full report will be sent to members and a summary report will be leveraged in the media and general public later this year.

Additional plan tactics to watch for in the year ahead include: additional direct mail initiatives; legislating uniform branding across the organization; and a focused advertising campaign. A one-page supplement featuring our newest CMCs and FCMCs and an article promoting the management consulting profession is scheduled to run in *The Globe and Mail* in October 2008.

A national Marketing and Communications Advisory Committee with the objectives of ensuring brand uniformity across the organization, facilitating marketing and communications initiatives within each region, and sharing marketing and communications materials, strategies and best practices related to promoting the CMC brand will begin meeting in the fall of 2008.

Advocacy

CMC-Ontario has had success in getting the CMC designation identified as a preferred designation in public sector procurement processes. In July 2007, the Government of Ontario updated its Vendor of Record Request for Proposal for General Management Consulting to include the CMC designation as desired.

Due in large part to the efforts of Lynn Bennett, CMC, and Anne Bachinski, CMC, this was a significant achievement for CMC-Ontario and a huge step forward for the management consulting profession in Ontario.

Building on the success of CMC-Ontario, the National Board established an Advocacy Task Force (ATF), chaired by Todd Williams, CMC, to align advocacy efforts across Canada. The objectives of the ATF, which is made up of representatives from all of the Institutes, are to: ensure the inclusion of the CMC designation in all government RFPs; maintain regular contact with senior government officials; influence social policy and regulation on issues related to the management consulting profession; and heighten public awareness of management consulting and important issues related to the profession in Canada.

The federal advocacy initiative was led by Dorothy Milburn-Smith, CMC, and Mike Appleton, FCMC, on behalf of CMC-Canada. In an effort to improve the procurement process and increase recognition of the CMC designation, Milburn-Smith, Appleton and other CMC-Canada representatives met with, and submitted letters to, senior government officials. A letter to the editor from Ken Davies, FCMC, on reforming the procurement of sole-source contracts was published in the *Ottawa Citizen*.

Milburn-Smith also responded – and continues to respond – on behalf of CMC-Canada to information requests from Public Works and Government Services Canada (PWGSC), including a request related to the development of a Request for Standing Offer/Supply Arrangement for Task and Solutions Based Professional Services, as part of PWGSC's Procurement Transformation Initiatives. To respond to the RFI, CMC-Canada has established two communities of interest representing large firms and independents, small- and medium-sized firms. The two groups are currently participating in government consultation sessions, meeting with senior officials, and preparing communication pieces on their concerns related to procurement reform.

Progress in the area of advocacy continues. In the fall of 2008, the CMC designation was considered an asset in three of seven categories on an RFP released by the City of Toronto, Water Division.



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, 2008. 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, 2008 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, 2008 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
Licensed Public Accountants

Toronto, Canada
August 7, 2008

	2008	2007
	\$	\$
ASSETS		
CURRENT:		
Cash	139,255	124,442
Investments	516,044	594,113
Accounts receivable	209,225	183,671
Due from Provincial Institutes	-	14,251
Due from Chapters/Member Services Committees	10,274	6,732
Prepaid expenses	46,303	46,760
	<u>921,101</u>	<u>969,969</u>
EQUIPMENT	31,091	7,445
	<u>952,192</u>	<u>977,414</u>
LIABILITIES AND NET ASSETS		
CURRENT:		
Accounts payable and accrued liabilities	321,337	140,235
Deferred revenue	493,994	432,272
Due to Provincial Institutes	4,973	-
Leasehold inducement – current portion	8,108	8,108
	<u>828,412</u>	<u>580,615</u>
LEASEHOLD INDUCEMENT	12,840	20,949
	<u>841,252</u>	<u>601,564</u>
NET ASSETS:		
UNRESTRICTED NET ASSETS	(46,087)	245,519
INVESTED IN EQUIPMENT	31,091	7,445
RESTRICTED NET ASSET DEFENCE FUND	100,000	100,000
RESTRICTED NET ASSET – CMC AWARENESS FUND	25,936	22,886
	<u>110,940</u>	<u>375,850</u>
	<u>952,192</u>	<u>977,414</u>
REVENUES		
Membership fees	803,853	721,625
Certification	115,834	158,791
Industry study	60,500	3,488
Interest income and other income	35,637	29,489
Membership levies	28,224	72,155
Professional development	16,797	3,330
	<u>1,060,845</u>	<u>988,878</u>
EXPENSES		
Administrative expenses	789,629	574,924
Certification expenses	132,946	154,416
Governance expenses	117,386	80,418
Professional development	88,168	8,920
Marketing and communications expense	63,242	67,223
Industry survey	62,099	-
Affiliates support	59,386	28,443
Membership expenses	12,899	5,687
	<u>1,325,755</u>	<u>920,031</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR	(264,910)	68,847
Net Assets, Beginning of year	<u>375,850</u>	<u>307,003</u>
Net Assets, End of year	<u>110,940</u>	<u>375,850</u>



■ Board of Directors

Chair
Ken Davies, FCMC

Vice Chair
Bob McCulloch, FCMC
(On leave from the Board from January – September 2008.)

Past Chair
Greg Fieger, CMC

Treasurer
Richard Harris, FCMC

Chair, National Certification Committee
Blaine Atkinson, FCMC

Member-at-Large
Brendan Cunneen, CMC
(Until May 2008, when Brendan received the CMC designation.)

CMC-Alberta
Jennifer Jennax, CMC

CMC-Atlantic Canada
Todd Williams, CMC

CMC-British Columbia
Simon Wong, CMC

CMC-Manitoba
Randy Baldwin, CMC

CMC-Ontario
Ingrid Pregel, CMC

CMC-Québec
Gilles Auger, AdmA, CMC

CMC-Saskatchewan
Valerie Sluth, CMC

President and CEO
Heather Osler, CAE

■ Institute Presidents

CMC-Alberta
Jennifer Jennax, CMC

CMC-Atlantic Canada
Todd Williams, CMC

CMC-British Columbia
Simon Wong, CMC

CMC-Manitoba
Lisa Elliot, CMC

CMC-Ontario
Lynn Bennett, CMC

CMC-Saskatchewan
Valerie Sluth, CMC

CMC-Québec
Gilles Auger, AdmA, CMC

■ Chapter Chairs

CMC-Ontario Eastern Ontario
Stephen Fanjoy, CMC

CMC-Ontario Greater Toronto Area
Jim Love, FCMC

CMC-Ontario Southwestern Ontario
Bill Wilkinson, CMC

CMC-British Columbia Mainland
Ken Lee, CMC

CMC-British Columbia Southern Interior
Deb Bourne, CMC
Karl Klann, CMC

CMC-British Columbia Vancouver Island
Suzanne Dane, CMC

■ National Certification Committee

Chair
Blaine Atkinson, FCMC

CMC-Alberta
Tony Vanden Heuvel, CMC
Ken Davies, FCMC
Edgardo Gonzalez, CMC

CMC-Atlantic Canada
Jane Davison, FCMC

CMC-British Columbia
Mary Colak, CMC
Landon Schmidt, CMC

CMC-Manitoba
Ken Howell, CMC

CMC-Ontario
Greg Richards, FCMC

CMC-Saskatchewan
Valerie Sluth, CMC
Dan Kishchuk, CMC

CMC-Québec
Louis Bertrand, AdmA, CMC

■ Executive Stream Task Force

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