

April 24, 2025

### **Incoming ICMCO President's Address 2025 – 2027**

A warm hello to all CMC-Ontario members,

It is my privilege to address you as the incoming President of the Institute of Certified Management Consultants of Ontario (ICMCO). And it's my pleasure to extend a warm welcome to the new and returning Ontario Council and Chapter members. I look forward to working with all of you in the coming 24 months.

The last two years have been a “thrown in the deep end” kind of education for me in terms of learning the regulatory processes and formal practices that keep our Institute running. It's been an amazing education process, and I've had the privilege of learning from so many of our members. There are three people I would like to acknowledge now as they are essential to our success as an association.

First, I would like to thank Desi, our outgoing President. Despite the huge workload at her day job, Desi has given tirelessly in her service. Her President's report at the beginning of the AGM shared all the progress we have made under her leadership, and I'm grateful to have served as her vice-president. Thank you Desi.

Next, at heart of our team is Sandra Addison-Brock our marketing lead, event coordinator, and all around process orchestrator for “things that need to happen”. Sandra is the wizard behind the curtain who maintains the fabric of our organization. Without Sandra, operational continuity would be a serious issue.

And finally, there is Marylka Empey, our registrar extraordinaire who keeps track of all our members and their certification pathways. Without Sandra and Marylka our institute would surely grind to a halt. It's people like Desi, Sandra, Marylka, Beata (our GTA Chapter Chair), Jennifer (our EOC Chapter Chair) and all the other members of Council that make this team hum. And for the men on Council, I know I haven't name checked any of you so please forgive me for showcasing our women leaders.

With that said, I'd like to turn our attention to the business of our Institute and the challenges we face. As you have heard from the earlier reports from our Treasurer, we face a serious challenge with respect to a multi-year trend of declining membership. Where once we were over 5000 members strong nationally, CMC-Canada is now down to just 820 certified, in practice consultants as of March 31, 2025. In Ontario, we had 382 certified in practice members eligible for renewal this year, and as of March 31, 2025, and 350 or 92% of them renewed. Our Associate member ranks now number less than 300 nationally, and just 103 in Ontario. We have analyzed the numbers and the trends in detail, but we don't have time this evening to go into that level of reporting. For those members interested in learning more, I'm happy to schedule a special briefing, and we always welcome volunteers on our task forces, so please reach out to

one of us after the meeting. What I can tell you is that with our diminished ranks comes diminished revenue, a compounding problem that has forced us to operate with a budget deficit for the third year in a row. We must take steps now to ensure a sustainable financial future.

So, let there be no doubt that membership growth is our first and highest priority over the coming years. Last September, Council set a clear goal: By 2029 we aim to return our membership back to 2019 levels. In September at our strategy session we faced the need to “turn the corner” and if there were a theme for this address, that would be it. We need to create an inflection point in our membership curve and begin to bend the curve back upwards. Currently our strategic focus is on the Large Firm Initiative which is bringing in new members from the big brand consulting firms. We have had some success with this program in Ontario, and welcomed more than a dozen new CMCs from KPMG into the Ontario Institute last year. We are developing partnerships with other big brand firms that see the value in our CMC credential, and have formed a Growth Committee led by Jennifer Smith, our Eastern Ontario Chapter Chair, to that end. If you have good relationships with colleagues in the big firms then please let us know.

Part of the financial problem we face is structural. Our current financial arrangement sees 3 out every 4 Ontario membership dollars paid out to CMC-Canada for a basket of shared services. This revenue sharing model has been in place since 2018 when the most recent MOU came into force. After the five-year term of the agreement expired in 2022, CMC-Ontario chose to extend it in 2023 and 2024, however, in its current form we do not see much value in extending it again in 2025. As a result, we have embarked on an MOU renegotiation process with the five other Certifying Institutes and CMC-Canada. There are other CIs that share our concerns about the MOU, and the major points of discussion include service quality and accountability, the revenue sharing model, as well as strategic alignment between the CIs and CMC-Canada. We know collectively that we are stronger together, and there is a desire to come to a new and more equitable agreement that ensures our long term financial security. The conversations began in January and will continue through the coming months. I will keep the membership updated over the summer months as the talks progress.

As I said earlier, our strategic priority is to “turn the corner”, both in terms of bending the membership curve upwards, and in terms of striking the right deal within our Federation to ensure our long term financial viability. There’s a challenging road ahead but we have a great team and a strong, made in Ontario strategy that we are focused on executing. Thank you for listening and I look forward to your support and assistance in reaching our goals.

Good night from Toronto.

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