



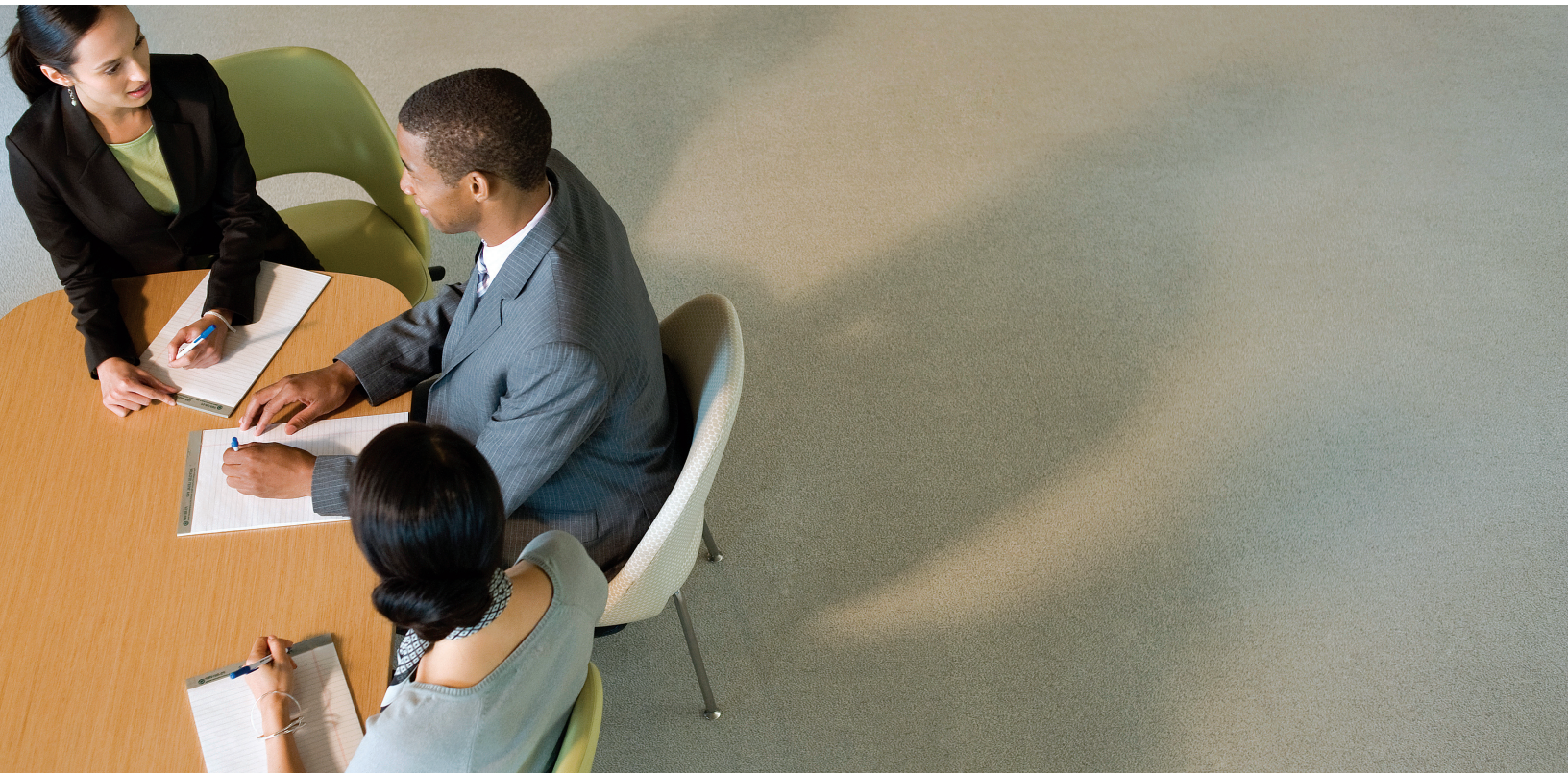
Regional Support and Building Awareness

CMC-Canada's 2010-2011
Annual Report

A HIGHER LEVEL of
management consulting



Un NIVEAU SUPÉRIEUR
de conseil en management



Chair's Message

Mauro Meneghetti

To our members:

During the past four years, CMC-Canada has been transformed and is freshly positioned to support its members and the profession.

We have hired a new CEO, increased funding and support for our member Institutes, refined our value proposition, and taken significant steps toward becoming world-class, transparent, and focused.

I am especially energized by the initiatives described in this Report to better support the regions. I urge you all to take full advantage of them to deliver the best possible value to you and the members in your region.

In 2010-2011, we worked on renewing the Teaming Agreement, our 'constitution' that outlines how the Institutes and the National Association work together. I would like to salute each of our Institute Councils and our incoming Chair, Lynn Bennett, for their hard work in updating the Agreement so that we can continue to focus on delivering value to our members.

The defining strength of our Association is our gifted and committed group of volunteers. Whether they serve to support

the Chapters, the Institutes, Committees, Task Forces, or the National Association, their passion for the profession of management consulting and ability to translate conviction into action are what fuels our progress.

On behalf of the National Board I express heartfelt thanks and respect to these volunteers and to our small, dedicated, and professional staff whose perseverance make it all possible.

It has been an honour and a privilege to serve on the National Board over the past three years and I hope you will join me in helping to build an even brighter future.

Sincerely,



Mauro Meneghetti, CMC, ISP, ITCP,
Chair, CMC-Canada National Board of Directors

CEO's Message

Glenn Yonemitsu

To my fellow members:

The highlights of the past year include a number of accomplishments that position CMC-Canada well for future success.

From our focus on communications (*cNotes*, *Consult Magazine*, CEO's letter), to our rebranding ('I'm a CMC' campaign), to new and strengthened partnerships (Certified Management Accountants (CMAs), Canadian Consulting Agrologists Association), to improved operations and administration, we have been very active across the country.

Our objective is clear: to maximize the relevance and impact of our Association.

In 2010-2011 we prepared the foundation, and in 2011-2012 we expect to start reaping the rewards.

“ Our business plan and budget for the coming year required the courageous support of our Board. We are focusing on two areas: 'regional support' and 'building awareness.' ”

The 'regional support' initiative is aimed at enhancing the service provided to members and our Institutes and Chapters. Through the Regional Support Co-op Fund, Regional Service Leads, and extended office hours, we are determined to ensure that our members, no matter where they live, all receive the service they deserve.

The 'building awareness' initiative is a direct response to the 2010 member survey, which provided clear feedback that the #1 thing we can do to add value is promote the Certified Management Consultant designation (CMC) – to clients, to fellow consultants, to governments, and to other stakeholders.

The National Association took the feedback to heart. In this Annual Report, we look back at what we have achieved over the past year, when we were intensely focused on 'raising the bar.' Looking ahead,

we have made 'building awareness' our principal theme and a significant priority in our business plan. We have established a task force to guide us and we will concentrate on targeting only two key audiences. Our campaign will be multi-pronged. We will work with our Institutes to heighten recognition of the CMC as an indicator of the highest level of professionalism, true differentiation, and the continuing aspiration to excel.

It will take time to fully realize the benefits of our campaign, since limited resources require us to target our audiences carefully. We must exercise discipline to ensure we do not broaden our focus in a manner that dilutes our efforts. But 'building awareness' is one of the most meaningful initiatives undertaken since CMC-Canada was created almost 50 years ago.

As you read about our progress and our plans to move full steam ahead, I invite you to make the decision to get involved. It should be an interesting and productive journey, especially if we all jump aboard and bring our collective skills to the task.

I am proud that I am a Certified Management Consultant and, through 'building awareness' and other important initiatives, I intend to ensure that our Association is a source of increasing pride and value to all our members.

Yours truly,



Glenn Yonemitsu, CMC, MBA
Chief Executive Officer
gyonemitsu@cmc-canada.ca

Raising the Bar

Advocacy Initiatives

The federal election is now in the books. Canada has a majority government and an objective of \$4 billion in administrative savings. Ideas and concepts from the Administrative Services Review (ASR) will be implemented through the Strategic Operating Review. The ASR was a comprehensive review of federal administrative processes that was designed to help reduce expenditures. CMC-Canada advocated its position that management consultants can assist the government by providing solutions for administrative inefficiencies, as well as service delivery enhancements. We continue to make our case. Recently, it was reported that Deloitte Consulting was successful in winning a project supporting the Strategic Operating Review, which is designed to aid the government in finding these operating efficiencies.

Advocacy highlights from the past year:

CMC-British Columbia

After a series of discussions, including meetings with buyers of consulting services, CMC-British Columbia concluded that successful advocacy and marketing for the CMC designation depends on showing a clear nexus between positive results for clients and the participation of certified management consultants in a program or project.

Conversely, the value of the CMC designation is also apparent when there is an obvious connection between the failure of a program or project and lack of involvement of certified management consultants.

CMC-BC determined that buyers would consider using CMC-Canada members more often, and making the CMC designation a qualification within their procurement processes, based on a demonstrated pattern of results – not simply because certification and credentialing exist.

CMC-Manitoba

The Institute is building awareness of the 25th anniversary of Bill C-47, which recognized in legislation the CMC designation in Manitoba. As part of the celebration, Manitoba is hosting the CMC-Canada National Conference, AGM, and Board Meeting in October 2011.

Federal Advocacy Committee (FAC)

The FAC met with Tom Ring, Assistant Deputy Minister Acquisitions, Public Works and Government Services Canada, who asked that CMC-Canada members be surveyed about their main concerns regarding federal government procurement.

“ CMC-Canada has engaged Tactix, which specializes in government relations and public affairs, to provide insight and counsel on our approaches to the federal government, including the Administrative Services Review and Strategic Operating Review.

Ontario Advocacy Committee

In response to 'Bill 122: Broader Public Sector Accountability Act,' CMC-Canada and CMC-Ontario made recommendations to the Ontario Government's Standing Committee on Social Policy. It is instructive to read the public hearings transcript. As drafted, the Act uses a broad and generic definition of the word 'consultants,' and this may have far-reaching implications for management consulting practices. Our recommendations and a description of how we positioned 'management consultants' and 'certified management consultants' to the government is outlined on cmc-canada.ca. Since then, we have been committed to the implementation of this Act.

The first RFP issued under the new Ontario Government Vendor of Record (VOR) model is RFP: Task-based Information & Information Technology Services Province of Ontario. The new VOR resulted from Ministry of Government Services' consultations in the summer of 2010, and CMC-Canada's Ontario Advocacy Committee made a submission. Members can stay attuned to what is happening by reading the update posted recently on MERX about the 'modernization' of the Ontario Government's consulting services VORs. Other important documents to note are the CMC-Ontario VOR Submission and Feedback from CMC-Ontario Members re: Draft VOR Modernization Submission.

“ The name of 'Bill C-35: Cracking Down on Crooked Consultants Act' was changed after CMC-Canada wrote to the federal Minister of Citizenship, Immigration and Multiculturalism, Jason Kenney. The new name is 'Bill-C35: An Act to Amend the Immigration and Refugee Protection Act.'

Professional Development Pre-Certification Courses

Five courses are required to attain the CMC designation through the Entry Stream: Essentials of Management Consulting; Best Practices: Ethics in Management Consulting; Project Management; Personal Skills; and Interpersonal Skills. For many years, CMC-Canada has provided only the first two of these courses, directing candidates to third-party suppliers for the other three. In order to 'raise the bar' in professional development, all five courses will be offered by CMC-Canada, either directly or in partnership.

We now have 24 CMCs qualified to teach the Essentials of Management Consulting course. It is held both online and in-person across the country, and also in the United States through our close relationship with the Institute of Management Consultants USA (IMC USA).

In 2011, we reviewed our online Ethics course and determined that, after 12 years, it needed to be updated. Julia Gluck, FCMC, has undertaken this task. The new course will be launched online and in-person in late 2011. We will qualify CMCs to teach this course in-person.

“ We expect to launch an Interpersonal Skills for consultants course later this year in partnership with Nick Shepherd, FCMC. We will turn our attention to the Personal Skills course in the spring of 2012.

Members can feel confident that the standards of the CMC designation are maintained – and even strengthened – by these new course offerings.

Essentials of Management Consulting brochure



Events



01



02



03

1. AB Conference 2010: Jim Harris
2. PD Summit 2011
3. BC Conference 2011

Photos by: www.francesiltman.com

CMC-Alberta held its third annual conference in October 2010 in Calgary. 'Pursuing Strategic Advantage' showcased many renowned experts, led by best-selling author Jim Harris, who challenged the audience to stay nimble and aware, with a goal of helping leaders future-proof their operations to avoid being blindsided by changes. Other speakers connected and engaged attendees with the latest ideas on strategy, change, leadership, innovation, and social media. In October 2011, management consulting professionals will gather in Edmonton for an intensive learning experience at their fourth annual conference, 'Fostering Excellence in Consulting.'

Halifax was an important place to be on May 4, 2011. The Professional Development Summit was a full-day conference designed expressly to help attendees "rise to the top." Summit 2011 brought together professionals, presenters, and keynote speakers from across Atlantic Canada. Attendees learned from experienced professionals, who have achieved remarkable success in their fields and who shared their knowledge, best practices, and tips.

CMC-British Columbia held its second annual conference in May 2011 in Victoria, BC. The conference theme was 'Collaboration and Innovation in Leading Change.' The speaker roster included: international change expert Seth Kahan; one of Canada's foremost futurists, Jim Bottomley; self-styled 'Skid Row CEO' Joe Roberts; and personal coach Steve Donahue, author of the best-selling book *Shifting Sands*, a guide to personal change based on his experience traversing the Sahara Desert.

Relationships with Universities and Business Schools

For several years, CMC-Canada has worked with three Canadian universities offering management consulting education to their MBA students. Royal Roads in Victoria (Mike Thompson, FCMC), University of Ottawa (Greg Richards, FCMC), and St. Mary's in Halifax (Kevin Schwenker, FCMC) provide students with the opportunity to complete the educational requirements of the CMC designation through their university courses.

In 2010, CMC-Canada entered into an agreement with Ryerson University in Toronto to provide management consulting education through a course equivalency at the Ted Rogers School of Management. Milt Moskowitz, FCMC, taught the first course in the spring of 2011.

“ In 2011, CMC-Canada signed a Memorandum of Understanding with the University of Waterloo's Centre for Business, Entrepreneurship, and Technology, approving the content of the school's Master of Business, Entrepreneurship and Technology (MBET) program as meeting the educational component of the CMC designation.

Also in 2011, thanks to the efforts of CMC-Alberta, CMC-Canada reached agreement with the University of Alberta and has approved the content of two of the MBA program's electives as equivalent to our CMC certification requirements.

Discussions are underway with other key universities and business schools across the country.

'Big 4' Firms

After many years of effort, CMC-Canada has been successful in beginning the process to re-establish itself with the large firms. Recently, one of the Big 4 firms reviewed CMC-Canada's Essentials of Management Consulting (EMC) course and agreed that it fulfills a 'gap' in the development of its advisory professionals. EMC will be offered to its consultants across Canada.

SmarterU

Our website now features an online training platform, SmarterU, so we can provide timely and convenient professional development to consultants in all parts of the country. National Research Council-Industrial Research Assistance Program (NRC-IRAP) training for CMCs is already available on the new platform and the oral assessor training will be added shortly (thanks to Greg Richards, FCMC), followed by the online Ethics course (thanks to Julia Gluck, FCMC).

Marketing and Communications Website Improvements

cmc-canada.ca website refresh



In 2012, cmc-canada.ca will undergo a comprehensive website redesign, with the goal of reorganizing content into different segments, while enhancing the user experience. We will send out more information on this next summer.

In the meantime, several changes were made to cmc-canada.ca to improve functionality and to make finding events easier. These include: a direct link to each Institute and Chapter page from the home page; a new link on the home page in the Events section that goes directly to the Events page; and new short links for each Institute and Chapter page, such as www.cmc-canada.ca/go/gta. In addition, updates were made to Institute and Chapter pages to make them more user-friendly for members. Among these were: an option to view events in a calendar or list format; and icons with links to social media sites LinkedIn, Twitter, Blog, YouTube, and Facebook. The links can be customized by each Institute and Chapter Council.

Our next project to be completed in 2011 is a 'web refresh.' The goal is to update the website with our current branding colors, images, and font, while slightly reorganizing the content. We'll make navigation of cmc-canada.ca easier so that members can find events and connect with their Institute and Chapter. A featured event will be incorporated, along with a related image and brief description. Banners will be personalized for each Institute and Chapter. A photo gallery of events will be among the other highlights of the refresh.

Communications

Our objective has been to build a more transparent organization, and key to this is to dramatically improve communications with our members.

With the plethora of communication vehicles available, we have developed a multi-pronged approach to communication with members.

More than 35% of members read our weekly newsletter, *cNotes*, or check out our monthly Institute and Course Calendars to get information on professional development events at both CMC-Canada and many third-party providers. It's one-stop shopping for members' professional development needs.

CEO Glenn Yonemitsu keeps members informed with quarterly updates on initiatives the National Association is pursuing.

The Insider, a bi-monthly email, was created to let all our dedicated volunteers keep abreast of developments at National Office that affect them.

“ Our social media groups keep growing – LinkedIn is now 965 members strong, while our new Twitter account and YouTube page get more visitors every day. Glenn Yonemitsu's CEO blog remains a popular destination for members.

cStore



CMC-Canada now offers members the opportunity to show their pride in their designation, through a growing range of high-quality products highlighting the CMC designation.

Products include briefcases, silk neckties and scarves, leather business card case and holder, windbreaker jacket, golf shirts, and sports bags, all bearing the CMC logo. CMCs throughout the world are purchasing from cmc-store.ca.



Cutter & Buck
Computer Case – Men's

Publications

Consult Magazine



Consult Magazine: Spring Cover

The first edition of *Consult Magazine* was sent to members in May 2011. Created to support and advance the Association's guiding principles (mission, vision, and strategy), it is also a must-read source of information and your view into the world of management consulting. The first issue contained a variety of features that profiled CMC-Canada members and included thought-provoking articles and industry insights. Feedback was extremely positive, with many enjoying the chance to learn more about their fellow members and raise awareness of the CMC designation.

The magazine serves as a primary, regular, continuing link between CMC-Canada members and the Association that represents a significant influence in their professional lives. A high-quality, informative, and member-focused magazine, it is kept by our members for pass-through readership by clients and colleagues.

With a circulation of 5,000, more than 1,000 copies were mailed to leaders of consulting firms, other international Management Consulting Institutes, government procurement officers, Canadian media, Deans of business schools – and even found their way into some airline member lounges! Members are encouraged to provide suggestions for additional opportunities to raise awareness of the designation through the magazine.

2011 Canadian Management Consulting Industry Study



2011 The Canadian Management Consulting Industry: Trends and outlook

The 2011 Industry Study will be released in October 2011. Every survey participant will receive a complimentary copy (a \$300 value). Early results indicate:

- **2010 recovery and transition:** Following the global economic downturn in 2009, Canada's management consulting industry saw widespread recovery with total 2010 revenues reaching \$9.2 billion, fractionally above the 2008 level. The majority of larger firms (100+ full-time consultants) seem to have performed well, but the extent of the turnaround varies, even within sectors or lines of service. Smaller firms showed the greatest variability in results.
- **Expectations for 2011 at mid-year:** On balance, optimism prevails across all firm sizes. Larger consultancies (100+ full-time consultants) are the most uniformly bullish; almost everyone (93%) expects at least moderate market growth this year, while virtually no one anticipates a drop (2%). Among sole practitioners, expectations are more mixed; 60% predict growth, 29% think the overall market will stay flat, and the rest expect contraction versus 2010.

Governance Teaming Agreement

The Teaming Agreement is the 'constitution' of CMC-Canada. This multi-party agreement lays out the roles and responsibilities of the National Association and the Regional Certifying Institutes. Developed in 1998, and refined and renewed since then, it binds and focuses all of us on one clear objective: to build a stronger professional association by increasing the awareness of our designation. The current Agreement expires on December 31, 2011. The National Board has been proactive in its approach to renewing the Agreement. Incoming Chair Lynn Bennett, FCMC, has met with all Institute Councils and is managing the interests of the multiple stakeholders.

Québec: l'ordre des administrateurs agréés du Québec manages the CMC designation in the Province of Québec.

In 2011, the Ordre awarded the CMC designation to several qualified members in the Province; the first designations to be awarded in Québec in several years. Most of the CMC certification process and related documents have been translated into French and we are pleased to work more closely with the Ordre to maintain the standards of, and promote, the CMC designation.

Alignment Task Force (ATF)

The ATF (Kathy-Jane Elton, CMC, Eric Vance, FCMC, David Wartman, FCMC) has completed its work examining each Institute's Code of Conduct and membership categories and has made recommendations to the National Board for alignment across the country. Institute Councils will be asked to review the recommendations for aligning Member Categories in all Institutes, and making the Uniform Code of Professional Conduct truly uniform. Several Institutes are currently reviewing their Institute Bylaws, so the ATF work is very timely.

Institute Registrars have connected informally to discuss certification issues common to each Institute, also with a view to finding commonalities.

National Office Update Professional Assessment Tool

This new online tool will allow anyone considering entering the CMC certification process to self-assess his or her experience to determine whether it does, in fact, qualify as management consulting, as well as the Stream (Entry, Experienced, Executive, Professional) for which a candidate might qualify. Candidates' responses to questions centred on the CMC Competency Framework will be shared with oral assessors. The tool was adapted from one developed by CMA Ontario, and will help Institute volunteers (registrars, oral assessors, and Councils) and staff assist candidates through the certification process.

National Office Move

The end of our lease provided the opportunity to 'raise the bar' in office space. The new office is a more modern and welcoming environment for staff and members alike, and at a reduced rate per square foot. Since January, meetings have been held in the new space by the International, National, and Ontario Boards, GTA Councils, Committees, Essentials course, and 'Lunch and Learn.' Oral assessments and member client presentations have also taken place. Rentals of the CMC Learning Centre and subscriptions to the CMC Member Lounge are available.

New Database

CMC-Canada is in the midst of implementing a new database management system. This will greatly increase our statistical and reporting capabilities; providing information to Institute volunteers on a timelier basis. It will also change the look of several sections of the website, including member profiles, the member directory, event registration, and the cStore.

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

In the spring of 2011, CMC-Canada signed a new Contribution Agreement with IRAP for a two-year Management Advisory Service (MAS) program. Qualified CMCs are hired to assist small and medium sized enterprises (SMEs) identified by the NRC across the country.

Certified Agricultural Consultants (CACs)

“ The Canadian Consulting Agrologists Association (CCAA) became part of CMC-Canada in 2011 and, as a result, we welcomed 75 new members to our Institutes and Chapters.

To guide the certification, professional development, and management of the Certified Agricultural Consultant (CAC) designation, which will be granted by CMC-Canada, a Committee was established by our National Board. Terry Betker, CAC, is the Committee's Chair, with support from Darrell Toma, CMC, CAC, Blaine Canitz, CAC, Robert Saik, CAC, and Randy Baldwin, CMC.

2010 Annual General Meeting



2010 AGM:
Martin MacDonald

Martin MacDonald, Resident Conductor of Symphony Nova Scotia, 'talked teamwork' to attendees at CMC-Canada's 2010 AGM in Halifax. MacDonald, who is one of Canada's up and coming musical talents, spoke about the importance of teamwork from a musical perspective. Teamwork, whether for an orchestra or a business, requires a common vision that must be effectively communicated. MacDonald received the Canada Council for the Arts' Jean-Marie Beaudet Award in Orchestra Conducting for 2010, which is given annually to a young Canadian orchestra conductor.

In true team fashion, outgoing Chair Todd Williams, CMC, reflected on the achievements of the past year, and incoming Chair Mauro Meneghetti, CMC, outlined his plans for CMC-Canada in 2011.

No Directors-at-Large were elected in 2010. Mauro Meneghetti was entering the second year of his two-year Director-at-Large term in 2009, when he was appointed Vice Chair of the National Board. So in addition to the one annual Director election required in 2009, a replacement was needed for the vacated position. This will be rectified in 2011, when members will elect one Director for a one-year term, and a second for a two-year term.

Fiscal 2012:

Regional Support and Building Awareness

We appreciate that Canada is a large and diverse country. To better serve business and our membership, we must become better at servicing all of the regions of Canada. As a result, a major initiative for 2012 and beyond is to provide enhanced support for the regions of Canada. We will do this with three primary thrusts:

- 1) Regional Support Co-op Fund
- 2) Regional Service Leads
- 3) Extended Operating Hours

Regional Support Co-op Fund

The National Association works hand-in-hand with the Regional Institutes and Chapters. Any success we enjoy is due to our joint efforts. Canada is a diverse country and some initiatives are unique to regions. As a result, a fund has been created to support regional projects. It will leverage the financial resources that the Institutes already have to pursue their initiatives. This is co-op funding – for extraordinary projects that may occur during the year where Institute funding alone is insufficient. Institutes are required to contribute at least 50% of the project cost and are invited to request CMC-Canada funding to leverage their investments.

This Regional Support Co-op Fund has already been used to partially support two projects specific to Ontario.

Regional Service Leads

We appreciate that members may not always know which CMC-Canada staff member to contact for answers to their questions. Consequently, we've appointed Regional Service Leads for each part of the country. Your Regional Service Lead is your go-to-person at CMC-Canada for questions like these:

- Where do I get copies of the Code of Conduct to give to my prospective clients?
- I know someone who is interested in membership. Who should this person contact?

- How do I volunteer to become an oral assessor?
- Where do I find the CMC logo to put on my business cards?
- I've lost my CMC pin. How do I get another?

The dedicated Regional Service Leads are intended to be familiar points of contact – to assist you, direct your questions, and build relationships between members and the National Office. While any member of staff is happy to help, you can save time by simply remembering the following names:

CMC-Alberta: Sylvia Biggs - sbiggs@cmc-canada.ca

CMC-Atlantic Canada: Mary Blair - mblair@cmc-canada.ca

CMC-British Columbia:

Jerod Bertram – jbertram@cmc-canada.ca

l'ordre des administrateurs agréés du Québec:

Mary Blair – mblair@cmc-canada.ca

CMC-Manitoba: Shanti Grace – sgrace@cmc-canada.ca

CMC-Ontario Council: Mary Blair – mblair@cmc-canada.ca

CMC-Saskatchewan: Shanti Grace – sgrace@cmc-canada.ca

CMC-Ontario – Eastern Ontario Chapter:

Andrea Vandenberg – avandenberg@cmc-canada.ca

CMC-Ontario – Greater Toronto Area Chapter:

Darlene Hoornstra – dhoornstra@cmc-canada.ca

CMC-Ontario – Southwestern Ontario Chapter:

Glenn Yonemitsu – gyonemitsu@cmc-canada.ca

Certified Agricultural Consultants:

Mary Blair – mblair@cmc-canada.ca

Extended Operating Hours

Staff members are now available from 8 a.m. to 7 p.m. Eastern time Monday through Thursday to better accommodate members' schedules in both eastern and western regions of the country.

Building Awareness Task Force



In the 2010 survey of members, the message received was clear: raise the profile of our designation through advocacy and by promoting the value of the CMC to clients, public sector organizations, and other management consultants.

“ In fact, 54% of survey participants want CMC-Canada to devote more financial and human resources to promoting the profession and designation.

The organization has focused its recent efforts on Ontario, the source of 43% of consulting revenue in Canada. However, this leaves 57% of the country receiving less attention. CMC-Canada has made 'building awareness' the theme of its 2012 business plan. We intend to carve out a significant portion of our marketing budget for this purpose and to focus our message on a few strategic target groups.

While we wish we had the budget of some other professional designations, we don't. In order to maximize impact, we must have the discipline to carefully choose and sequence our target

audiences. We are creating a Public Relations Task Force that will decide how best to allocate our financial resources to achieve the biggest "bang for our buck."

Industry Association

Over the summer of 2011, we initiated a project that recalls the founding, 48 years ago, of the Canadian Association of Management Consultants. The primary reason for the Association's formation in 1963 was to serve as an 'Association of Firms.' All the large accounting and consulting firms were involved. Their leaders were provided with a forum not only to discuss issues of mutual interest, but also to build relationships with individuals who had much in common with them. In addition, the Association was expected to advocate and help build support for the industry.

With a number of issues of interest to management consultants receiving media attention recently, we have begun discussions with leaders of many of the large firms. Our goal is for these organizations to become 'member firms' and broaden CMC-Canada's role so that we serve as an industry association as well.

Membership Initiatives

Membership Numbers (as of June 30, 2011)

	BC	AB	SK	MB	ON	AC	QC	
CMC	225	235	38	54	863	89	240	1744
CMC Intl	4	2	-	-	30	4	-	40
CMC Life	44	43	4	4	220	13	-	328
CMC NPM	44	11	5	11	103	10	-	184
FCMC Life	3	4		1	39	6	-	53
FCMC	9	15	9	6	44	12	-	95
FCMC Intl	-	-	-	1	-	-	-	1
Full	63	92	22	19	185	23	-	404
Honorary	-	-	-	-	1	2		3
Student	23	9	3	1	31	24	-	91
CMC Student	1	-	-	-	3	1	-	5
Total	416	411	81	96	1520	184	240	2948

Breakdown of membership dues by Institute

	%	2011 \$	%	2010 \$
British Columbia	14.8	149,512	15	148,307
Alberta	17.1	172,166	14.1	138,419
Saskatchewan	3.4	34,734	2.9	29,661
Manitoba	3.9	39,769	2.9	29,661
Ontario	54.5	549,722	58	573,450
Atlantic Canada	6.3	62,423	7	69,210
		1,008,326		988,708

Business Development: Jason Silverstein

CMC-Canada has hired Jason Silverstein, MBA, to the newly created position of 'Business Development.' Jason joined CMC-Canada as an MBA candidate intern this summer. His role is focused on business development and member acquisition. He has been segmenting the market into different growth opportunities for membership development, followed by quantifying the projections on potential new memberships.

2011 Member-Bring-a-Member Campaign



Photos by: www.francesiltman.com

CMC-Canada challenges members to invite their colleagues and team members to join the leading Association dedicated to 'raising the bar' in management consulting.

Our 'Member-Bring-a-Member Campaign' ran from May 1, 2011 to October 15, 2011. At press time, this campaign was still underway, and early results are positive.

In support of this campaign two membership events were held at National Office, and we plan to make these part of a regular recruitment program.

Strategy Moving Forward: Segmenting the Market



In the summer of 2011, we studied the growth options for the CMC designation and CMC-Canada. We are presenting our report to the National Board, Institute, and Chapter Councils and Committees, with recommendations for growth initiatives that the entire organization can support.

“ One noteworthy finding was that the designation attracts people at different stages of their careers and from different backgrounds: 50- and 60-somethings transitioning from industry into consulting; 30-somethings wanting to establish themselves in their firms by adding a designation; and specialists in human resources, IT or finance who decide they need more of a structure to the advice they provide to their clients.

In other words one size does not fit all when it comes to a value proposition for the designation. Large firm or small, new to consulting or a veteran, subject matter expert, internal consultant, career transition – we are tailoring our marketing efforts to the needs of each potential membership segment.

Mentorship Program

In 2008-2009, the Greater Toronto Area Chapter ran a pilot mentorship program, under the direction of Catherine Mossop, FCMC, and Eleanor Lester, CMC. Each pair of participants met several times and shared what was learned with the program directors.

“ An expanded mentorship program has been launched, based on the GTA pilot. This is an ideal opportunity to give back to the profession; we hope that many semi-retired and life members will volunteer their time and considerable expertise to assist those new to the profession and designation.

ICMCI – Breakthrough Strategy

CMC-Canada is a founding and important member of the 50-country International Council of Management Consulting Institutes (ICMCI). ICMCI has operated mainly in the background, working with the Institutes and not directly with individual members. Now change is afoot.



Mature Institutes like CMC-Canada require global cooperation among Institutes to help further develop and promote the designation. Developing Institutes require different types of support. CMC-Canada and IMC USA have been calling for a global effort that resulted in a 'Breakthrough Strategy.' One major element is called CMC-Firm: working with IMC USA, we are moving to accredit firms so that they can train CMCs based on their proprietary professional development programs.

Financials

Independent Auditor's Report on the Financial Statements

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, 2011 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, 2011 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, available at cmc-canada.ca.

KRIENS~LAROSE, LLP

Chartered Accountants
Licensed Public Accountants
Toronto, Canada
September 2011

Financial Statements 2010-2011

Canadian Association of Management Consultants
Association canadienne des conseillers en management

Statement of Financial Position as at June 30, 2011

	2011 \$	2010 \$
Assets		
Current		
Cash		277,063
Investments	574,034	470,123
Accounts receivable	82,129	91,007
Due from Chapters/Member Services Committees	4,392	1,208
Inventories	39,218	25,819
Prepaid expenses	43,642	10,569
	743,415	875,789
Equipment	152,831	11,175
	896,246	886,964
Liabilities		
Current		
Bank indebtedness	602	-
Accounts payable and accrued liabilities	99,606	147,699
Deferred revenue	489,812	493,891
Due to Provincial Institutes	47,027	63,238
Leasehold inducement - current portion	28,303	4,731
	665,350	709,559
Leasehold Inducement	106,134	-
	771,484	709,559
Net Assets		
Unrestricted Net Assets	(1,955)	50,743
Restricted Net Asset - Defence Fund	100,000	100,000
Restricted Net Asset - CMC Awareness Fund	26,717	26,662
	124,762	177,405
	896,246	886,964

Statement of Operations

	2011 \$	2010 \$
Revenues		
Membership fees	1,008,326	988,708
Certification	182,366	180,134
Membership levies	36,486	23,544
Services management	17,981	27,562
Communications	8,664	13,048
Interest income and other	8,071	11,748
Professional development	3,721	4,775
	1,265,615	1,249,519
Expenses		
Administrative expenses	879,354	808,272
Certification expenses	118,862	100,205
Affiliates support	110,550	111,650
Marketing and communications expense	98,967	107,482
Governance expenses	90,362	92,646
Membership expenses	6,773	5,044
Professional development	6,562	10,156
Industry survey	-	19
	1,311,430	1,235,474
Excess (Deficiency) of Revenue Over Expenses Before The Below	(45,815)	14,045
Moving costs	6,828	-
Excess (Deficiency) of Revenues Over Expenses For The Year	(52,643)	14,045
Net Assets, beginning of year	177,405	163,360
Net Assets, end of year	124,762	177,405

Recognition

Board, Institute, Chapter Councils (2010-2011)

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About CMC-Canada



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). For more information on CMC-Canada, please visit cmc-canada.ca.

About the Designation

The Certified Management Consultant (CMC) designation is the profession's only international certification mark, recognized in over 50 countries. It represents a commitment to the highest standards of consulting and adherence to the ethical canons of the profession.

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A HIGHER LEVEL of
management consulting



Un NIVEAU SUPÉRIEUR
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