



raising **the bar.**





## MESSAGE FROM THE CHAIR

CMC-Canada Chair Todd Williams running with the Olympic Torch, a true symbol of raising the bar.

It has been my pleasure to serve as Chair of the National Board for 2009-2010. We have benefited from a great slate of volunteers and I would like to extend my personal thanks to each of them for their substantial commitments of time and expertise.

During the past year CMC-Canada has made much progress toward strengthening its significance and value proposition, not only for our members, but for the public and business community as a whole. This is in no small part due to the efforts of Glenn Yonemitsu, our new Chief Executive Officer, and the team at the National Office.

I would also like to thank Glenn for keeping us all focused on what is possible for our organization and helping us to think big and translate ideas into reality. I look forward to serving as Past Chair and getting involved once again in the Atlantic Institute. Thanks to everyone for their support this year and I wish you all great consulting in 2010-2011.

Sincerely,

Todd Williams, BA, CMC, ITIL  
Chair, CMC-Canada National Board of Directors



## MESSAGE FROM THE CEO

I am proud to report that 2009-2010 was a year of meaningful change at CMC-Canada. We looked long and hard at how things were done in the past, in order to best align our processes with our goals and optimize results for our members now and in the future.

Change is not a new phenomenon for our association, as we began the process of reengineering a few years back, when the National Board decided to aggressively pursue growth. Setting high objectives forces an organization to rethink its beliefs and values. The Executive Stream Task Force (“ESTF”) represented a radical departure from our previous certification streams. Its success encouraged us to continue to challenge the status quo at CMC-Canada.

We seek change that will accelerate our progress toward a better and stronger organization. Indeed, the theme of our efforts—and of this Annual Report—is “raising the bar”.

We have worked collaboratively with our Provincial Institutes, Chapters, volunteers and staff, to lead the association along the path of constructive change.

When I was asked to define what “raising the bar” means, I Googled the term. I knew what I meant but it was intriguing to discover how others perceived these words.

I found out there is a television show with the title. I also discovered a great book, “Raising the Bar” by Gary Erikson, who is the founder and owner of Clif Bar & Co. Most striking was the book’s tagline: “Integrity and passion in life and business”.

That hit home.

When I highlighted the phrase at the January 2010 National Board meeting, our Chair Todd Williams and I wanted to convince the Directors of CMC-Canada that we need to lift our game, to ensure we are an association that others respect and consulting professionals want to join. “Integrity and passion in life and business” describes our commitment as an association and is a strong testament that we are aiming in the right direction.

During my early days at CMC-Canada, I read some seminal research on why individuals join associations. The primary reason was for “shared identity”. Simply put, people join aspirational associations that have members they respect. This became the acid test for all of our strategic choices.

To lift our game, we need to ensure that we are on target with members’ needs and offer value to those we represent. Since the founding of the Canadian Association of Management Consultants almost 50 years ago, the industry has matured. Have we evolved our offering to reflect the professionalism that management consultants must offer to thrive in today’s environment?

We recognize that we must better understand the unique needs of small independent practitioners, consultants from large professional service firms, those at boutiques, and the strategy firms. While there are certainly similarities, to a large degree they have very different requirements.

The responses we gleaned from the member survey conducted in the summer of 2010 support our beliefs. With this in mind, CMC-Canada is developing a series of value propositions that address each constituency within the management consulting family of professionals. We will succeed in raising the bar if we, as an association and through our members, perform at the highest level, make clear that we are up-market, and earn increasing respect as an aspirational association with great integrity. These are the right things to do, and the levers for retaining and growing a high quality organization.

Our efforts in 2009-2010 were devoted to lifting our game. We are determined to improve communication with members, enhance our advocacy efforts, deliver outstanding professional development opportunities, and fully enforce our standards through discipline and increased awareness of our Uniform Code of Professional Conduct.

We are advancing toward all of these targets—yet despite our accomplishments, we have only just begun. In 2010-2011 we plan to introduce a number of initiatives that will further our evolution.

As the economy slowed last year, more companies began to reconsider their use of consultants. Timeframes for deciding on projects were extended. Costs were reviewed. More and more focus was trained on the integrity of consultants.

In our minds, all of these developments reinforce that there is no better time for CMC-Canada to raise the bar—and provide effective support for the crucial role of management consulting in clients' success.

In this Annual Report, we detail how we intend to change the value proposition and move full steam ahead. As we continue to turn plans into programs over the coming months, we hope you will be increasingly proud of the Certified Management Consultant designation (CMC) and of CMC-Canada. Spread the good word. Tell some of your fellow consulting colleagues that they should consider membership, which is the mark of a professional. It is a pleasure and a privilege to serve in a leadership role in OUR professional association.

Yours truly,



Glenn Yonemitsu, CMC, MBA  
Chief Executive Officer, CMC-Canada



## PRIDE IN THE PROFESSION.

Anyone can claim to be a consultant, but only an individual with the highest level of competency can meet the standards required to become a Certified Management Consultant (CMC) in Canada. CMC-Canada and Certified Management Consultants differentiate themselves from 'regular' consultants by promoting:

### High Standards

A consultant's most valuable asset is his or her reputation, and the CMC designation necessitates commitment to the highest ethical standards through adherence to CMC-Canada's Uniform Code of Professional Conduct.

### Broad Perspectives

CMCs may have declared areas of expertise, but they are required to demonstrate and maintain competence across a broad set of functional disciplines. They see the whole business and understand cross-functional and stakeholder implications. CMCs seek to address the 'cause' of the problem, rather than the 'symptom'.

### Dedication to the Client

Engagements are more than just fees to CMCs, who define their achievements by clients' successes. CMCs are motivated by their personal drive to overcome clients' challenges.

### Passion for and Commitment to the Profession

The CMC designation denotes a serious commitment to management consulting as a profession and a personal investment in one's career. It cannot be attained casually between jobs or through contract employment. CMCs expect to be evaluated on and held accountable for the impact of their work. In short, CMCs are passionate about their profession and the benefits that accrue to their clients.

### Leadership

CMC-Canada provides leadership for management consultants, shaping a vision, fostering excellence and integrity, and speaking for the profession with a single voice.

## INVEST IN YOURSELF.

### Professional Development

We remained dedicated in 2009-2010 to raising the bar in professional development (PD) activities for CMC-Canada members. We focused primarily on providing support and guidance to Provincial Institutes and Chapters, and becoming the 'go-to' source across the country for high quality PD opportunities in management consulting. We offered new initiatives such as the in-person Essentials of Management Consulting program. We also introduced a 'Train the Trainer' course to CMC-certified members so that we could expand our programming activities.

We continue to investigate the potential of the latest technologies to deliver PD activities through webinars, podcasting, and on-line learning to help bridge geographic distance and maximize flexibility in learning opportunities. Our efforts to establish ongoing partnerships with numerous organizations produced discounted rates for our members and broadened the range of professional development offerings available to them.

With the National Professional Development Operations Committee in full operation, we will continue sharing templates and tools that streamline PD activities across the country. This committee is a great resource to volunteers across the country and National Office staff and will be an essential sounding board in our PD planning.

One key initiative underway is an examination of how our members can upgrade their skills through continuing education. For instance, our success in meeting the needs of senior and executive consultants depends on delivering high-level programs that respect their experience and expertise. As a result, we have finalized a partnership with the Richard Ivey School of Business at The University of Western Ontario to deliver programs directed at the needs of our executive and senior members.

### Events

More than 70 events were held in 2009-2010 by Chapters and Institutes across Canada, including two conferences (Alberta and British Columbia), a one-day Professional Development Summit (Atlantic Canada), professional developments events, annual general meetings, new CMC/FCMC receptions/dinners, and social networking events. A sampling of topics addressed includes: Adding Value to Your Client Engagements and Consulting Practice; Great Consulting Success in Any Economy; Everything You Need to Know About Negotiating—Even Against GIANTS!;

Public Works and Government Services Canada (PWGSC) Contracting Vehicles for Professional Services—What's New?; and Calibrating your Moral Compass for the 21st Century: High Level Design. An event planning guide has been produced by staff to assist Institute and Chapter volunteers.

#### University Relationships

CMC-Canada continues to grow its relationships with leading business schools across Canada, including St. Mary's University in Halifax, Royal Roads in Victoria, and the University of Ottawa. A student scholarship program has been proposed for 2011 and beyond. The association has also finalized an agreement with the Ted Rogers School of Management at Ryerson University, and has programs in the works at the University of Alberta and the University of Waterloo. Our recently established landmark partnership with the Richard Ivey School of Business reflects an effort to provide ongoing professional development for senior and executive level professionals globally.

#### Certified Management Accountants

CMC-Canada and CMA Ontario have benefited from the strategic alliance formed in 2008, with more than 33 CMAs participating in the 'Essentials of Management Consulting' program and working toward their CMC certification. This initiative will be instrumental in improving recognition of the CMC designation among CMAs and by other professional associations.

**“It's important to make the public aware that Certified Management Consultants are held to a standard beyond reproach. We recognize that it's difficult for any one firm or consultant to speak out in these circumstances.**

**CMC-Canada can play a crucial role here —for even the most prestigious consulting firm—as the voice of management consulting in public affairs and advocacy. We are focusing on raising our profile as the definitive voice of the industry.”**

## CONSULT WITH COURAGE.

#### Advocacy

Recently, a number of highly publicized controversies have portrayed consultants in a less than favorable light. It's important to make the public aware that Certified Management Consultants are held to a standard beyond reproach. We recognize that it's difficult for any one firm or consultant to speak out in these circumstances. CMC-Canada can play a crucial role here—for even the most prestigious consulting firm—as the voice of management consulting in public affairs and advocacy. We are focusing on raising our profile as the definitive voice of the industry.

In the past year, our national and provincial Advocacy Committee volunteers have made significant strides in helping governments (Ontario, British Columbia, and Canada) strengthen their procurement procedures to ensure fair and competitive practices, while accessing the best resources available. We also worked with other procurement organizations to impress on them that only CMCs are held to the highest standards.

Recently we raised the bar higher still by working with the Canadian Government to show how the combination of technology and business process redesign can maximize synergies, efficiencies, and operational benefits. As CMCs know, it is all too easy to simply adopt technology, but without real process reengineering, only a fraction of the potential benefits can be realized. If our advice is accepted, it will create more opportunities for Certified Management Consultants to make a real difference.

## GOOD TO GREAT.

#### National Office

One of CMC-Canada's four objectives is to sustain a strong national infrastructure to support the other three objectives: connect, grow, and promote. Our National Office continued to evolve in 2009-2010 to meet the needs of a changing organization. The most noteworthy change was the decision by the National Board to hire a new Chief Executive Officer to accelerate the attainment of CMC-Canada's goals.

Glenn Yonemitsu was hired in October 2009 to serve as the association's chief spokesperson and advocate for the management consulting profession in Canada. He has travelled to most parts of the country to meet



with members, Institute Councils and volunteers, other professional associations, government representatives and other key stakeholders.

Additional changes at the office in the summer of 2010 saw Suzie Fernandes and Lora Rossi take maternity leave. H  l  ne Th  berge was promoted to manage certification and Sylvia Biggs has responsibility for our pre-certification courses, relationships with professional development and other association partners, as well as international affiliations.

Andrea Vandenberg joined us in November 2009 as Manager, Marketing & Communications. Andrea has taken a fresh approach to our collateral materials and member communications. In August 2010, Jerod Bertram joined the National Office as Membership & Certification Coordinator; supporting H  l  ne as they shepherd applicants through the process.

Darlene Hoornstra continues to provide assistance to the Institutes and Chapters as they plan local professional development and social events. George McClellan and Mary Blair round out the current office team as Accountant and Managing Director, respectively. We are seeking two more team members who will be in place later this year.

It's not just the staff that's changing at our National Office: we're moving! The premises at 4 King Street West in Toronto are too small to cope with the needs of staff, member meetings, and candidate interviews. Our current lease expires in January 2011 and staff began researching options in January 2010. We're excited to announce that we're moving to 401 Bay Street. As part of the new office, we will build a Business Centre for members to conduct business while in downtown Toronto. We hope to meet many of you there. You'll hear more about the space, and our plans for it, closer to the move date.

Most of the association's computer hardware is between four and seven years old, so we're gradually replacing and upgrading it. A new database and contact management system is in development to further improve office efficiencies. And we've moved the association's accounting software from a frustrating 15-year-old system to QuickBooks 2010.

As mentioned earlier in this report, our alliance with CMA Ontario has already proved advantageous to both organizations. One noteworthy benefit to CMC-Canada has been the opportunity to leverage the CMA's professional assessment tool and adapt it for our own use. This online tool will be available in late 2010 for candidates to self-assess their consulting experience to determine whether they are, in fact, management consultants and what certification stream they may be qualified to pursue. Candidates' responses will form part of their permanent files and will be available to oral assessors at Structured Interviews.

Another alliance—this time with IMC USA—offers American CMC candidates the opportunity to take CMC-Canada's Essentials of Management Consulting and Ethics courses online and in person. Our Canadian faculty and students benefit from the American perspective.

#### **Marketing and Communications**

Priorities for CMC-Canada in 2009-2010 included emphasizing the importance of brand identity and strengthening the recognition of both the CMC designation and CMC-Canada among key audiences. Our main focus remains to improve advocacy efforts and boost member loyalty.

In order to strengthen the identity of the CMC designation, it is important to create messaging around the factors that differentiate a CMC from other consultants. Several items were approved to strengthen the CMC designation and CMC-Canada corporate branding, including: a new CMC-Canada brochure, *Consult Magazine* (September/October 2010), a revamped weekly newsletter, *cNotes*, an Essentials of Management Consulting (EMC) brochure (in production), a wide range of branded promotional items for sale in a new online store, cStore (September 2010), and new client, media, and member kits (in production).

Several initiatives to promote advocacy were started, including a quarterly news piece to all members updating them on the efforts of National and Institute Advocacy Committees, a quarterly CEO letter and weekly CEO blog, *Consult Magazine* and *cNotes* newsletter, an 'Advocacy Corner' on [cmc-canada.ca](http://cmc-canada.ca), and an advocacy kit, which includes a backgrounder on all recent advocacy accomplishments, and an advocacy factsheet.



All communications, marketing, and branding initiatives focus on the goal of improving CMC-Canada's relationship with the following groups:

**Members**—CMC-Canada's 2010 Member Survey and Monthly Monkey Minute provided members with feedback opportunities. A new Business Centre at the CMC-Canada office will offer members 1,500 square feet of brand new office space available for use. *Consult Magazine* will focus on the pride and accomplishments of our members. In addition, all members received a free copy of the Common Body of Knowledge—*Management Consulting: An Introduction to the Methodologies, Tools and Techniques of the Profession*. Future communications will introduce the new Tools, Templates and Logos page (which contains official letterhead, PowerPoint, logos, brochure, style guide, and other items) for members' branding and marketing purposes.

**Potential Members**—We continue to pursue opportunities to fulfill the objective outlined in our 2008-2009 Annual Report of 5,000 members by 2012. We continue to reach out to complementary associations for coordination of event promotion and strategic alliances, increase our trade show presence where appropriate, and undertake specific targeted member campaigns. In 2010, CMC-Canada exhibited at GTEC2010 in Ottawa. We participated in the Health & Wellness Conference in Vancouver, Partners in eGovernment in Victoria, the Endeavour (Volunteer Consulting for Non-Profits) Case Competition, and Nspire National Business and Technology Conference 2010 in Toronto, among other events.

**Potential Clients**—Increasing recognition of the CMC brand, not only by management consultants but also by potential clients, drives CMC-Canada. The new CMC-Canada brochure is more strongly client oriented and devotes copy to the benefits of hiring a CMC. A client kit will contain an addendum to the brochure, with more detail on why a client should hire a CMC.

**Media**—Achieving greater media coverage is a CMC-Canada priority. A media kit is in production. We will generate story ideas to present to the media, and seek out advertorial opportunities. In terms of social media, CMC-Canada's LinkedIn Group is now over 525 members strong, an increase of 275 in six months. Our CEO's blog continues to gain steam as Glenn provides regular updates based on his CMC-Canada and personal consulting experiences. We will continue to build our social media presence.

#### National Certification Committee (NCC)

In late 2009, a Certification Monitoring Subcommittee (consisting of three NCC members) was created with the following mandate:

- Verify that the certification process was being followed
- Verify the reliability and validity of the structured interview
- Deal with unusual events
- Determine an appeals process for failing candidates
- Develop a Continuing Professional Development audit process for the Institutes

The new CMC Certification process was officially tested and launched in early 2010. The overall certification process was modified to better fit with ICMCI recommendations as well as to anticipate the potential impact of personnel certification standards such as ISO 17024. More than 30 CMCs have been certified since the new process was launched. Over 70 CMCs and FCMCs across the country are trained to be oral assessors for the new Structured Interview process.

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

Qualified CMCs from across the country continue to make the Management Advisory Service (MAS) program a success. In 2009-2010, small and medium sized enterprises (SME) received consulting advice from Certified Management Consultants, as part of CMC-Canada's Contribution Agreement with NRC-IRAP. Client demand exceeded available funding and we had a waiting list of SMEs. We continue to work with NRC-IRAP to increase funding for this program.

For CMCs interested in participating in the program, our online orientation session (including both slide deck and audio components) has been updated and is available in English or French. Client satisfaction was monitored through a survey. Almost 95% of clients would recommend the MAS program, and its overall effectiveness was rated as excellent by the majority of respondents.

**“A new Business Centre at the CMC-Canada office will offer members 1,500 square feet of brand new office space available for use.”**

### International Initiatives

The National Board's ongoing organizational review included considerable discussion in 2009-2010 about CMC-Canada's role in the international consulting community. Canada is a founding member of the International Council of Management Consulting Institutes (ICMCI). ICMCI is the global association of national management consulting institutes from around the world. These national institutes administer, in accordance with world-class standards, the international "CMC" certification earned by individual professional management consultants. Canada has the largest number of CMCs of any of ICMCI's 50 member Institutes. Accordingly, we have a strong interest in the development of the international organization.

CMC-Canada has four volunteer Trustees on ICMCI's Council, the maximum permitted any Institute. We have made the Trustee selection

process more transparent by adopting a series of recommendations that better structure and provide oversight of the Trustees Committee. An application and approval process for Trustees is now in place, and Trustees' terms have been staggered.

Our ICMCI Trustees have also worked with those from other ICMCI member organizations to develop a Breakthrough Strategy document, which will provide goals and tactics for the development of the organization. In the fall of 2009, our Trustees attended the ICMCI Congress in London and in June 2010, they and their counterparts were at the Americas Hub meeting in Washington, DC. In September 2010, they travelled to Jordan for the annual ICMCI conference. If ICMCI plans to develop a new strategy, CMC-Canada will be at the forefront, helping to shape the future. As well, they served on committees setting international professional standards and quality

### Membership

	BC	AB	SK	MB	ON	QC	AC	
CMC	230	232	39	51	899	327	90	1860
CMC Intl	6	2	-	-	30	-	4	42
CMC Life	41	40	4	4	211	-	12	312
CMC NPM	38	14	5	13	97	-	11	178
FCMC Life	3	4	-	1	38	-	6	52
FCMC	10	13	9	7	43	-	10	92
FCMC Intl	-	-	-	-	1	-	-	1
Full	58	48	7	4	220	-	20	357
Honorary	-	-	-	-	1	-	2	3
Student	11	4	1	1	18	-	67	102
CMC Student	-	-	-	-	2	-	1	3
<b>Total</b>	<b>397</b>	<b>357</b>	<b>65</b>	<b>81</b>	<b>1560</b>	<b>327</b>	<b>223</b>	<b>3010</b>

assurance for the designation.

#### Governance

CMC-Canada's Board continues to emphasize transparency. Openness in decision-making and process is priority one in every initiative and action.

An example was the process for selecting the Richard Ivey School of Business as a professional development partner from the ranks of global executive education providers. A structured process that incorporated clear evaluation criteria helped prioritize potential partners.

The Balanced Scorecard initiative, introduced last year, assists the Board in assessing the association's effectiveness in several areas. The initiative was fully implemented in 2009-2010, with 16 metrics measured on a quarterly basis to provide a quick snapshot of our overall performance. Even in the early days of this scorecard, we have experienced a positive impact on operational performance.

The past year also saw the continuing maturation of the relationship between the National Office and the Provincial Institutes. Examples of successful collaboration included the British Columbia and Alberta conferences in 2009 and 2010.

**“The Balanced Scorecard initiative, introduced last year, assists the Board in assessing the association's effectiveness in several areas.**

**The initiative was fully implemented in 2009-2010, with 16 metrics measured on a quarterly basis to provide a quick snapshot of our overall performance. Even in the early days of this scorecard, we have experienced a positive impact on operational performance.”**

## COMMITMENT TO KNOWLEDGE.

#### Management Consulting: An Introduction to the Methodologies, Tools and Techniques of the Profession

The hallmarks of a profession are a collection of shared principles and practices, an underlying set of competencies, and a commitment to ethical beliefs and tradition whereby members voluntarily assume an obligation to exercise judgment and self-discipline above and beyond the requirements of law. Kevin Schwenker, FCMC, and his editorial board provided just such a set of management consulting principles in the first volume of CMC-Canada's Common Body of Knowledge (CBK), which was sent free to members in April 2010. *Management Consulting: An Introduction to the Methodologies, Tools and Techniques of the Profession* has received rave reviews from Canadian members and CMCs around the world. If practicing management consultants want their craft to be identified as a profession, it is important to share an essential base of knowledge and skills, definitions of consulting technology, and a professional approach and process for all clients. We anticipate that the CBK will become the common denominator in our industry so that clients can experience the standards and consistency expected of a profession.

#### Industry Study

In 2009, CMC-Canada undertook an extensive survey and published *The Canadian Management Consulting Industry: Trends and Outlook 2009*, the third report sponsored by the association on the topic. Management consulting is a vibrant and dynamic industry. The report paints a picture of the Canadian landscape in its various dimensions: recent performance changes; market expectations; responses to the economic downturn; and the professional fee environment. Fiorella Callocchia, Ted Netten, and William Stapleton provided invaluable guidance. Thank you to the 400 management consultants who shared their opinions and contributed firm-level data through telephone and online questionnaires. Two lively events in Vancouver and Toronto to discuss the findings of the report resulted in great feedback for the association.





## MESSAGE FROM THE AUDITOR.

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, 2010 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, 2010 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  
Toronto, Canada

# FINANCIAL STATEMENTS 2009–2010

## SELECTED FINANCIALS

	2010	2009
	\$	\$
<b>ASSETS</b>		
<b>CURRENT:</b>		
Cash	277,063	184,917
Investments	470,123	600,000
Accounts receivable	91,007	175,895
Due from Chapters/Member Services Committees	1,208	1,788
Inventories	25,819	15,253
Prepaid expenses	10,569	18,246
	875,789	996,099
<b>EQUIPMENT</b>	11,175	24,805
	886,964	1,020,904
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT:</b>		
Accounts payable and accrued liabilities	147,699	326,016
Deferred revenue	493,891	490,609
Due to Provincial Institutes	63,238	28,080
Leasehold inducement—current portion	4,731	8,108
	709,559	852,813
<b>LEASEHOLD INDUCEMENT</b>	-	4,731
	709,559	857,544
<b>NET ASSETS:</b>		
<b>UNRESTRICTED NET ASSETS</b>	50,743	36,724
<b>RESTRICTED NET ASSET—DEFENCE FUND</b>	100,000	100,000
<b>RESTRICTED NET ASSET—CMC AWARENESS FUND</b>	26,662	26,636
	177,405	163,360
	886,964	1,020,904



	2010	2009
	\$	\$
<b>REVENUES</b>		
Membership fees	988,708	952,195
Certification	180,134	106,372
Services management	27,562	17,347
Membership levies	23,544	26,424
Communications	13,048	2,264
Interest income and other	11,748	12,700
Professional development	4,775	33,821
	<b>1,249,519</b>	<b>1,151,123</b>
<b>EXPENSES</b>		
Administrative expenses	808,272	636,688
Affiliates support	111,650	109,700
Marketing and communications expense	107,482	71,098
Certification expenses	100,205	107,370
Governance expenses	92,646	80,346
Professional development	10,156	39,509
Membership expenses	5,044	11,560
Industry survey	19	42,432
	<b>1,235,474</b>	<b>1,098,703</b>
<b>EXCESS OF REVENUES OVER EXPENSES</b>		
<b>FOR THE YEAR</b>	<b>14,045</b>	<b>52,420</b>
Net Assets, Beginning of year	163,360	110,940
Net Assets, End of year	177,405	163,360





### 2009 Annual General Meeting

CMC-Canada Director-at-Large positions have staggered terms, resulting in a single vacancy each year. In 2009, then Director-at-Large Mauro Meneghetti was appointed by the Nominating Committee as Vice Chair for 2009-2010. This resulted in Mauro's resignation as Director-at-Large, as required by CMC-Canada Bylaws, and left two vacant Director-at-Large positions for the 2009 AGM, instead of the usual one. On the recommendation of the Nominating Committee, the National Board decided that the two candidates who secured the most votes would be asked to fill the vacancies, each for a two-year term.

Our call for nominations resulted in three strong candidates. After a close vote, Jay Aspin, CMC, and Rainer Beltzner, FCMC, were welcomed to the National Board at the October 2009 AGM.

The CMC-Canada 2009 AGM took place in Vancouver, following the presentation of the 2009 Industry Study findings to CMC-BC members. The newly-elected Directors-at-Large were formally introduced to those in attendance. Unfortunately, a quorum was not present for the AGM. Therefore a Special Meeting was called and took place in Toronto on December 8, 2009. Members present approved all motions on the agenda, including the Auditor for the 2009-2010 fiscal year and the 2008 AGM minutes.

### Board of Directors (2009-2010)

**Todd Williams**, CMC | Chair

**Mauro Meneghetti**, CMC | Vice Chair

**Bob McCulloch**, FCMC  
Past Chair and Nominating Committee Chair

**Rainer Beltzner**, FCMC | Treasurer

**Chris Lavin**, CMC | CMC-Alberta

**Shawn Porter**, CMC | CMC-Atlantic Canada

**Mary Colak**, CMC | CMC-British Columbia

**Ken Howell**, CMC | CMC-Manitoba  
CMC-Ontario and National Advocacy Committee

**Lynn Bennett**, CMC | Chair

**Valerie Sluth**, CMC | Chair  
CMC-Saskatchewan and ICMCI Trustee Committee

**Georges Sayegh**, CMC | OAAQ (Québec Institute)

**Greg Richards**, FCMC  
National Certification Committee Chair

**Jay Aspin**, CMC | Director-at-Large

**Glenn Yonemitsu**, CMC | Chief Executive Officer

**Mary Blair** | Recording Secretary

### Institute Presidents (2009-2010)

**Chris Lavin**, CMC | CMC-Alberta

**Shawn Porter**, CMC | CMC-Atlantic Canada

**Mary Colak**, CMC | CMC-British Columbia

**George Wong**, CMC | CMC-Manitoba

**Anne Bachinski**, CMC | CMC-Ontario

**Frank Hart**, CMC | CMC-Saskatchewan

**Andrée Longpré**, FCMC | OAAQ

### Chapter Chairs (2009-2010)

**Satnam Sekhon**, CMC  
CMC-British Columbia-Mainland

**Deb Bourne**, CMC  
CMC-British Columbia-Southern Interior

**Bert Zethof**, CMC  
CMC-British Columbia-Vancouver Island

**Dorothy Milburn-Smith**, FCMC  
CMC-Ontario-Eastern Ontario

**Jim Love**, FCMC  
CMC-Ontario-Greater Toronto Area

**Lianti Muller**, CMC  
CMC-Ontario-Southwestern Ontario

## 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](http://cmc-canada.ca).

## ABOUT THE DESIGNATION

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

A HIGHER LEVEL of  
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