

# ENGAGE AND PROMOTE

CMC-Canada 2012-2013 Annual Report

To my fellow members:

I am pleased to be writing to you as I complete my term as Chair of CMC-Canada, after a very active two years.

First, I am pleased to report that together we turned the ship this year and recorded a surplus for fiscal 2013 after a challenging year in fiscal 2012. Thank you to my fellow Board members and the National Office staff for this turnaround.

Beyond this, the most important achievement for the past year was the development and finalization of our 2013-2016 Strategic Plan. After reviewing the direction of the prior plan developed in 2007, under the leadership of then Chair, Greg Fieger FCMC and Vice Chair Ken Davies FCMC, it was time to revisit our plans.

We had made significant progress from 2007 updating and putting new pieces of our infrastructure into place, but with the harsh economic environment we faced, compounded by strong demographic changes, a refresh/re-think was required.

We followed the strategic planning framework shared by CMC-BC President, Russ Grabb CMC, and Peter Milley FCMC, our member-at-large from Atlantic Canada. The whole Board was involved and each Institute played a role in feedback.

#### **What was the result?**

The Board has approved the new 3-year strategy. We kept the four strategic pillars, but re-arranged them—I think you will appreciate how it significantly changes our approach to building a stronger association.

## **2013 - 2016 Key Strategic Directions**

### **Engage**

With current and prospective members, with consumers of consulting services, and the wider business and professional community, to demonstrate through PD programming, thought leadership and related communications, and other activities and events, that individuals holding the CMC designation possess superior leadership, analytical, problem-solving, and solution development skills they apply with independent judgement in a variety of organisational roles and environments to influence decision outcomes.

### **Promote**

The CMC brand and designation to prospective members, to consumers of consulting services, and to the wider business, professional, and academic communities as representing superior business, professional, and leadership capabilities that will be valued in almost all organizational settings.

### **Strengthen and Sustain**

The CMC-Canada organization as an effective developer and provider of high quality, high performance management consulting-focused professional development programming, activities, networking, and community-building activities that will in turn sustain the profession and be attractive to leaders and management professionals in a wide variety of organizations and roles.

### **Attract**

To our membership by 2016, (through our activities), more than 2,000 new members, of whom at least half will have embarked on pursuit of the CMC designation by June 30, 2016.

Where our goal before was to 'grow' to give us the budget to deliver programs our members demand, now we will 'engage' our members and 'promote' the CMC designation so consultants will want to be members in our Association.

This new 'Engage and Promote' strategy will force CMC-Canada to think, manage, and operate in a different manner. These 'strategic shifts' include:

- **Diversifying our revenue base**  
Reducing the percentage of our revenues that are derived from member dues.
- **Leveraging our assets**  
Expanding the audience who benefit from our proven, established pre-certification professional development programs.
- **Helping CMC-Canada members continue in their development**  
Building our roster of post-certification professional development programs.
- **Promoting the awareness of our designation**  
Our building awareness initiative will launch at the end of November and we will be in Chartered Accountants' CA magazine beginning with the January 2014 issue.

This Plan is now being implemented. Our fiscal 2014 business plan and budget are built around these priorities. The Board continues to work on new transformational concepts that will help accelerate progress and achieve our vision.

We have been through a challenging period, and I am pleased that CMC-Canada is headed in the right direction. I now pass the torch to Mark Brown FCMC, who has been a tremendous partner and team player over the past two years.

As well, I would like to thank Glenn Yonemitsu CMC, our CEO, for his service over the last four years. Glenn has decided to return to consulting full-time in the New Year. It has been a pleasure to work with Glenn and I appreciated the enthusiasm and commitment that he brought to the Association. Moving forward Glenn will serve as one of our four Trustees with the International Council of Management Consulting Institutes. The search for a new CEO is well underway.

Finally, I cannot conclude without saying 'thank you'—it has been a privilege and a pleasure to serve you as your Chair.

Yours truly,



**Lynn Bennett FCMC**

Chair, CMC-Canada National Board of Directors

To my fellow members:

Well, it has been an active year and I am looking forward to sharing some great news.

With our new 'Engage and Promote' strategy, we have been focusing on three critical initiatives—ones that will help elevate the CMC designation and provide solid benefits for you—our members:

- **Building Awareness**
- **Knowledge**
- **Continuing Professional Development**

We have been working on the Building Awareness Campaign for quite a long time... and have done it right. By the time you read this letter, we will have launched the Campaign. In the past year, the Implementation Task Force did the groundwork. We conducted in-depth market research, analyzed our target audience, selected a great agency with experience in this field, and are set to launch the paid advertising portion of the campaign. But, our awareness building campaign is much more than advertising—right from the outset, we envisioned our members and Institutes adopting the same target (Chartered Accountants)—resulting in a more significant impact. Look for suggestions on ways to get involved over the next few weeks.

The Knowledge Project—building an online knowledge resource for our membership—is in the pilot phase of testing. The Knowledge Committee, led by Kevin Schwenker FCMC, has narrowed the focus to two technology platforms for testing, and by January they plan a soft launch of the selected system. Imagine, rather than a static knowledge base, CMC-Canada will have a dynamic, online resource, where members can access, share, and reference the knowledge and experience of others.

The Continuing Professional Development Committee has also made great strides this year. Led by Kathy-Jane Elton CMC, this National Committee conducted a needs analysis of our members earlier this year. Members told the Committee what PD they need and the Committee prioritized:

- **Leading change.**
- **Growing your consulting practice.**
- **New business diagnostic and problem solving tools.**
- **Leadership development.**

The Committee issued an RFP to find partners to help CMC-Canada develop and deliver high-quality PD. The list of providers has been narrowed to a shortlist of two and the plan is to offer the first program in the spring.

This will be my final Annual General Meeting as CEO. I will be returning to my private consulting practice full-time in the New Year, but will continue to play a role in the Association through my regional chapter and by being a trustee with the International Council of Management Consulting Institutes.

It has been a privilege and honour to serve as your CEO for the past four years, but I'm excited to take on some larger projects with my clients. I look forward to seeing you at a CMC-Canada event!

Thank you for making the commitment to being a professional.

Regards,



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

## **BUILDING AWARENESS OF THE CERTIFIED MANAGEMENT CONSULTANT (CMC) DESIGNATION**

### **Celebrating a Milestone**

2013 marked the 50th anniversary of the founding of the Canadian Association of Management Consultants (CMC-Canada). In 1963, after many years of committee work by the Institute of Chartered Accountants of Quebec, and meetings between senior representatives of the largest accounting firms and major consulting practices, it was agreed that there was much to gain by working together to build and standardize the emerging profession of management consulting.

From those initial meetings in Montreal, Ottawa, and Toronto, the movement to professionalize management consulting began.

To celebrate this milestone, Institutes and Chapters across the country held 50th anniversary events. At these events, individuals who were instrumental in the formation and development of the CMC movement were honored with “the Golden Jubilee Award.” These events will be featured in the Spring/Summer issue of *Consult Magazine*.

### **Private Sector Building Awareness Campaign**

As discussed in the CEOs Report, to create further demand for CMCs, January will see the launch of our campaign to build awareness of the designation among those we know are responsible for procurement of consulting services—starting with the Chartered Accountants. Our research and marketing teams have been hard at work on this campaign. All members will receive the ads to share with clients, colleagues, and friends in January.

### **Public Sector Advocacy Initiatives**

The National Advocacy Committee (NAC), with representatives from each Institute, looked to

streamline data gathering on advocacy initiatives from across the country. The discussion centred around the development of a database of key government contacts (titles) in all provinces—major users, not purchasers, of consulting services, as well as completing a template that all Institute Advocacy Committees can fill in on the advocacy/procurement processes in their area. In 2014, the Committee will look to implement these ideas, as well as revisit the NAC Terms of Reference to maximize the capabilities of the Committee.

The Government Advocacy Committee had a year of renewal. In particular, it renewed its Terms of Reference to better articulate its focus on the federal government. To align its name with this focus, it became the ‘Federal Advocacy Committee (FAC)’. The FAC aims to influence procurement policies and practices, raise the profile of CMC members, and build their credibility within the federal government market (experience and expertise of the CMC designation).

In the past year, members of this committee attended various federal government supplier and vendor committee and working group meetings. The FAC was consulted by representatives from Public Works and Government Services Canada when they introduced a number of new initiatives including the National Procurement Strategy, ProServices, and Buyandsell.gc.ca. The committee also supported the CMC-Canada National Office in developing CMC-Canada's response to several federal government-related issues.

The Ontario Advocacy Committee conducted a series of relationship/messaging visits to government leaders (Ontario Government and Broader Public Sector). In preparation for these meetings, the Committee created messaging slides to put forward the value of the designation's code of conduct, accountability, professional consulting career focus, etc. Representatives of the Committee were also brought in by the Province to comment on their process mapping of procurement. In June, the Committee also represented CMC-Canada at a roundtable with PWGSC Minister, Diane Finley, thru The Office of Small and Medium Enterprises (OSME).

## PROFESSIONAL DEVELOPMENT

### Knowledge

Our 2013 Management Consulting Industry Report (released November 28) provides insight into those companies and sectors looking to expand, and to hire, and the challenges that face the profession.

The Knowledge Project will be launched in early 2014—a members-only wiki to equip management consultants with the tools they need, plus the combined experience and knowledge of all members—essential for the future of the profession.

### Events

CMC-Canada and its Institutes and Chapters held over 100 events in the past year—providing members with professional development, social, and career building opportunities. Topics covered included: brand strategy, Lean consulting, the human side of change and transformation, creative facilitation, and strategic planning. Our Special Interest Groups—Energy & Climate Change, Strategy, and Government—welcomed members with specific interests through regular meetings. Social events such as a golf tournament, pool challenge, holiday receptions, and pub nights were well attended and provided an opportunity for members to get to know each other in a relaxed environment. ‘Lunch and Learns’ and Webinars like the ‘Take 40’ series covered topics such as ‘Planning for Success,’ ‘Marketing the Small Consulting Business,’ and ‘Optimize Your LinkedIn Profile.’

Other highlights include: CMC-Alberta’s 6th Annual Consulting Conference ‘Management Priorities in Government,’ Certified Consulting Agrologists (CAC) North American Consulting School ‘Investing in Agriculture and Food,’ and CMC-Ontario-GTA Chapter’s Leadership Thought Forum, with sessions on ‘Strategic Discomfort,’ ‘Business Ethics,’ and ‘Managerial Courage.’ Jim McCarter, Ontario’s Auditor General, gave ‘Advice for Management Consultants’ to an enthusiastic crowd in an interactive Q&A session.

### Certification

This year we expanded our certification communication by contacting candidates at all stages of the process. This meant connecting with candidates by sending them regular updates on their progress, reaching out to less active candidates about taking the final steps to completing certification, and encouraging new members to begin the CMC process.

Our aim is to develop new means of tracking and updating candidates as we begin digitizing candidate records. As always, we encourage current CMCs to get involved by becoming Oral Assessors or candidate sponsors.

### Post-Certification Courses

The Continuing Professional Development (CPD) Committee is in the process of analyzing recent member survey results, as part of their needs analysis. More than 350 CMC-Canada members responded to the survey—watch your email for information from our CPD Committee, as they focus on providing you with the professional development information you’ve said you need and want—in a format that works for you.

### **Mentorship**

Our Mentorship Program is expanding—and we're developing an online program that supports our larger needs. We look forward to having a national program in place within the next year that will provide a great development opportunity for both mentors and protégés. We also continue to improve the mentor/protégé matching system. Becoming a mentor is an excellent way to shape the future of CMC-Canada—and to give back to the profession and consulting community.

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

In the spring of 2012, CMC-Canada signed new Contribution Agreements with NRC-IRAP for one-year Management Advisory Service (MAS) and DTAPP Advisory Service (DAS) programs. Qualified CMCs are hired to assist small and medium sized enterprises (SMEs) identified by the NRC across the country.

70 project slots were approved for both MAS and DAS this fiscal year. There are now approximately 130 IRAP qualified CMCs across Canada. Client satisfaction remains high, resulting in an ever-increasing waitlist. We continue to proactively work with NRC-IRAP to increase funding for this program.

## **MEMBER COMMUNICATIONS**

### **Informz**

In December 2013 we will adopt a new Email system, Informz, that addresses many of the concerns (deliverability, reporting ability, design) our Institutes and Chapters have expressed. For 15 years, Informz has created email marketing modules that enables associations to create personalized email communications, customize member surveys, promote and manage event registrations, and much more. We look forward to providing more targeted messaging to members, reducing the frequency of messages, and improving readability and design.

### **Social Media**

Our online profile continues to grow rapidly—we now have over 350 Twitter followers and 2150 LinkedIn members! Member engagement over LinkedIn and Twitter continues to increase—discussions flow over articles, events, and information posted. Our CEO's blog attracts readers with personal stories related to management consulting. Moving forward, we plan to expand our Facebook and YouTube presence through targeted content for young professionals.

Have you joined our online communities yet? Follow us and join the conversation!

### **Luggage Tags**

A survey earlier this year resulted in many members selecting a luggage tag as a way to raise the profile of the CMC designation. The first round of these membership cards/luggage tags were sent to all CMCs with their renewal invoices in November. The highlight of these tags is a QR Code that links directly to the CMC-Canada Code of Professional Conduct. Quickly show potential clients what you stand for as a consultant! Non-certified members will receive their Tags as they renew their membership for 2013/2014.

## BUSINESS DEVELOPMENT

### Growth Campaigns

**REFER-A-MEMBER** In February we launched a new and improved Refer-a-Member Campaign that delivered over 450 new prospective members to our growth team to contact. The referring member received a \$50 gift certificate for every three prospects they submitted as our thanks.

**YOUNG PROFESSIONALS** Over 90% of CMC-Canada's members are over the age of 40. As many of our members retire and turn to Life membership status, it is essential to refill our membership ranks with talented and passionate professionals. The Young Professionals Campaign, to be launched in January 2014, will provide a unique value proposition that addresses the professional development, networking, and social needs of younger professionals.

First time members under the age of 40 will receive a special discounted membership rate. In November of 2013 we began benchmarking this audience through an online survey and interviews. A special nationwide team is being assembled, with representatives from each Institute and Chapter, to analyze the research results and create programming to attract these potential members.

### Recruitment Events

In an effort to 'Raise Awareness' about the CMC designation, recruitment events were held across the country—from Vancouver, Victoria, Kelowna, and Calgary to Toronto, Ottawa, and Halifax. More recruitment events are scheduled in the coming months to introduce professionals to the CMC designation. If you see a notice for an info session in your area, bring a friend or colleague, and help us spread the word about the designation and association.

### Partnerships

**UNIVERSITIES** This year we continue to grow our strategic alliances with leading business schools across Canada—we're talking with McGill University, UQAM, Concordia, and Wilfrid Laurier University. These possible alliances would join existing agreements with University of Waterloo, University of Alberta, Queen's University, Royal Road's University, University of Ottawa, and Saint Mary's University. Our members willingly participate as guest speakers and volunteer judges with many of our university partners, and CMC-Canada, along with TD Meloche Monnex, support three of the universities by offering an annual scholarship.

**PROFESSIONAL ASSOCIATIONS** The Certified Management Consultant (CMC) designation is a complementary designation to many others. CMC-Canada has developed alliances with other organizations representing professions and designations whose members would benefit from consulting expertise and the CMC designation, including:

- Canadian Association of Family Enterprise (CAFÉ).
- Certified Management Accountants (CMA).
- Chartered Accountants (CA).
- Professional Biologists (APB).
- The Human Resource Professionals (CHRP).
- Global Innovative Campus.

## BEYOND OUR BORDERS

CMC-Canada has been awarded the role of service provider to ICMCI's new CMC-Global Institute (CMCGI). This initiative will offer membership, and eventually a CMC designation, to those management consultants living and working in countries that do not already have a CMC Institute. This work will leverage CMC-Canada's already robust membership and certification processes, and assist in raising awareness of the designation globally.

## Report on the financial statements

We have audited the financial statements of Canadian Association of Management Consultants /Association Canadienne des Conseillers en Management in accordance with Canadian accounting standards for not-for-profit organizations and expressed an opinion on these financial statements in our Auditors' report dated September 12, 2013. This opinion is reproduced below.

We have audited the accompanying financial statements of Canadian Association of Management Consultants/Association Canadienne des Conseillers en Management, which comprise the statement of financial position as at June 30, 2013, June 30, 2012 and July 1, 2011 and the statement of operations, statement of changes in net assets, statement of cash flows for the years ended June 30, 2013 and June 30, 2012, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud

or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Canadian Association of Management Consultants /Association Canadienne des Conseillers en Management as at June 30, 2013, June 30, 2012, and July 1, 2011, and its financial performance and its cash flows for the years ended June 30, 2013 and June 30, 2012 in accordance with Canadian accounting standards for not-for-profit organizations.

### Emphasis of Matter

Without qualifying our opinion, we draw attention to Note 1 in the financial statements which indicates that the Association has a deficit in its unrestricted net assets and, as of June 30, 2013, the Association's liabilities, exclusive of its restricted net assets, exceeded its total assets by \$101,485.

These condensed financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. 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 Professional Accountants  
Licensed Public Accountants  
Toronto, Canada  
September 12, 2013

## FINANCIAL STATEMENTS 2012-2013

### SELECTED FINANCIALS

	2013	2012
	\$	\$
<b>ASSETS</b>		
<b>CURRENT:</b>		
Cash	28,314	144,022
Investments	552,095	301,575
Accounts receivable	59,852	128,407
HST receivable	11,941	-
Inventories	43,765	69,411
Prepaid expenses	27,592	39,121
	723,559	682,536
<b>EQUIPMENT</b>	82,169	120,014

	<b>805,728</b>	<b>802,550</b>
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### LIABILITIES

#### CURRENT:

Accounts payable and accrued liabilities	68,476	120,413
HST payable	-	8,500
Deferred revenue	593,852	519,664
Due to provincial institutes	54,579	44,788
Leasehold inducement – current portion	28,303	28,303
	745,210	721,668
<b>LEASEHOLD INDUCEMENT</b>	49,529	77,832

	<b>794,739</b>	<b>799,500</b>
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### NET ASSETS:

<b>UNRESTRICTED NET ASSETS (DEFICIT)</b>	(101,485)	(124,567)
<b>RESTRICTED NET ASSET – DEFENCE FUND</b>	83,957	100,000
<b>RESTRICTED NET ASSET – CMC AWARENESS FUND</b>	28,517	27,617
	10,989	3,050

	<b>805,728</b>	<b>802,550</b>
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## Report on the financial statements

	2013	2012
	\$	\$
<b>REVENUES</b>		
Membership fees	1,135,132	1,017,175
IRAP	616,858	748,947
Certification	234,986	215,416
Professional development	25,703	59,228
Promotions and sponsorships	10,800	18,233
Member centre	11,805	11,311
Interest and miscellaneous	6,629	7,683

	<b>2,041,913</b>	<b>2,077,993</b>
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<b>EXPENSES</b>		
Administrative	1,040,056	1,164,304
IRAP	452,259	447,532
Certification	166,237	155,968
Affiliates and regional support	131,299	115,189
Marketing and communications	85,492	120,638
Governance	71,221	92,448
Membership	41,820	13,144
Member centre	24,590	58,111
Professional development	4,947	32,371

	<b>2,017,931</b>	<b>2,199,705</b>
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<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES BEFORE THE BELOW</b>	23,982	(121,712)
Defence Fund expenses	16,043	-

<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR</b>	7,939	(121,712)
Net Assets, Beginning of year	3,050	124,762
Net Assets, End of year	10,989	3,050

**THANK YOU TO ALL VOLUNTEERS WHO DEDICATED THEIR TIME, EFFORT, AND KNOWLEDGE TO THEIR ASSOCIATION OVER THE PAST YEAR. YOUR CONTRIBUTIONS WERE FELT ACROSS THE COUNTRY BY THE BOARD OF DIRECTORS, CMC-CANADA STAFF, AND MEMBERS.**

(As of June 30, 2013)

#### **Board of Directors**

Chair: Lynn Bennett FCMC  
Vice Chair: Mark Brown FCMC  
Treasurer: Janice Horne CMC  
Director-at-Large: Alice Kubicek CMC  
Director-at-Large: Peter Milley FCMC  
CAC Committee Chair: Don Hoover CMC  
CMC-Alberta: David Wartman FCMC  
CMC-Atlantic Canada: Jerrold White CMC  
CMC-British Columbia: Stephen Spooner CMC  
CMC-Manitoba: Randy Baldwin FCMC  
CMC-Ontario: Lianti Muller CMC  
CMC-Quebec: Anthony Gagnon CMC  
CMC-Saskatchewan: Mark Hustak CMC  
Chief Executive Officer: Glenn Yonemitsu CMC

#### **Institute Councils**

##### **CMC-ALBERTA**

President: David Wartman FCMC  
Vice President: Michael Watson CMC  
Past President: Mark Brown FCMC  
Treasurer: Victoria Bradbury CMC  
Secretary: Eugene van den Berg  
Director: Andrew Burgess CMC  
Director: Ken Davies FCMC  
Director: Will Fong CMC  
Director: David Greenwood CMC  
Director: G. Brian Manning CMC  
Director: Greg McIntyre CMC  
Director: Barry Oxby CMC  
Director: Adesiji Rabiou CMC  
Registrar and Ex-Officio Board Member:  
Jeff Griffiths CMC

##### **CMC-ATLANTIC CANADA**

President: Jerrold White CMC  
Vice President: Steven Parker CMC  
Board Member: Paul Robert Rudderham CMC  
Past President: Kathy-Jane Elton CMC  
Treasurer: Edward Foran CMC  
Secretary: Neil Williams CMC  
Registrar: Blaine Atkinson FCMC  
Professional Development: Thomas Cooper CMC  
Marketing and Communications: Fady Nashat CMC

##### **CMC-BRITISH COLUMBIA**

President: Stephen Spooner CMC  
Vice President: Lyn Blanchard CMC  
Treasurer: Shayda Kassam CMC  
Past President: Russell Grabb CMC  
Secretary: Jean Douglas CMC  
Registrar/Memberships: Mary O'Callaghan CMC  
Chapter Chair, Lower Mainland: Don Sherrah CMC  
Chapter Chair, Southern Interior: Paul Burgener CMC  
Chapter Chair, Vancouver Island: Gordon Gunn CMC  
Marketing and Communications: Renata King CMC  
National Advocacy Committee: Lyn Blanchard CMC

## Acknowledgement

### CMC-MANITOBA

President: Timothy Wildman CMC  
Vice President: Inga Sheane CMC  
Past President/National Board Rep:  
Randy Baldwin FCMC  
Treasurer: David Thompson CMC  
Secretary: Alex Yaworski CMC  
Registrar: Warren Thompson CMC  
Member-at-Large: Richard Brodeur CMC  
Member-at-Large: Sandra Foster CMC  
Member-at-Large: Timothy Kist CMC  
Member-at-Large: Allen Moxam CMC

### CMC-QUÉBEC

Director: Pierre Bergeron CMC  
President: Anthony Gagnon CMC  
Chair, Professional Development Committee:  
Gilles LeVasseur  
Steering Committee: Ronald Bannon CMC  
Steering Committee, Certification:  
Louis Bertrand CMC  
Steering Committee, Certification:  
Normand Tremblay CMC  
Steering Committee, Membership & Training:  
Gabriel Ahmarani CCMC  
Committee Leader: Francois Berthiaume FCMC  
Committee Leader: Gisele Hebert CMC  
Committee Leader: Robert Michon CMC  
Committee Leader: Yves Pelletier CMC

### CMC-ONTARIO

President: Dorothy Milburn-Smith FCMC  
Past President/National Board Rep:  
Lianti Muller CMC  
Vice President: Marylka Empey CMC  
Communications: Larry Tomlin CMC  
Treasurer: Sean Murphy CMC  
Registrar: Michael Stanleigh CMC  
Director-at-Large: John Gardner CMC  
Chair, Advocacy Committee: Fred Nagy CMC  
Chair, EOC Chapter: David Bolton CMC  
Chair, Fellows Committee: Alcide DeGagné FCMC  
Chair, GTA Chapter: Abe Patricio CMC  
Chair, Membership and Growth Committee:  
Lynn Lefebvre CMC  
Chair, Regulation Steering Committee:  
Ron Schwartz CMC  
Chair, SWO Chapter: Jim Passmore CMC

### CMC-SASKATCHEWAN

President: Richmond Graham CMC  
Vice President: Blaine Canitz CMC  
Past President: Mark Hustak CMC  
Treasurer: Frank Hart FCMC  
Chair, Professional Conduct and Discipline:  
Bruce Anderson CMC  
Member Services: Lorne Boyle CMC  
Registrar: Doug McNair CMC  
Director-at-Large: Donald Anderson CMC  
Director-at-Large: Rene Carpentier CMC  
Director-at-Large: Jeremy Hall CMC  
Director-at-Large: Daniel Kishchuk CMC  
Director-at-Large: Allan Scholz CMC  
Director-at-Large: Toni Villiers CMC

### Chapter Councils

#### CMC-BRITISH COLUMBIA MAINLAND

Chair: Don Sherrah CMC  
Past Chair: Satnam Sekhon CMC  
Member: Dave Baspaly CMC  
Member: Haneef Chagani CMC  
Member: Kenneth Lee CMC  
Member: Ron Matthews CMC  
Member: Tony Wanless CMC

#### CMC-BRITISH COLUMBIA SOUTHERN INTERIOR

Chair: Paul Burgener CMC  
Past Chair: Joy Playford CMC

#### CMC-BRITISH COLUMBIA VANCOUVER ISLAND

Chair: Gordon Gunn CMC  
Vice Chair: Ann Moskow CMC  
Programs Director: Landon Schmidt CMC  
Secretary/Treasurer: Eric Anderson CMC  
Communications: Stuart Culbertson CMC  
Director-at-Large: Chris Jones FCMC  
Director-at-Large: William Reid CMC

## Acknowledgement

### CMC-ONTARIO

#### EASTERN ONTARIO (As of October 2013)

Chair: Stephen Donahoe CMC  
Past Chair: David R. Bolton CMC  
Vice President/Treasurer: Craig Mackay CMC  
Board Member: Dorothy Milburn-Smith FCMC  
Government Advocacy Committee: Sandy Moir CMC  
Director-at-Large: Jagoda Capkun Bacic CMC  
Director-at-Large: Alexander Ince CMC  
Membership Growth: Kevin Howe-Patterson CMC  
Communications: Milos Simovic CMC  
Events: Gregory Graham CMC  
Administration: Greg Chesley

### CMC-ONTARIO

#### GREATER TORONTO AREA

Chair: Abe Patricio CMC  
Past Chair: Marylka Empey CMC  
Vice Chair/Advocacy: Husam Sha'ath CMC  
Treasurer: Douglas Nowlan CMC  
Professional Development: Allison Patterson CMC  
Student Initiatives: Abdul Rahman Qudimat  
Membership: John Sibley CMC  
Communications: Gwennyth Dido CMC  
Volunteer Services: Russi Surti CMC  
Marketing: Janana Yoganath CMC  
Member Services/Events: Antony Lorius CMC  
Chair, Special Interest Groups: Michael Askari  
Member-at-Large: Robert Coffey CMC  
Member-at-Large: Rod Howland CMC  
Member-at-Large: Steven Wickens CMC

### CMC-ONTARIO

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