

CMC-CANADA

2016-2017

ANNUAL REPORT

A HIGHER LEVEL of
management consulting



Un NIVEAU SUPÉRIEUR
de conseil en management



I've had the pleasure to serve on the CMC-Canada National Board since 2014, when I was the representative of the Alberta Institute. And as Vice Chair for 2015-17, I had looked forward to taking over the helm from Richard Harris at the AGM in 2017. Unfortunately, Richard had to step down as Chair for personal reasons in the spring of 2017, but thanks to his leadership and mentorship, I felt comfortable in taking on the Chair roles six months earlier than planned. I could not have done this without the support and encouragement of the rest of the National Board, and the countless volunteers who dedicate their time and expertise to a variety of roles. Their contributions helped us to create an environment of collaboration, progressive thinking, and community building.

In our 2016-17 fiscal year (July to June), we took further steps to carry out the elements of the CMC-Canada 2013-2017 Strategic Plan. The focus of the plan is to offer professional development programming, networking, connections, awareness, and related activities that generate revenue, and are inherently attractive to interest new and different individuals to the organization.

But we also focused on some unplanned opportunities. Many of you were able to join us in Toronto in October 2016 for our International Management Consulting Conference. For those of you unable to attend in person, you can read more about it in the following pages. I congratulate the volunteers and staff who made this happen, and so successfully. We set the bar high on the international stage as representatives from management consulting organizations in 25 countries joined us for a week of learning, sharing,

networking, and fun!

As you all know, CMC-Canada is more than 50 years young, and you are a member of CMC-Canada by virtue of your membership in one of seven Regional Certifying Institutes (CIs). Over the years, CMC-Canada has evolved to become a service provider for the CIs. The 2011 Teaming Agreement, which detailed the relationship and responsibilities of all 8 entities, expired on December 31, 2016. For over a year, we have been meeting weekly with CI representatives to refresh the Teaming Agreement with an emphasis on substantial improvements in light of the current operating environment, where former processes and assumptions must be updated. As management consultants, we work with our clients through their transformations, and we are working through significant changes at CMC-Canada as we evolve and change to meet the needs of management consultants.

Two years ago, Richard Harris spoke at the National Conference in Edmonton about the need to be 'noisier'. And you may have seen the results of that focus on social media, in the way we have engaged with various partners, and on key issues, such as the proposed federal tax changes that affect our clients and our own practices.

The following pages detail our efforts and accomplishments in the past year, and provide a taste of what's to come.

I look forward to serving as Chair for the next two years and hope to continue to meet my fellow members in-person and online. Be sure to take advantage of your membership by creating connections with your fellow members and expanding your personal network. As I know from personal experience, you get so much out of your membership when you participate.

Mike Watson

Mike Watson FCMC

Interim Chair, CMC-Canada National Board of Directors

WE'RE MAKING NOISE

Social media

Our social media channels continued to expand our reach through a combination of regular contributions and valuable shared content. We now have:

- Over 8,000 Twitter followers
- More than 600,000 Tweet impressions annually (how many times users see your tweets)
- More than 3,200 members in our LinkedIn group
- More than 30 unique bloggers

Don't miss out on our online conversations – participate directly by clicking on the social media icons at the side of our website, cmc-canada.ca.

Website

When the current iteration of cmc-canada.ca was developed in 2014-15, the goal was to enable members to connect with each other. With an average of 16,000 unique visitors to the website each month, and over 52,000 page views per month, cmc-canada.ca also offers members an opportunity to promote their business and expertise in the online Member Directory.

If you have not recently done so, you are encouraged to keep your profile up to date, including your picture and biography, and ensure that your privacy settings are set to allow members of the public – perhaps looking for help for their own business – to know about you.

Top viewed pages are:

1. Home page
2. Member Profiles
3. Blogs
4. Event descriptions
5. What is a CMC?

ISO 20700 standards

Throughout 2016-2017, we remained actively involved through the Standards Council of Canada in the formulation of ISO standards for Management Consultancy Service Providers (ISO 20700). More than 20 CMCs met regularly to craft the Canadian viewpoint and in October 2016, we hosted representatives from 15 countries to a plenary session in Toronto. Canadian participation changed the sophistication and breadth of the standard, and contributed towards reaching an international consensus that allowed for publication.

Building on this work, we will explore how this project could be extended to influence Canadian procurement practices and what role, if any, we can play moving forward.

Government Procurement Officers

To raise awareness of the Certified Management Consultant designation, in early 2016, we mailed hard copy of our 2016 Management Consulting Industry Report to almost 300 federal and provincial government procurement officers across the country.

BUILDING RELATIONSHIPS

CMC-Global

CMC-Canada is one of the founding Institutes of ICMCI (now CMC-Global).

Our ICMCI Trustees – Glenn Yonemitsu FCMC, Mike Thompson FCMC, Randy Baldwin FCMC CAC, and Doug Macnamara CMC – attend many CMC-Global meetings throughout the year, reviewing, discussing, and setting the standards, promotion, and challenges of the designation. They, along with other volunteers including CMC-Global's Treasurer, Canadian Dwight Mihalicz CMC, devote many hours to ensuring that CMC-Canada continues to be a leader internationally.

Part of that leadership involves the process to achieve and maintain the Certified Management Consultant designation. Every three years, each member Institute of CMC-Global must submit to, and pass, an independent assessment of its certification processes. Based on our 2016 assessment, once again, the Canadian certification process substantially exceeds the CMC-Global minimum standards.

Our trustees continue to work with CMCs from 45 other countries to ensure the rigour and reciprocity of the CMC designation.

Universities and Business Schools

In the past year, we continued to focus on attracting younger professionals to CMC-Canada through a conscious effort to reduce barriers to attainment of the CMC certification.

CMC-Canada has signed agreements with:

- McGill Continuing Education (Montreal)
- Sobey School of Business at St. Mary's University (Halifax)
- Telfer School of Management at the University of Ottawa
- Royal Roads University (Victoria)

- Conrad Business, Entrepreneurship, and Technology Centre at the University of Waterloo
- Alberta School of Business at the University of Alberta (Edmonton)
- Smith School of Business at Queen's University (Kingston), and
- School of Management at George Brown College (Toronto).

These agreements allow for the use of CMC-Canada's courses by some of the schools, and provide credit to students taking specific courses as they work towards attaining the CMC designation.

Increasing our portfolio to institutional connectivity provides CMC-Canada an opportunity for meaningful relationship-building, as many entry-level candidates are annually welcomed into management consulting practices.

CMC Marketplace

Do you have a product, tool, service, or event that would benefit other consultants? The online CMC Marketplace was developed in 2016 as an opportunity to promote your offering to other members, and the public.

Go to <http://www.cmc-canada.ca/membership/cmcmarketplace> for details.

MEMBER BENEFITS

Industrial Research Assistance Program Management Advisory Service program

Since the late 1990s, CMC-Canada has provided the MAS program to qualified small and medium sized enterprises (SMEs), with funding provided by NRC-IRAP. Qualified CMCs from across the country are hired to assist SMEs, as identified by NRC-IRAP. This CMC member benefit also strongly benefits the National Research Council, the CMC designation, small and medium Canadian enterprises, the Canadian economy, and CMC-Canada.

In 2016-2017, our CMCs worked with 87 SME clients from Victoria to the Yukon to PEI, providing independent advice in finance, marketing, strategy, and HR. Client satisfaction remains high.

Member affinity programs

Our affinity partners, Wise Riddell (life, disability and retirement), LMS ProLink (errors and omissions professional coverage, and home and auto insurance), continue to represent substantial savings for you – in most cases more than covering the cost of your annual membership. Be sure to check these companies' offerings when renewing your insurance coverage. Both companies are great supporters of our organization.

And members with professional coverage through LMS ProLink can also take advantage of the LegalAssist program, providing up to one hour free legal advice.

2016 Management Consulting Industry Report

Globally, management consulting is a \$350 billion industry, and in Canada, \$12 billion. Management consultants make an indispensable contribution to Canadian public and private sector organizations, and to the economy of the country. With the industry undergoing significant changes, in 2016, CMC-Canada commissioned a study of the profession in Canada. The resulting report provided essential insight into the profession, the industry management consultants operate in, and where it's headed.

Bill Wilkinson FCMC, Ludmila Jagiellicz FCMC, and Eugene van den Berg CMC provided guidance and expertise to the survey company throughout the process. We are grateful for their care and attention to detail.



PROFESSIONAL DEVELOPMENT

Thought leadership

To showcase the CMC designation and represent the knowledge of CMCs, our blogs contributed more than 75 entries on topics such as affinity, change, design, and big data. We continue to explore opportunities to write and speak on topics of importance to the management consulting industry.

International Conference

In summer 2015, we bid on, and were ultimately awarded, the 2016 ICMCI (now CMC-Global) Annual Congress and Conference. Past hosts included the Netherlands, South Korea, South Africa, the USA, and Latvia.

The 2016 Management Consulting Week in Toronto brought consultants together from around the world. The theme was Consulting 4.0 – Are you Ready. Attendees learned how to make their businesses disruptors, stay ahead of their competition, anticipate their customers' needs, and recognize new opportunities for growth. CMC-Global's annual congress lasted almost two days. Some CMC-Canada members sat in on those meetings to get a feel for where the international organization is heading, and the challenges in working to promote the CMC designation to international groups, such as the U.N.

Working with a conference committee comprised of Penny Beazley CMC, Cathy Tait CMC, Sheila Botting CMC, Merv Hillier CMC, Janet Pierce CMC, and Glenn Yonemitsu FCMC, staff designed a great program for the next two days, confirmed more than 15 speakers, liaised with partners CMC-Global and The Art of Leadership Conference, and ensured that the event took place on-time, within budget, and to an excellent standard.

The final day was conducted in partnership with The Art of Leadership and the 1,500 attendees were exposed to management consulting and CMC-Canada both in the program, and through our booth.



OUR FINANCIAL PERFORMANCE

Building the reserves

In 2016-2017, the National Board identified two major projects that would require significant resources: both human and financial. The Board took the necessary steps in fiscal 2017 to ensure that funds would be available to kickstart both projects.

National Certification Committee

Our management consulting Competency Framework was developed in 1999. It's the cornerstone of our certification process and program, affecting our Essentials of Management Consulting and Ethical Behaviour courses, our Common Body of Knowledge, the Structured Interview - in fact, all our core ideals.

In late June 2017, the National Board – with the recommendation of the National Certification Committee – issued an RFP to have this work undertaken by an experienced third party. Over the summer, responses were received, assessed, and work is now underway.

All members are encouraged to participate in this update when you are asked to do so.

Once complete, in March 2018, we can then start work on updating the rest of our certification programs and processes.

Growth Committee

Under the leadership of Lyn Blanchard CMC, representatives of all regional Institutes have been meeting for over a year to determine how to best restart our efforts to attract more management consultants to the designation. The group has looked at everything from our certification processes, to our website, membership demographics, staff capacity, volunteer capacity, IT infrastructure, target group needs and expectations, and more. Their recommendations to the National Board are being assessed by the Board and the Institutes to refine priorities. Members should expect to hear more from this group both nationally and locally over the coming months.



- THE NATIONAL GROWTH COMMITTEE

LOOKING FORWARD

National Office Staff

In August 2017, two employees left CMC-Canada: Sylvia Biggs and Jac van Beek. The Board is assessing the organization's current and future staffing needs, in light of the new Teaming Agreement, but in the meantime, the current staff: Mary Blair, Jordan Sandler, Sarah McIntosh, Emma Girduckis, and Jamie Holmes are ably holding down the fort.

Financial Resources

Throughout 2016-17, the careful stewardship of our financial resources by management and the National Treasurer Stephen Spooner CMC, ensured the organization's financial stability, and the longer-term sustainability of the organization.

Consult

Our popular magazine is being re-invented as a quarterly online publication starting in July 2017, featuring in-depth analysis by association members on the topics management consultants need to know, including technology, leadership, marketing, strategy, project management, and more.

<http://www.cmc-canada.ca/consult>

Report on the financial statements

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, 2017, and the statement of operations, statement of changes in net assets, statement of cash flows for the year then ended, 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, 2017, and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

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

October 20, 2017

FINANCIAL STATEMENTS 2016-2017

SELECTED FINANCIALS

	2017	2016
	\$	\$
ASSETS		
CURRENT:		
Cash	35,387	132,546
Investments	701,977	501,362
Accounts receivable	74,036	66,159
HST receivable	5,864	10,563
Inventories	-	6,600
Prepaid expenses	19,187	88,573
	836,451	805,803
EQUIPMENT		
	3,851	5,173
	840,302	810,976

LIABILITIES

CURRENT:

Accounts payable and accrued liabilities	86,594	116,324
Deferred revenue	535,243	566,848
Due to regional institutes	37,231	47,625
	659,068	730,797

NET ASSETS:

UNRESTRICTED NET ASSETS (DEFICIT)	181,234	80,179
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	840,302	810,976
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Report on the financial statements

	2017	2016
	\$	\$
REVENUES		
Membership fees	1,082,036	1,129,664
IRAP	567,925	522,367
Conference	210,689	-
Certification	152,468	176,761
Post certification professional development	39,270	23,526
Interest and miscellaneous	6,043	4,155
Member centre	2,950	1,523
Promotions and sponsorships	2,227	7,230

	2,063,608	1,865,226
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EXPENSES

Administrative	1,001,886	1,035,486
IRAP	440,716	419,528
Conference	195,595	-
Certification	115,037	143,210
Affiliates and regional support	108,992	114,546
Governance	55,552	48,620
Marketing and communications	40,065	38,354
Membership	4,275	8,233
Post certification professional development	435	11,372
Member centre	-	13,271

	1,962,553	1,832,620
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EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR

	101,055	32,606
Net Assets, Beginning of year	80,179	47,573

NET ASSETS, END OF YEAR

	181,234	80,179
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THANK YOU

A sincere thank you to all of you who volunteer your time, expertise, and enthusiasm in support of the management consulting profession, the CMC designation, and your association. Whether it's providing pro bono services to National Office, serving on a committee or task force, or directing an Institute or chapter, your passion and commitment continue to make an impact.



Board of Directors (as of June 30, 2017)

Interim Chair: Mike Watson FCMC

Past Chair: Mark Brown FCMC

Interim Vice Chair: Leigh Harris Fowell FCMC

Treasurer: Stephen Spooner FCMC

Atlantic Canada Certifying Institute:

Steven Parker CMC

Quebec Certifying Institute:

Gilles Levasseur FCMC

Ontario Certifying Institute:

Marylka Empey CMC

Manitoba Certifying Institute

Tim Wildman CMC

Saskatchewan Certifying Institute:

Blaine Canitz CMC

Alberta Certifying Institute:

Greg McIntyre FCMC

British Columbia Certifying Institute:

Lyn Blanchard CMC

CAC Committee Chair:

Pierre Cormier CMC

Director-at-Large: Peter Milley FCMC

Director-at-Large: Leigh Harris Fowell FCMC

THE CERTIFIED MANAGEMENT CONSULTANT (CMC) DESIGNATION

The Certified Management Consultant (CMC) designation is the profession's only international certification mark, recognized in more than 40 countries. It represents a commitment to the highest standards of consulting and adherence to the ethical canons of the profession.

ABOUT US

CMC-Canada fosters excellence and integrity in the management consulting profession as a whole.

CMC-Canada administers, and its Regional Certifying 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).

Our mission is: To advance the practice and profile of management consulting in Canada through education and certification of consultants, promotion of ethical standards and professional competency, and advocacy for the profession in public and government settings.



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