



## Minutes of the Annual General Meeting

Held on

September 13, 2016

### Attendees:

Gary Davenport  
Robert Pope  
Steve Heck  
Cindy Cripps-Prawak  
Andrew Dillane  
Randy Penner  
Peter Grant  
Michael Gladstone  
Humza Teherany  
Thomas Schmidt  
Catherine Boivie  
Gary Munro  
Dani Pokornik  
Stu Charles

Jim Williams  
Steve Delaney  
Brian Turpin  
John Vince  
Brent Adair  
Stephen O'Connor  
Mussawar Choudhry  
Perry Brock  
Miguel Kanafany  
Brian Khun  
John Arnold  
Marti Eppley  
Ian McLeod  
Gerry Akkerman

Jories Timmers  
Dean Burgess  
Diraj Goel  
Freddie Martinez  
Mary Anne Van Acker

### Non Member Attendees:

Tracy Blyth  
Alison Toscano  
Heather Carroll

### Call to Order:

Gary Davenport called the meeting to order 12: 32pm EST.

Proper notice having been given and a quorum being present, I call this Annual General Meeting of the CIO Association of Canada to order. My name is Gary Davenport and I am the National President of the Association.

Before we proceed with the business on our agenda, I have a few opening/housekeeping remarks.

First, I confirm that official notice of this meeting was delivered to all members via the CIOCAN member e-newsletter on July 21, 2016, August 4, 2016 and September 7, 2016 and that we are in compliance with the 14-day notification period required under the Societies Act. We must have a quorum of 10 members present throughout the meeting, so I ask you to please remain on the call until the AGM is adjourned.

## ***President's Report***

### ***Gary Davenport presented the President's Report***

This will be CIOCAN's 13<sup>th</sup> year of operation. We remain very positive about the future of our Association as we anticipate continued growth and increased influence. This past year has seen us take several major strides to build a stronger foundation for the future.

Our mission statement continues to be: "The CIO Association of Canada grows IT leaders, speaks with one voice on issues facing CIOs, and builds a vendor-neutral community for safe exchange of ideas and best practices." Our vision is encapsulated in the phrase: "Growth, Influence, Impact".

Our key focus areas continue to be on Membership Engagement and Membership Growth. We have changed our Board structures and resource allocation to reflect these priorities. This is a journey to build upon our past success and move our Association forward in a more focused and structured manner to help deliver even more value to our membership and to truly become the voice of the CIO in Canada.

In terms of notable accomplishments from this past year, I would highlight the following:

- 1) Strategy – 24 National and Chapter Board members came together this past April 22<sup>nd</sup> in Toronto to review and update the CIOCAN Strategy. Focus areas of the resulting discussions were on Membership, Programs, Partnerships, Governance and Organizational Effectiveness and Finances. We also reviewed a Mentorship proposal from the Toronto Chapter which was subsequently approved by the National Board for rollout to the overall Association. The results of the planning session are reflected in the plans of the Association for this coming year. As always, there is more work to be done, but we are on course with a clear sense of direction and priorities.
- 2) Operations – we completed our first fiscal year with having a new part-time Executive Director in place. By all accounts that has been a very big success. Tracy Blyth has been able to implement a number of changes to improve the governance of the Association and the effectiveness and efficiency of the administration within the past year. As a result, the National Board has approved a two-year extension to her contract and also to the Association Management Company contract with ATCL

In addition to these initiatives, we also completed the replacement of our "back of house" systems and upgraded our website to improve service to our members and administration productivity. Both of these initiatives were completed on schedule and under budget. As part of our internal Technology Strategy, we have new investments to make in the coming year to further improve our communications and collaborations capabilities.

- 3) Financial – as you will hear in Rita Lazar-Tippe's report as part of this AGM, we had a successful year financially as compared to budget and as compared to previous years. Part of this success relates to the implementation of our Sponsorship Program which has relieved some of the pressure on membership and event fees. From an overall financial perspective, the Association has never been stronger than it is now.
- 4) Membership – we ended the year at 313 members, which is a slight decline from last year. 78 new members joined us this past year, which means that our gross membership addition rate was 24%. However, we also lost 90 members, which translates into a membership attrition rate of 28%. Membership value needs to continue to be an area of focus for the Association.

To gauge how members are feeling about their Association and what can be done better, a membership survey was conducted in February with the total number of respondents at 94, or approximately 30% of our membership. We asked a number of questions and received lots of good input. In particular, we

wanted to know how likely members are to recommend CIOCAN to their friends and colleagues, otherwise referred to as the Net Promoter Score. What we learned is that 44% would be considered as “Promoters”, 44% would be considered as “Passive” and 12% would be considered as “Detractors”. This is not a bad result, in fact it is a slight improvement over the previous year, but we have work to do to convert more of our members to be true “Promoters” and thereby help address some of our membership attrition challenge.

The survey also reconfirmed that the #1 reason for members to join CIOCAN is networking, followed by the desire to support the CIO profession and the need for useful and practical information for educational purposes. These are areas of continuing focus for the Association.

- 5) Chapters – We started and ended the year with six Chapters across Canada. Vancouver remains our largest Chapter with 102 members. Toronto has remained consistent with 99 members. Edmonton is now at 35 members, Calgary at 26 members and Manitoba at 25 members. Ottawa is our smallest chapter with 5 members and there are 21 National members who do not belong to any specific chapter given their geographical location.

In terms of new Chapter locations, we are in preliminary discussions about initiatives in Montreal, Quebec City and Regina. New chapters do take some time to develop and require us to be able form a critical mass of CIOs in any given market to have sufficient new members to make it feasible.

During this past year, we also welcomed 4 new Chapter Presidents for Edmonton, Ottawa, Manitoba and Vancouver. We expect both Toronto and Calgary to undergo leadership changes in the coming year.

- 6) Partnerships - We continue to foster and develop great relationships with third parties that help to enhance membership value and to extend the reach of the Association. The Partnership Committee has been very active evaluating existing partners and new relationships that continually come forward for consideration. In particular, our key relationships are very strong and mutually beneficial with: IT World Canada for media coverage; Information Technology Association of Canada (ITAC) for the Ingenious Awards and CIO of the Year Award; ICTC for IT Talent forecast and planning; IDC for industry research and analysis; and Evanta for major CIO events in the Toronto, Calgary, Vancouver and the Montreal markets.

At the same time, we continue to actively leverage our partnership with the European CIO organization (EuroCIO) by sharing information and best practices on various topics of common interest. Preliminary discussions are in progress on forming a relationship with a similar CIO organization based out of India.

- 7) Professional Development – Our Vancouver Chapter continues to lead the way with developing and offering a co-sponsored CIO Leadership Program between CIOCAN and Simon Fraser University. Now entering its 8<sup>th</sup> consecutive year with more attendees from across Canada, this program has helped enhance the career of many aspiring or new CIOs and as part of the offering Associate level membership in the Association is included for the attendees. Registration for this year’s program is now complete with the course to begin by the end of September.

Building on the success of this program, we are in partnership with Ryerson University with the launch of a new executive development program for established CIOs that would result in a Professional Masters Designation, or PMD, for the graduates. We know that this program is the first of its kind for CIOs in Canada with the planned first intake of students in the Fall of 2017. Stay tuned for further details soon.

At the other end of the career spectrum, to help ensure the flow of talent for the future, we have been actively working with ITAC to support Business Technology Management program development for secondary school and university students.

- 8) Programs – Between the Chapters and National, over 60 events were successfully executed throughout the year. These events range in size and formality from the ever popular “Beers with Peers” to national webinars to larger marquee events such as the “IT Agenda and the Shrinking Economy” for our Edmonton Chapter. Of course, our signature event is the CIO Peer Forum which this past year was held in Toronto with the theme of: “Rise To The Challenge .....Someone Will”. The event was well attended and was also well covered in the IT media. Attendees found the conference to be of excellent value. Preparations are already well underway for our April 2017 CIO Peer Forum in Edmonton with a theme of: “Digital Leader: Creating the Digital Business”. We do hope as many of our members as possible will join us in Edmonton. It promises to be another great event with significant value for the CIO participants.
- 9) Marketing and Communications – We continue to work on improving our ability to deliver our key messages both internally and externally. Our CIOCAN members are now more sought after spoke-persons for the profession, as speakers, as panelists and as media interviewees. News releases, blog posts, tweets have all been very active, and we are very pleased to see our members contributing by sparking and engaging in conversations on many issues affecting the CIO profession and the IT industry. We see great opportunity to do more in this area and this will be one of our focuses for the coming year.

As you have heard, we have had a very busy year of accomplishments, with much more good work planned for the coming year. This success of CIOCAN can be attributed to one thing... the generous contributions of more than 50 plus volunteer board members at both the National and Chapter levels. These individuals donate their time, their energy, and their passion to something they strongly believe in: helping their fellow CIOs with day-to-day challenges in their organizations and playing a role building the future of the CIO profession in Canada. Thank you to all of our board members for your dedication and commitment!

As a normal part of our leadership renewal strategy, this AGM will see a change in the National President position. After 5 years, it is time for me to step down. The Nominating Committee has recommended and the National Board approved that Humza Teherany take over as the new National President effective with the completion of this AGM. Humza is the Chief Innovation Officer for Compass Group Canada and is also the Chief Executive Officer of Compass Digital Labs. He has served on the Toronto Chapter Board for a couple of years and has just completed his first year on the National Board of Directors as the National Vice-President.

I have also had the pleasure of working with Humza in the private sector and know that he will do a great job for us bringing new energy, fresh ideas, passion and commitment to the role. As per our Board Policies, I will remain on the National Board and serve as Past-President with specific duties to carry out including leading the President’s Council and the Nominating Committee. In addition, I will do everything possible to support Humza to help ensure the continued success of our Association.

I would like to now introduce the full slate for the National Board for the 2016/2017 term:

- Humza Teherany, National President
- Gary Davenport, Past National President
- Andrew Dillane, Director of Marketing and Communications
- Dr. Catherine Boivie, Director of International CIO Relations
- Mary Anne Van Acker, Director of Academic Programs
- Kelvin Cantafio, Co-Director of Partnerships
- Steve Delaney, Co-Director of Partnerships
- Rita Lazar-Tippe, Treasurer
- Dean Burgess, Director of Mentoring
- Kirk Serjeantson, Co-Director of Programs
- Mussawar Choudhry, Co-Director of Programs

- Ian McLeod, Director of Membership
- Michael Gladstone, Director of Technology
- Gary Munro, President of Vancouver Chapter
- Shaun Guthrie, President of Edmonton Chapter
- Miguel Kanafany, President of Calgary Chapter
- Cindy Cripps-Prawak, President of Ottawa Chapter
- Steve Heck, President of Toronto Chapter
- Dani Pokornik, President of Manitoba Chapter

I would also like to thank those National Board members who are stepping down from the National Board after providing great service to the Association, namely Dave Codack, Alex Buhler and Nigel Fortlage. In addition, I want to recognize the great work of Tracy Blyth, Alison Toscano and our CIOCAN National Office staff for all of our collective benefit.

### **Closing**

The CIO profession is one of the most critical in business and industry today. CIOs have responsibility to drive the digital transformation agenda through innovation, productivity and competitiveness for their respective organizations. At the CIO Association of Canada, we not only provide our members with an exchange forum for best digital leadership strategies and practices to enhance business results, we are also developing a strong voice to ensure that CIOs are represented at key industry and government decision tables. In other words: Growth; Influence; Impact.

I have been proud to work alongside such a talented group of executives dedicated to the cause of moving our profession forward. As a call to action for all of our members, I ask each of you to actively join us in this journey and to encourage your CIO friends and colleagues to also become members. It is well worth it. Thank you.

### ***Financial Report (Rita)***

Rita Lazar-Tippe was unable to deliver the Treasurer's Report and so Gary Davenport did it in her absence.

There were no concerns or comments regarding the financial statement that has been distributed for the period ending June 30, 2016.

The overall financial situation of the Association is strong due to the combined net assets of \$282,031 as of the end of June. In 2015 – 2016 some key initiatives have been executed on and therefore require to be noted;

- 1) To ensure optimal chapter board resource allocation, the chapter treasurers' role has been removed and the treasurer resources will be allocated strategically to other portfolios.
- 2) The trial sponsorship revenue initiative has been deemed successful and will be incorporated on an ongoing basis.
- 3) Closer management of expenses, which have contributed to the positive net cash flow.
- 4) Monthly financials are distributed by ATCL 10 days following month end. Therefore, providing visibility of the financial status and ensuring quick turnaround, if decisions are required to be made to maintain the financial health of the Association.

- 5) Continue to refine allocation in the chart of accounts to provide clarity, hence the variances in a few line items within the Income statement between 2014-15 and 2015-16 fiscal.

The Association's revenue in 2015-16 grew by \$24,826 from 2014-15 fiscal year.

Membership revenue encompasses a few factors that displayed the overall membership revenue growth by \$20,758 compared to the previous year.

The membership revenue is based on a cash basis and Executive program membership revenue this year has been moved into membership revenue.

Therefore, contributing to the overall membership revenue growth, however, it is worthy to note that pure 2015-16 membership revenue fell short of the budget by \$25,838 and is on a small decline.

The Peer Forum registration and the sponsorship revenue exceeded the budget by \$13,300.00 and contributed significantly to compensate for the shortfall of the larger Chapters registration revenue. All of the various factors have provided to a positive revenue position.

Operating expenses throughout various portfolios continue to be well managed and in 2015-16 were decreased by \$21,727 from 2014-15 fiscal year. This also contributed to the overall favourable financial outcome.

Although with various external challenges such as the economic downturn, which has contributed to membership revenues levels being softer than budgeted, the year ended with a significant net gain of \$43,718 as compared to net loss over the last few years.

Due to the overall healthy bank account the Association continues to review and invest in its strategy to grow the membership base, balance the operating budget, manage expenses and fund strategic investments from our savings with the appropriate governance and controls.

With no further discussion, the Financial Report is accepted as distributed.

### ***Election of Board of Directors***

#### ***Gary Davenport presented the Nominating Committee report.***

The Board of Directors has endorsed the slate of candidates for election, or re-election to the Board. After a general call for National Board applicants this past March, the Nominating Committee assessed all applicants and worked to place all those eligible on either a Chapter Board or the National Board. As a result, the 2016-17 CIO Association of Canada National Board is elected by acclamation. The directors are to hold office until the conclusion of the next Annual General Meeting of the Association in September 2017.

Gary Davenport then called on our new National President, Humza Teherany, to say a few words as he takes over his role effective today.

#### ***New National President Report (Humza)***

First, I want to thank Gary Davenport for his leadership of this organization over the past 5 years. Gary is one of those CIO legends in the industry, the associations great positioning in the industry is a result of Gary's guidance, we are lucky to have been led by such a visionary leader. I have huge shoes to fill. And promise to do my best

I joined the CIO association almost 5 years ago, it's been a hugely valuable experience for me. As a CIO, having a large network across industries is very important. Through the Association I have had the

chance to meet hundreds of CIO's from across our great country, and engage in very meaningful conversations about our collective challenges, opportunities and strategies. Having the ability to pick up the phone or send an email to colleagues that share similar challenges and compare notes is absolutely invaluable.

The role of the CIO as a business leader in today's digital economy is priceless. CIO's have the ability to transform any business in the world.

From start-ups to innovative enterprise solutions, there is an overflow of technical capabilities in the marketplace. It is important to remember however that technology is the enabler, getting down to the right business problem or opportunity is the real trick.

The current state of technology allows us to move quickly and drive real top and bottom line value within our companies. Our members, some of the best and brightest technology leaders, are creating amazing innovations all across the country. This is a very exciting time to be a CIO and I am looking forward to continuing to establish the CIO Association of Canada as the voice of innovation in the country.

I'm excited to see the innovations our members will continue to drive into the Canadian marketplace to continue to make Canada a leader in innovation globally.

**Termination:**

The 2015-2016 AGM for the CIO Association of Canada is hereby terminated at 12:57 pm.

Thank you to everyone who participated.