



Minutes of the Annual General Meeting

Held on

September 8, 2015

Attendees:

Gary Davenport
Steve Heck
Dani Pokornik
John Tolkamp
Michael Gladstone
Mustafa Naquib
Kirk Serjeantson
Steve Delaney
Antioine Haroun
Rita Lazar-Tippe
Mussawar Choudhry
Munna Zaman

Dean Burgess
Scott Walker
Catherine Boivie
Andrew Dillane
Alex Buhler
Ian McLeod
Jim Williams
Christine Holstead
Dave Codack
Shari Wallace
Carlos Palacio
Robert Kolly

Maria Aiello
Kelvin Cantafio
Sherif Sheta
John Arnold
Freddie Martinez
Michele Wehrle
Peter Taylor
Glenn Alexander

Non Member Attendees:

Tracy Blyth, CAE
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-letter on July 27th, August 20th and August 27th 2015 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)

As we begin our 12th year, it is both an honor and privilege to continue to serve the Association as the National President. I remain very positive about the future as we anticipate continued growth and increased influence for the Association. 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 continues 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 CIOs in Canada. We hope that all Association members will become actively involved in this journey, including joining some of the committees that operate to support the achievement of the strategy.

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

- 1) **Membership** – Our target for the year was a growth of 48 new members. 91 members actually joined so we exceed our target by 43 new memberships. This means that our gross membership growth was 29%. However, this number drops considerably when we take into account membership attrition of 84 members who did not renew. As a result, our net growth was a modest 3.5% and we ended the year at 325 members. Our membership renewal rate for the year was 74%. This is an area that requires improvement as we want the renewal rate to be as close to 100% as practically possible. In particular, membership attrition has been higher for those members with less tenure with the Association and needs to be an area of special focus, especially in the first year of membership.

To gauge how members are feeling about their Association and what can be done better, a membership survey was conducted in March with the total number of respondents at 139, or just over 40% 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 46% would be considered as "Promoters", 38% would be considered as "Passive" and 16% would be considered as "Detractors". This is not a bad result, 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 need for useful and practical information through white papers and other communication mediums. These are areas of continuing focus for the Association.

- 2) **Chapters** – We started and ended the year with six Chapters across Canada. Early in our fiscal year, we decided to close the Victoria Chapter and amalgamate operations with Vancouver for the benefit of the Victoria members. Vancouver remains our largest Chapter with 113 members. On a very positive note, we were very pleased to welcome the Manitoba Chapter in October last year and see the ongoing growth in

new members since that time. Ottawa remains our smallest Chapter and continues to suffer the growing pains of firmly establishing a Chapter in a new community. Our Calgary and Edmonton Chapters have had slight declines in membership as they deal with the negative impacts of the Alberta economy on the CIOs within that province. Finally, our Toronto Chapter has had a very good year and as a result has grown membership to 99.

In terms of new Chapter locations, we continue to actively search out suitable opportunities. Longer term, we also hope to launch more new Chapters in Eastern Canada so that we are truly from “sea to sea”.

During this past year, we also welcomed 2 new Chapter Presidents. For this coming year, we have already announced that we are seeking a new President for the Edmonton Chapter.

- 3) 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. In particular, our key relationships are very strong and mutually beneficial with: IT World Canada for media coverage; 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 and Vancouver 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. In fact for this past year, I had the opportunity to travel to Brussels for the EuroCIO annual conference where I led the workshop on Mobility Strategies. This is a relationship that we will continue to work on so as to have as broad and global a perspective as possible on CIO trends and directions.

- 4) 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 7th 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 now actively exploring the creation of a new executive development program for established CIOs with a recognized institution that would result in a specified academic designation for the graduates. We believe this to be the first of a kind type program for CIOs in Canada. Stay tuned for further details.

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

- 5) Programs – Between the Chapters and National, over 65 events were successfully executed throughout the year. These events range in size and formality from the ever popular “Beers with Peers” to larger marquee events such as Amir Johnson, formerly of the Toronto Raptors, on successful approaches to social networking opportunities. Of course, our signature event is the CIO Peer Forum which this past year was held in Vancouver with the theme of: “CIO 3.0: Driving Business Transformation; Mastering Change”. The event was well attended and was also well covered in the IT media. Preparations are already well underway for our April 2016 CIO Peer Forum in Toronto with a theme of: “Rise to the Challenge...Someone

Will". We do hope as many of our members as possible will join us in Toronto. It promises to be another great event with significant value for the CIO participants.

Beyond the Peer Forum, some of our other major programs included the IDC Top Executive Survey, the Internet of Things Webinar and the Ryerson University Talent Gap in Big Data and Analytics Survey and Summit. We also co-hosted a CIO Innovation Summit with ITWC and are doing so again in two weeks.

- 6) 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.

In addition, during this past year, we updated our promotional material, upgraded our website, redesigned the CIOCAN e-Newsletter and published the new CIO Digest.

- 7) Operations – In order to improve our operational efficiency and effectiveness, the National Board decided to hire a paid CIOCAN Executive Director position. This an evolutionary step for many associations, so we are right on track with this stage of our development. As part of the process, we issued a Request for Information to a number of Association Management Companies with Executive Directors. Based on the results of this comprehensive process, I am pleased to say that we contracted with Tracy Blyth to be our Executive Director effective July 1st. Tracy has extensive related experience and will focus her efforts on: Governance and National Board of Director Support; Program Development; Membership; Financial Planning and Oversight; and Sponsorship and Partnership. She will also work closely with Alison Toscano and her team to ensure seamless services across the Association. Please join me in welcoming Tracy to the CIOCAN family and wishing her every success in her new role.

The National Board also decided to focus on improving the “back of house” technology capabilities to better serve our members. In this regard, the Technology Committee developed a strategy to replace our existing Association Management System and to upgrade our web site. I am very pleased to report that the first phase of that strategy has now been successfully completed with the implementation of the new AMS this past month and we will now turn our attention to the second phase in the coming months.

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 apart of our leadership renewal strategy, this AGM was to see Dean Doige our National Vice-President assume the role as National President for this coming year. In fact, the National Board had formally approved Dean as the President-Elect at the June Board Meeting. However, in early August, Dean informed the Nominating Committee that his role at Clark Builders had changed such that he was no longer able to assume the President’s position. After consultation, the Nominating Committee recommended that I continue in the role as National President for one more year and that a search be

initiated to find a new National Vice-President for mentoring as a potential successor next year. This recommendation was formally accepted by the National Board and a call for applicants for the position of National Vice-President has been sent to all existing National and Chapter Board members. The deadline for submissions is this coming Monday, September 14th, after which the Nominating Committee will review and make a recommendation to the National Board for approval.

I would like to now introduce the full slate of officers for the National Board for the 2015/2016 term:

- Gary Davenport, National President
- Andrew Dillane, Past National President and former CIO, Randstad Canada Group
- Dr. Catherine Boivie, Founding CIOCAN President and President, Technology Leadership Corporation
- Mary Anne Van Acker, Director of Academic Programs and Assistant Department Head, Technology and Innovation, BSS
- Dave Codack, Director of Marketing and Communications and Managing Partner and Chief Innovation Officer, Jackyl Consulting
- Kelvin Cantafio, Director of Partnerships and Sponsorships and Executive Partner, Gartner
- Rita Lazar-Tippe, Treasurer and CIO, AEMERA
- Dean Burgess, Director of Strategy and Change Management and Interim CIO & Executive Coach, DKMC Consulting Ltd.
- Kirk Serjeantson, Co-Director of Programs and CIO, The Dicom Transportation Group
- Mussawar Choudry, Co-Director of Programs and Director, Information Technology, Panago Pizza Inc.
- Ian McLeod, Director of Membership and Business Development and CIO Douglas College
- Michael Gladstone, Director of Technology and Director, Information Systems and Technology, Condrain Group
- Alex Buhler, President of Vancouver Chapter and CIO, Mountain Equipment Co-op
- Miguel Kanafany, President of Calgary Chapter and Senior Director, Infrastructure and Integration Canada, Sysco
- Glenn Alexander, President of Ottawa Chapter and CIO, Champlain Local Health Integration Network
- Steve Heck, President of Toronto Chapter and CIO Microsoft Canada
- Nigel Fortlage, President of Manitoba Chapter and Vice-President Technology and Social Business, GHY International

I would also like to thank those members who are stepping down from the National Board after providing great service to the Association, namely Jim Williams, Cathy Koop and Shadi Khatib. In addition, I want to recognize the great work of Alison Toscano and our CIOCAN National Office staff and their ability to keep our ship afloat day in and day out.

Closing

The CIO profession is one of the most critical in business and industry today – CIOs have responsibility to drive 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 IT 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'm proud to be working 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 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.

Respectfully submitted on behalf of the Association Board,

Gary Davenport, President

Financial Report (Rita)

Are there any concerns or comments regarding the financial statement that has been distributed for the period ending June 30, 2015? No comments

The overall financial situation of the Association is strong due to the combined net assets of \$238,313 as of the end of the June. This has enabled us the opportunity to spend \$15,000 over the 2014-15 fiscal year to execute on some key strategic initiatives and special projects consisting of;

- 1) Launch of the new Association Management System (projected to reduce administrative and operational costs);
- 2) Marketing promotions; and
- 3) CIO newsletters and other community communication material

The high level financial overview encompasses a shortfall in the overall revenue of \$26,165 compared to last year. Although it was understood that the budgeted membership revenue was somewhat aggressive. Sponsorship was also less than last year but offset by higher registration fees. Operating expenses were well managed and below last year by almost \$40,000.

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 net loss of only \$ 2,834 as compared to a net lost last year of \$16,604. 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.

Respectfully submitted,

Rita Lazar-Tippe, National Treasurer

Election of Board of Directors (Gary)

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, there were fewer candidates than board positions, as a result the 2015-16 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 2016.

Termination:

The 2015-2016 AGM for the CIO Association of Canada is hereby terminated at 12:55 pm.

Thank you to everyone who participated.

Gary Davenport, President