

Our membership is diverse – and becoming more so

Vancity
Make Good Money.™

- ▶ We're a community co-operative. We serve the needs of people from all walks of life.
- ▶ Today's accelerating pace of technological change means our members are also interacting with us in diverse ways including in-person, online and mobile.
- ▶ This is our plan for meeting the diverse needs of our membership.

Accelerating Impact 2020 – 2017 Business Plan



2020 Goals

- ▶ \$40B with 50% of assets allocated to making an impact in the communities we serve by 2020.
- ▶ Vancity's membership growing to 600,000.
- ▶ Our vision of redefining wealth is about creating a more inclusive, sustainable society.



What our members need

Now

In-person

- We have members who like to come to the branches to transact with us.
- They have their favourite employee, someone who knows their name and who they can trust to look out for their needs.
- They stay with us precisely because we don't force them to go online.



Online

- Almost half of our members only transact with us online or through mobile.
- Some are looking for the latest and most convenient services such as e-transfers, recurring bill payments and wallet technology.
- Others want to know we're going to help them navigate this new world of digital financial services.



Future

Bring our values-based business model into the digital space

- We want to take what do well today and translate it into the digital environment to serve existing and future members – a digitally enabled co-operative community.
- A platform where people can:
 - meet up with others who care about the same things;
 - get financial support for causes they care about; and
 - build their future wealth while meeting their basic financial services needs.
- We also plan to help some of our underserved members access and navigate this new digital world.



The opportunity is growing

- ▶ Vancity has a role to play in connecting members and communities.
- ▶ We need to balance meeting existing needs and evolving our services and products so we keep pace with the changing needs of members.
- ▶ Business as usual won't work.
- ▶ Our members are telling us where the opportunities are to grow with impact:
 - **Impact investing**
 - **Changing how we work with businesses in the community**
 - **Investing and working with partners to build inclusive, sustainable communities across Canada through Vancity Community Investment Bank**
 - **Developing digital services that enable members to connect and access services in new ways.**

Opportunities to accelerate impact – a strategic portfolio of how we're investing to meet members' needs

Impact investing



Community business opportunity



Vancity Community Investment Bank



Digital services





How we're transforming the way we work to meet the evolving needs of our members



Retail operations initiative – delivering empowering, consistent and convenient service to members.



Sustaining our financial system – so members can use our system easily and with confidence.



Talent plan – maintaining a passionate and committed workforce.



Embedding reconciliation as a core value.



Data framework – develop a strategy for how we manage and govern data.

