

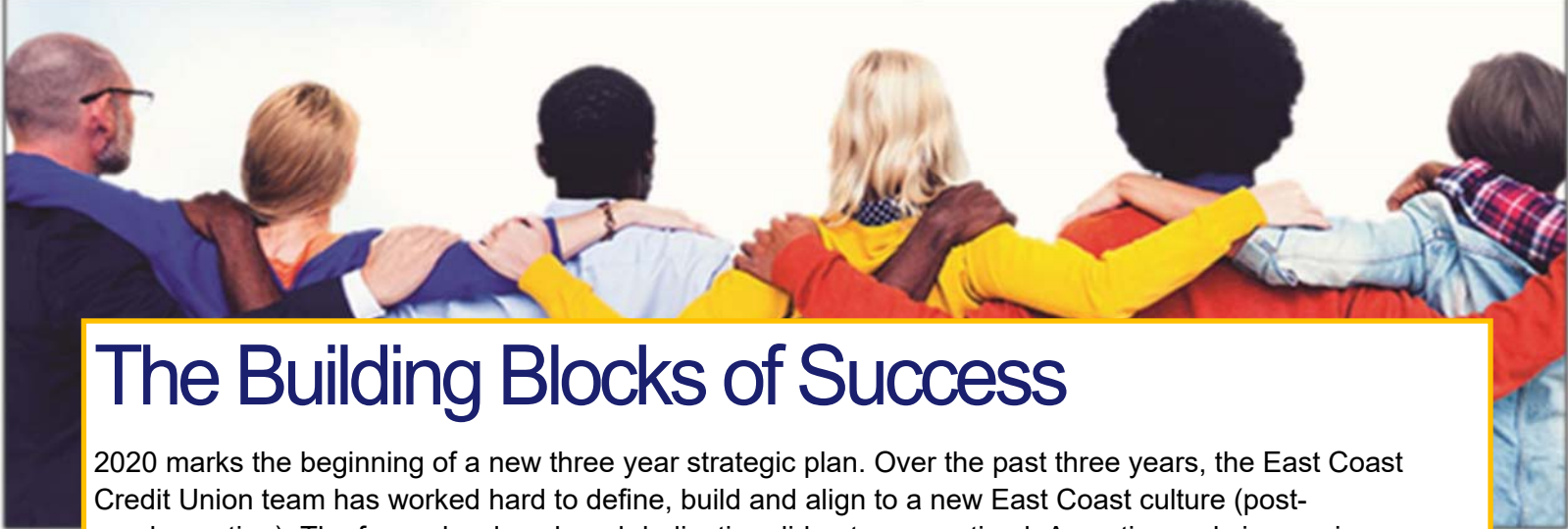


Our 2024 Vision

Achieving greater value for our members
& Partnering for financial success



Strategic Plan: 2020-2023



The Building Blocks of Success

2020 marks the beginning of a new three year strategic plan. Over the past three years, the East Coast Credit Union team has worked hard to define, build and align to a new East Coast culture (post-amalgamation). The focus, hard work and dedication did not go unnoticed. A continuously increasing member satisfaction rate and net promoter scores, a growing membership and deeper relationships with existing members, marketing awards, and external recognition as being a top employer in Nova Scotia, have all contributed to financial success and engaged and happy staff and members.

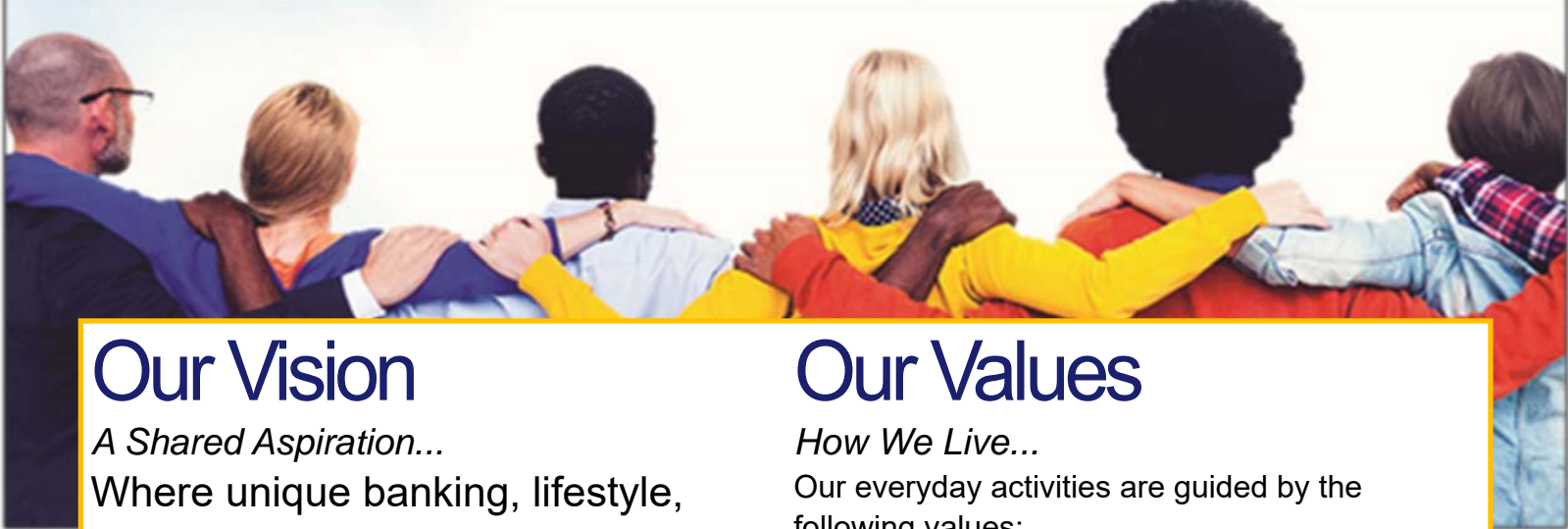
The East Coast team made some difficult, yet strategic decisions regarding the current branch network by using data analytics to assess the long-term sustainability of ECCU, member and staff impact, and the role innovation could play in minimizing negative impact. While decisions of this nature are emotional, ECCU is committed to providing alternative solutions and, as such, created the Member Advice Centre and has continued to work toward innovative solutions such as enhanced mobile and internet banking.

With the 'big bucket' items in place, the East Coast team recognizes that the next three years need to continue to stabilize these areas, but more importantly, need to be focused on process modernization to allow staff the time and energy to innovate for the future. With this in mind, ECCU will strive to make things simple for members and staff and will continue to focus on the financial health of its communities.

Strategic Direction

The Board of Directors and Executive Management team were provided pre-reading documents and pre-work to prepare for the strategic planning session that was held on May 24 - 26, 2019. The session focused on the possibilities of East Coast Credit Union so as to be open-minded, forward thinking, and creative in the approach to the organizations long-term sustainability. The two and a half day retreat produced a plan that spring-boarded off of the current plan but also clearly carved out the direction for the next three years. Under the wise governance of the Board, whose position is to be advocates for the members and the organization, five strategic goals with aligned priorities were agreed upon.

The plan did not take for granted the role of East Coast Credit Union as a leader within the Atlantic provinces and the important role the Executive and Board fulfill in ensuring the members are provided with the best options and services. Clearly understanding the needs of ECCU, especially in terms of process modernization, will allow the ECCU Executive and Board to continue to be a moving force in the strengthening of the credit union system.



Our Vision

A Shared Aspiration...

Where unique banking, lifestyle, community and values meet

Our Mission

Why We Exist...

Members partnering as a community for financial success



Our Values

How We Live...

Our everyday activities are guided by the following values:

Member-Focused

We exist to support our members and community. We act with their best interests in mind.

Trust

We strive to develop strong relationships with our members, providing advice, ensuring ethical behavior and confidentiality, and guaranteeing stewardship of assets on behalf of our members.

Professionalism

We seek to empower and engage our staff and board. We seek to enhance the professionalism of our workforce ensuring fair compensation, investment in training and development, and broadening the scope of our expertise to support our members.

Community-Minded

Our community-minded values are aligned with the seven guiding principles of cooperatives.

Innovation

We strive to identify and deliver create and innovative solutions to address the needs of our members and support them in achieving financial success. We proactively partner to support community and economic development.

Success by 2024

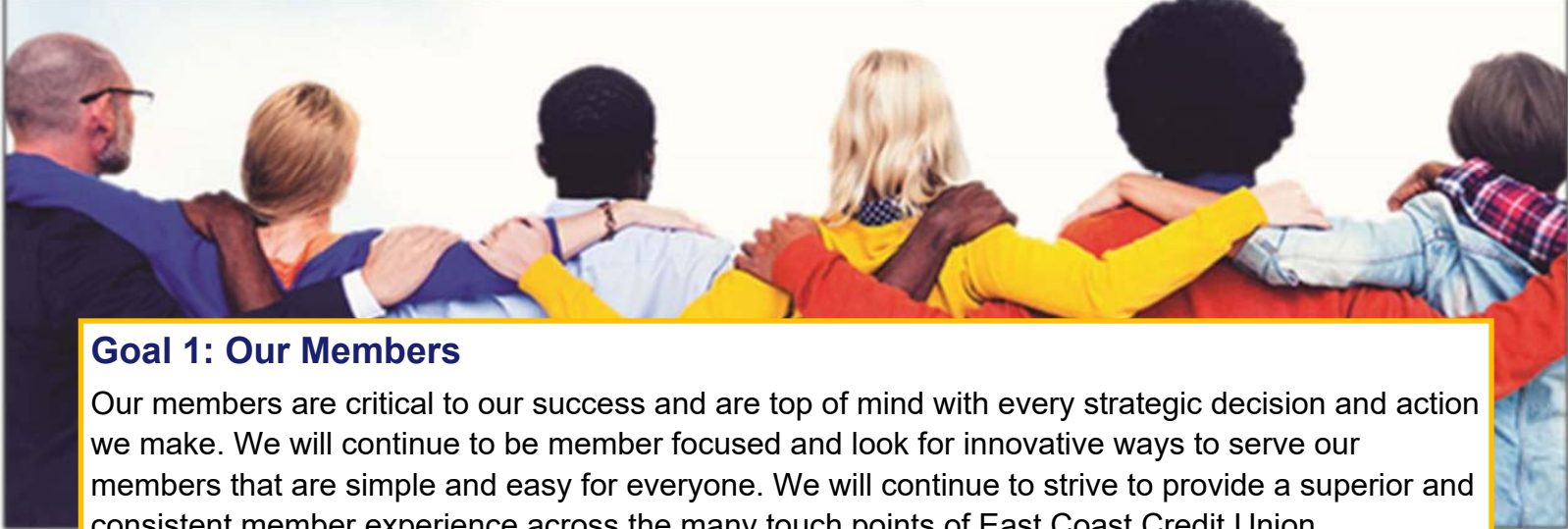
This plan identifies the goals and priorities for 2020 - 2023 which will help East Coast Credit Union achieve the following successes by 2024:

- Our Members - Deliver a consistent, exceptional member experience.
- Our People - Foster an environment that attracts, engages and empowers our people.
- CSR - Work within a structured corporate social responsibility framework.
- Process Modernization - Modernize processes to improve convenience for our members and efficiency for our staff.
- Growth - Sustainably grow our assets.

Our Goals and Priorities

A number of strategic priorities have been assigned to support each strategic goal. The priorities support the goals and have been carefully chosen to ensure measured success. On a yearly basis the priorities will be reviewed, and amended if necessary, given changes in the environment. A full operational plan will be developed annually to ensure tactics are in place to execute brilliantly on the goals and priorities.





Goal 1: Our Members

Our members are critical to our success and are top of mind with every strategic decision and action we make. We will continue to be member focused and look for innovative ways to serve our members that are simple and easy for everyone. We will continue to strive to provide a superior and consistent member experience across the many touch points of East Coast Credit Union.

- Leverage data and research to make informed decisions that will enhance the member experience.
- Ensure our physical and virtual infrastructure supports East Coast Credit Union in delivery the best access and value to our members.
- Provide effective and timely communication with all members.
- Develop and leverage partnerships and initiatives to create benefit for ECCU members.
- Make member interactions simple and easy.
- Proactively use our expertise and services to support the financial health of our members.

Goal 2: Our People

We understand that our staff are our backbone, and we will continue to work at empowering and educating them for development and advancement. We will communicate our strategic plan and create alignment and synergy, so as to connect the tremendous hard work of our staff and the success of the organization.

- Create a clear and purposeful line of sight for all employees to the strategic plan.
- Continue to develop our sales and service culture which engages staff and invests in skill development.
- Adopt a creative work environment to promote innovation.
- Promote a flexible and agile work environment that supports changing needs and demands.
- Establish the ECCU staff journey.
- Work toward achieving a workforce that is representative of the communities we serve.
- Establish a structured approach to Board recruitment and development.



Goal 3: CSR

East Coast Credit Union has always been community-minded, however our new strategic goal of cooperative social responsibility will position the organization to be more structured in its approach. We will share our stories and be recognized as a strong community partner focused on making a better tomorrow for our members and staff.

- Develop and execute an East Coast Credit Union CSR framework.
- Share the East Coast Credit Union Story.
- Build relationships with First Nations Communities.

Goal 4: Process Modernization

In an ever-changing world, there is always a struggle to stay up-to-date and relevant. We will adopt a philosophy of asking why when it comes to processes. This philosophy will empower everyone to look for new and modern ways of doing the work we do, and free up time for creativity and innovation across the organization.

- Live the philosophy of “should we be doing it?” throughout the organization.
- Make decisions that are researched and fact based.
- Take a member centric approach to all process changes.
- Align all internal stakeholders to process changes
- Digitize processes as much as possible.
- Redeploy resources realized from modernized processes.
- Challenge partners to ensure we are delivering on our strategy in the most effective way.

Goal 5: Growth

All of the previous four goals will ultimately drive growth for ECCU. We will be profitable by wisely using our resources for the betterment of the organization and our members. As a leader in the Credit Union space, we will continue to be an active voice and driving force to ensure the long-term viability of the Canadian credit union system.

- Nurture deeper relationships with existing members.
- Focus on researched niche markets for impactful growth.
- Strive for balance sheet optimization.
- Enhanced wealth offering.
- Proactively identify member needs.