



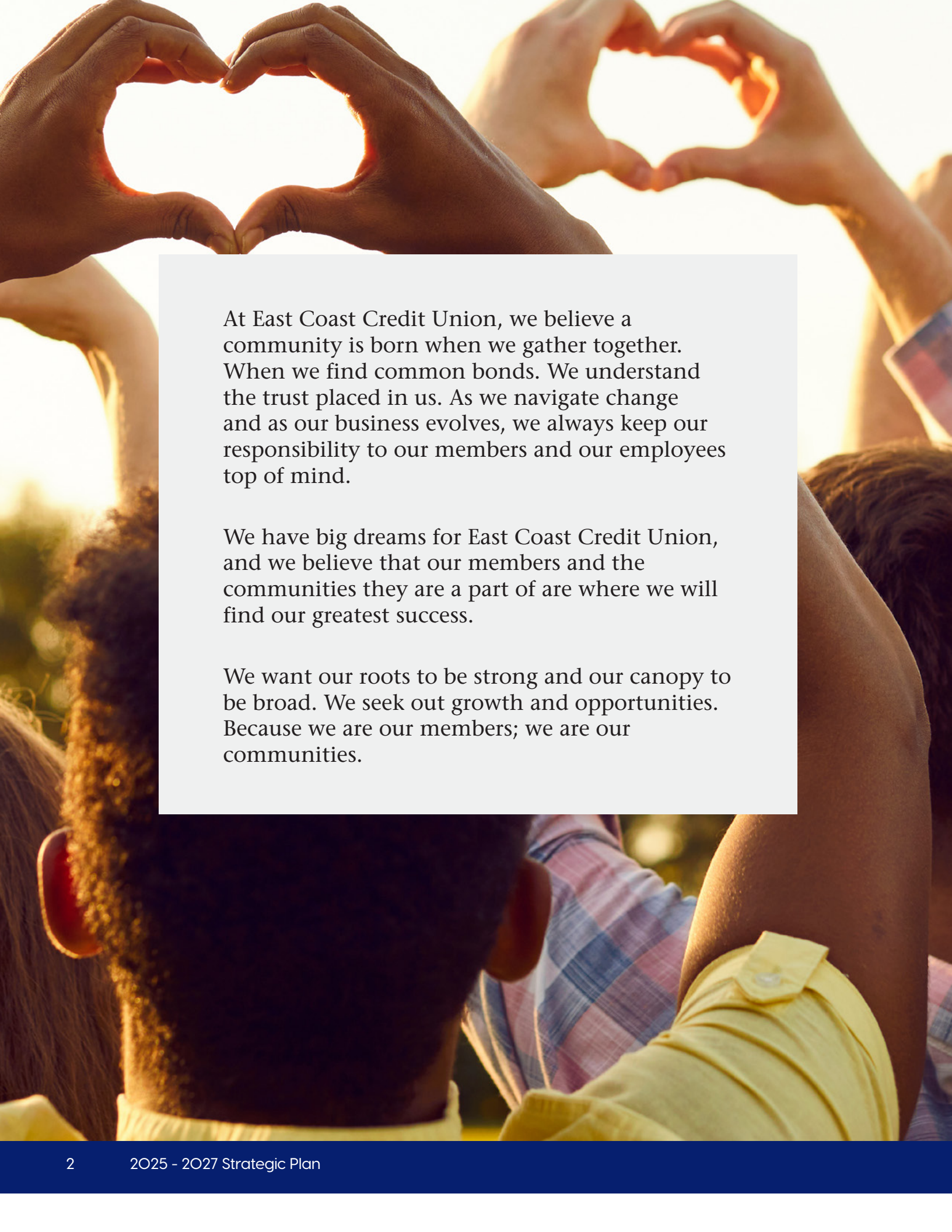
East Coast
CREDIT UNION

Our 2027 Vision

Banking that connects communities, drives prosperity, and contributes to a world that is welcoming and diverse



Strategic Plan: 2025 - 2027

A group of people's hands are raised, forming heart shapes against a bright, sunlit background. The hands are of various skin tones, and the background is a warm, golden light, suggesting a sunset or sunrise. The overall mood is one of unity and community.

At East Coast Credit Union, we believe a community is born when we gather together. When we find common bonds. We understand the trust placed in us. As we navigate change and as our business evolves, we always keep our responsibility to our members and our employees top of mind.

We have big dreams for East Coast Credit Union, and we believe that our members and the communities they are a part of are where we will find our greatest success.

We want our roots to be strong and our canopy to be broad. We seek out growth and opportunities. Because we are our members; we are our communities.



Focus, hard work and dedication

The building blocks of success

2025 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 and build an inclusive and welcoming culture. We have seen continually increasing member satisfaction and net promoter scores, a growing membership and deeper relationships with existing members, external recognitions such as a National Culture Award, which have all contributed to the financial success and engaged employees and members.

East Coast Credit Union has made strategic investments including a subsidiary, Yes Capital Atlantic, which has helped to bolster returns and allowed the credit union to expand its business in other geographical markets. East Coast Credit Union has achieved B Corp™ Certification and continues to develop its virtual services through its Virtual Branch.

East Coast Credit Union recognizes that the next three years will include the opportunity of replacing our core banking systems, expanding our partnerships, while continuing to focus on digital transformation to allow our dedicated employees the time and energy to innovate for the future. East Coast Credit Union will strive to make things simple and accessible for our members and employees and will continue to focus on the financial well-being of its communities.

We are focused on the growth and continued evolution of our credit union

A path forward

Strategic direction

The Board of Directors and Executive Management teams strategic planning session was held on May 24 – 26, 2024. The session focused on the possibilities of East Coast Credit Union with open mindedness, forward thinking, and creativity in its approach to the organization's long-term sustainability. The retreat produced a plan that clearly carved out the direction for the next three years. Under the direction of the Board, whose position is to be advocates for the members and the organization, four strategic goals with aligned priorities were agreed.

The plan accounts for the role East Coast Credit Union will play as a leader within the Atlantic Credit Union system and the important role the Executive and Board will fulfill in ensuring the members are provided with the best products and services as we continue to maintain an inclusive and welcoming environment. Clearly understanding the needs of East Coast Credit Union, especially in terms of digital transformation and modernization while maintaining high levels of service, are essential to the growth and continued evolution of the credit union. This plan will allow the Executive team and Board to continue to strengthen East Coast Credit Union and the Atlantic Credit Union system.

It's where you belong



Vision

Banking that connects communities, drives prosperity, and contributes to a world that is welcoming and diverse.



Mission

A leading credit union committed to improving the financial potential of every person and community we impact.



Values

Be Welcoming
Act with Care
Empower Each Other
Think Innovatively
Be Knowledgeable
Support Community

Success by 2027

This plan identifies the goals and priorities for 2025 – 2027 which will help East Coast Credit Union achieve the following successes by 2027:



Members and clients

Deliver a consistent, exceptional, and timely member and client experience in our credit union and subsidiary operations.

People

Foster an inclusive environment that empowers and engages our diverse and innovative people.

Community

Grow our impact in communities across Nova Scotia.

Financial

Sustainably grow to \$2.5 billion in assets through strategic expansion, innovation and enhanced operational efficiency.

Our Goals and Priorities:

Several strategic priorities have been assigned to support each strategic goal. The priorities support the goals and have been carefully chosen to ensure measured success. The priorities will be reviewed annually and amended, if required, to meet changing industry and environmental needs. An operational plan will be developed annually by the Management team to ensure initiatives are in place to execute on the goals and priorities.



Goal 1

Members and Clients

Members and clients are critical to our success and are top of mind with every strategic decision and action we make. We will continue to be member/client focused and look for proactive and innovative ways to serve our members and clients 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.

Priorities:

1. Leverage data and research to make informed decisions that will enhance the member and client experiences
2. Align resources between physical and multichannel to support member and client preferences and organizational capacity
3. Provide effective and timely communication with all members and clients
4. Develop and leverage partnerships and initiatives to create benefit for members and clients
5. Proactively leverage our subsidiary operations to provide product options and increase new business opportunities
6. Make member and client interactions simple and easy, focused on developing opportunities with youth and newcomers
7. Proactively use our expertise and services to support the financial wellbeing of our members



Goal 2

People

We recognize that our staff are the cornerstone of our organization. We will continue to focus on creating an environment where our employees can thrive and contribute to our collective success. We aim to maintain a supportive and inclusive workplace that empowers our staff, aligns their efforts with our strategic goals, and drives sustainable growth and positive impact.

Priorities:

1. Continue to evolve our welcoming and inclusive culture that supports individual needs
2. Enhance the employee experience through career development, continuous learning, flexible and agile work environment and change management
3. Celebrate innovation and provide opportunities to progress and enhance digital transformation
4. Empower our people to look for new and modern ways of doing the work we do, and free up time for creativity and innovation across the organization
5. Continue to evolve our organizational structure and align our resources to support our strategic direction
6. Work toward achieving a workforce that is representative of the communities we serve
7. Establish a structured approach to Board recruitment and development



Goal 3

Community

East Coast Credit Union has always been dedicated to our community. We are excited to share our stories and be celebrated as strong community partners, committed to creating a brighter future for our members, clients and staff.

Priorities:

1. Implement the ESG framework, integrating B Corp and DEI strategies, to inspire positive change and foster a more inclusive and sustainable future
2. Advance the environmental sustainability of our operations to educate and promote environmental stewardship in our communities
3. Promote the welfare of our employees, members, clients, and communities by implementing fair and inclusive practices, ensuring equal access to opportunities, and creating key community partnerships
4. Maintain transparent and responsible governance to ensure our credit union is representative of our members and communities and reflects our core cooperative values
5. Share the East Coast Credit Union story
6. Build relationships with underrepresented communities
7. Engage and advance the work of the Community Impact Committee of the Board



Goal 4

Financial

All three preceding goals are integral to fostering sustainable growth for East Coast Credit Union and its subsidiaries. Through strategic resource management, we aim not only for profitability but also for the overall betterment of our organization, members, clients, and communities.

Priorities:

1. Nurture deeper relationships with existing members and clients.
2. Continue to strategically pursue mergers and partnerships that are in the best interests of East Coast Credit Union
3. Focus on researched niche markets for impactful growth
4. Strive for balance sheet optimization to maximize efficiency and success through various strategies including increasing revenue streams and managing risk
5. Enhance other revenue opportunities
6. Continue to expand subsidiary operations
7. Focus on automation and operational efficiencies
8. Improve the way we measure market share

Next Steps

The East Coast Credit Union 2025 – 2027 Strategic Plan was developed based on the guidance and direction of the Board of Directors and Executive Management.

The next steps are outlined as follows:

- Executive Management to establish annual targets and benchmarks
- Board and Executive Management to confirm annual targets
- Executive Management to develop the implementation plan, including operational and financial plans, with management input and Board approval
- Other priorities identified to be initiated
- Updates on priorities and targets during Board meetings including a strategic forward-looking discussion
- Board and Executive Management to complete annual strategic review (May)
- Board and Executive Management to engage in a strategic planning process every three years

Board of Directors

Mary Oxner, Chair
John Berk
Corinne Carey
Dan Fougere
Tyrell Giffin
Christine Hanlon
Greg Leblanc
Kathy MacDonnell-Rankin
Julie Marchand
Melanie Sampson
Anne Sears
Maurice Smith
Bill Timmons

Executive Management

Ken Shea, President & CEO
Layla Khalil, VP, People & Culture
Frank Vihant, VP, Finance & Corporate Services
Sally van de Wiel, SVP, Member Experience & Strategy
Kathy McReynolds, VP Support Services & Risk
Javier Lozano, VP IT & Innovation



East Coast
CREDIT UNION



Certified



Corporation