

A photograph of a woman and a young child walking away from the camera on a gravel path through a forest. Sunlight rays stream down through the trees, creating a warm, golden glow. The woman is wearing a pink jacket and the child is wearing a blue jacket. They are holding hands.

2025 - 2029 Strategic Plan

# Raîse the Shuswap



SASCU

## PURPOSE

# Raise the Shuswap

*Raising the Shuswap is about growing confidence, offering better choices, and strengthening the economic well-being; it's about raising hope.*

## VISION

We turn **hope** into **action**.

We are where people come first to be heard, receive clarity and get connected to solutions that recognize what matters most to them.



# VALUES

We act to help our members achieve their goals and assist with community transformation, setting the standard for excellence and impact.

IMAGINATION  
IMAGINATION  
IMAGINATION

IMAGINATION

INITIATIVE  
INITIATIVE

IMPACT

IMPACT

INTEGRITY

INTEGRITY

## Impact

We are driven by the difference we make in the lives of those we serve. We act as a catalyst so we can make a meaningful impact in our communities. The ultimate measure of our success is creating lasting positive effects.

## Integrity

We commit to being a sustainable and profitable organization that consistently does the right thing for our members, employees, and community. We operate with honesty, equity, transparency, and ethical standards. Trust, stability, and inclusion are the bedrock of interacting with dignity and respect.

## Imagination

We embrace resilience and creativity to navigate the evolving financial landscape. We are dedicated to excellence, embracing innovation and continuously advancing to fulfill the evolving needs of our community and members effectively.

## Initiative

We take personal ownership of all our relationships, whether they be with our members, our community partners, our fellow credit unions or each other. We proactively find ways to be better together.



# TRENDS SHAPING OUR WORLD & SASCU

The trends that impact SASCU, our members, and communities help shape SASCU's strategy. As a community-based financial cooperative, we are committed to creating a positive impact for our members, current and future.



## Climate

The impact of climate change is felt throughout the Shuswap, affecting all aspects of our lives including work, recreation and the economy. We have a role to play in ensuring a livable, healthy future.



## Regional Economy

There are tremendous opportunities available in the Shuswap. The region is growing, welcoming newcomers and becoming more diverse.



## Indigenous Partnerships

We recognize the importance of taking real action in our journey toward reconciliation.



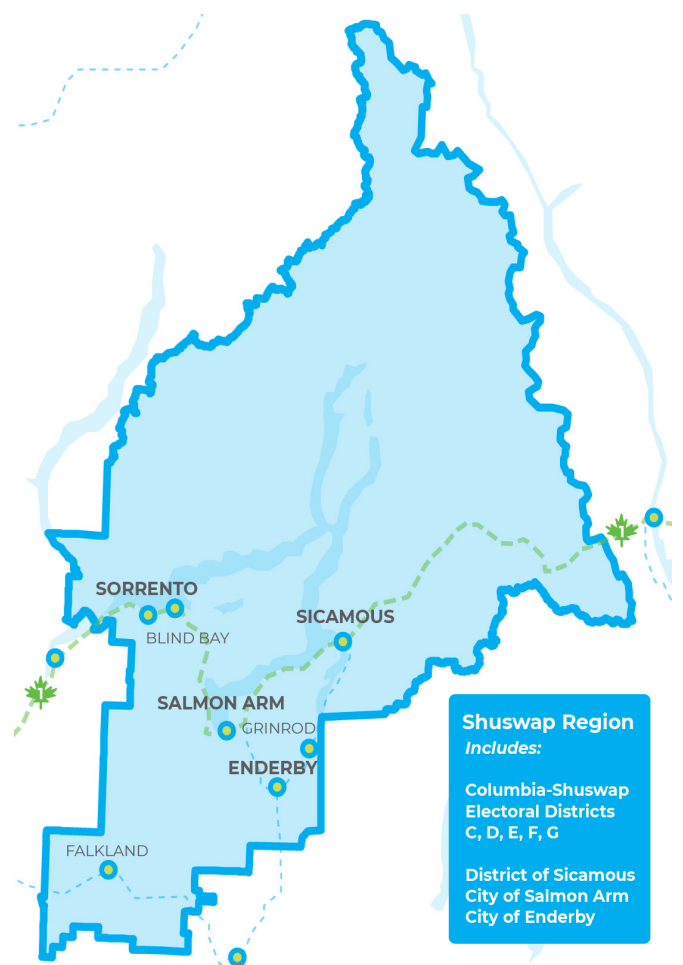
## Member Engagement

A large percentage of our region are members of SASCU; however, only a fraction of our members do all or most of their business with us. We need to do a better job to earn more of our members' business to help build the scale that we need to fund our shared priorities.



## Financial Performance & Operating Costs

Banking is increasingly becoming a scale business with low margins and rising costs. Providing more growth opportunities for our members and communities will assist us to build the scale we need to remain competitive.



# PURPOSE IN ACTION

During 2024, SASCU completed a strategy development and planning process to explore potential futures and how SASCU would respond and lead. As a member-owned and driven cooperative, everything that we do is designed to embrace outcomes for members, current and future.

This is seen in the quality and relevance of our services, the skill and support provided by our people, our commitment to the community, and our sustainable operations. We grow because of the value we provide, which creates the capacity for us to invest more to raise the Shuswap.

## It all starts with our members



# STRATEGIC DIRECTION

The strategic direction illuminates our path, uniting all of SASCU's resources towards a shared purpose of raising the Shuswap where we turn hope into action.

This five-year roadmap is designed to inspire and drive us forward, ensuring we remain steadfast in our commitment to excellence. Each year, we will reflect on our progress with a keen eye, making dynamic adjustments to adapt to the ever-evolving landscape and seize new opportunities. As we reach the culmination of the third year, we will build on our achievements and prepare for the next phase of transformative growth, setting the stage for another five years of strategic innovation and success.

The following strategic priorities are being pursued



## Engage Members

In our unwavering commitment to effectiveness and sustainability, SASCU will place the needs of its members at the heart of its vision, prioritizing initiatives that truly matter to them.

## Differentiate Locally

SASCU will inspire profitable growth by embracing a unique model that sets it apart, by offering products and services tailored to our members needs.

## Community Impact

As a valued corporate citizen, SASCU will actively strive to build our brand and reputation, while harnessing our resources to champion greater accessibility to financial services and foster inclusive prosperity.

## Embrace Partnerships

SASCU will forge powerful partnerships, uniting efforts to achieve ambitious goals creating enduring value for our members, both present and future.

## Be Resilient

To ensure a foundation of long-term sustainability and resilience, SASCU will maintain prudent financial practices, proactively manage risks to safeguard members' interests and invest deeply in our people and vibrant culture.

# Engage Members

In our unwavering commitment to effectiveness and sustainability, we place the needs of our members at the heart of our vision, prioritizing initiatives that truly matter to them.

## 2025 - 2029 Goals

### Enhance financial advisory services

- Utilize member focused data analytics to understand and anticipate behaviour to offer tailored financial solutions & personalized recommendations.
- Provide structured ongoing training for financial advisors, contact centre specialists and service representatives.

### Monitor & optimize member experience

- Enhance real-time member feedback systems to regularly gather and analyze member opinions and respond promptly.
- Establish a member advisory group to better understand the members' voice & respond accordingly.
- Develop & implement a member coaching program.

### Enhance digital & in-person experience

- Improve in-branch experience by training staff in customer service excellence, having member facing roles well defined and ensuring branches are designed around member behavior.
- Expand digital offerings to allow member independence, while ensuring user-friendly features.
- Invest in automation to address member & employee friction points.

### Increase member communication & transparency

- Develop & implement targeted communication strategies that include social media campaigns, community-specific promotions, newsletters, and personalized emails to keep members informed & engaged.
- Create a transparent platform where members can view credit union's performance metrics (financial health) and community impact.

### Improve employee digital resources

- Enhance existing employee software tools to improve employee confidence & member engagement.
- Ensure digital advice tools are intuitive and easy-to-navigate.
- Complete annual review and assessment of software tools.
- Create virtual member experience for contact centre.

## Tactics

# Engage Members

In our unwavering commitment to effectiveness and sustainability, we place the needs of our members at the heart of our vision, prioritizing initiatives that truly matter to them.

## Measuring Success

Engaging our members is the heart and soul of SASCU’s mission, shaping the very foundation of our community’s trust and loyalty. By embracing innovative digital engagement, tailoring our services to individual needs, and fostering open, meaningful communication, we ensure that every member feels uniquely valued and understood. This dynamic approach not only solidifies our member base but also invites new members through the power of positive experiences and word-of-mouth. Effective engagement transforms the member experience, encouraging greater use of our financial products and services, and propelling us towards remarkable growth and success.

Key Performance Indicators	Description
Net Promoter Score	How likely members will stay with SASCU (customer loyalty)
New Member Growth	Number of new SASCU members
Net Member Growth	Number of net new SASCU members
Member Feedback Surveys (advice index)	How members rate the quality of advice from SASCU on a transactional basis
Member Engagement Score	Percentage of members who have “high engagement” based on account type & activity
Engaged Social Media Sessions	Total interactions on facebook & instagram (includes likes, reactions, comments, shares & replies)





# Differentiate Locally

SASCU will inspire profitable growth by embracing a unique model that sets it apart, by offering products and services tailored to our members needs.

## 2025 - 2029 Goals

### Personalize member interactions

- Develop reward/loyalty programs that offer benefits based on member usage and loyalty.
- Host member appreciation events & networking opportunities to build a sense of belonging.
- Leverage technology to provide personalized recommendations based on member profiles, behaviour and financial goals.

### Offer tailored products & services

- Research & develop customized financial products & services to meet the specific needs of the local communities that are flexible and creative.
- Develop tailored loan products for local businesses and entrepreneurs, including startups and small enterprises.
- Create mentoring and support programs for local business owners to help them grow and succeed.
- Develop products and services specifically designed for underserved populations, including low-income individuals and communities with limited banking access.

### Leverage local talent & expertise

- Ensure ongoing commitment to a local workforce who understand the community's culture and can build authentic relationships with members.
- Provide support for staff on local issues to ensure they effectively represent the local needs.

### Align branching strategy with community needs

- Develop long-term branching strategy.
- Complete a premise review and explore opportunities in outlying communities.
- Explore micro-branch options which include ATMs/ITMs.

## Tactics

# Differentiate Locally

SASCU will inspire profitable growth by embracing a unique model that sets it apart, by offering products and services tailored to our members needs.

## Measuring Success

Differentiation in the local market is essential for establishing SASCU as the preferred choice among financial institutions. This pivotal strategy fuels our growth, relying on our ability to stand out by deeply understanding and addressing the unique needs of our members and the communities we serve. By personalizing every interaction, product and service, we can forge stronger relationships, deliver exceptional value, and cultivate unwavering member loyalty. This approach not only drives sustainable profitability but also ensures we remain a relevant and indispensable part of our marketplace.

Key Performance Indicators	Description
Market penetration within the Shuswap	Percentage of SASCU members that are residents within the Shuswap
SASCU as primary financial institution	Percentage of members who use SASCU for primary banking
Number of new products & services	Number of new products & services offered by SASCU
Uptake on new products	Number of members using new products or services



# Community Impact

As a valued corporate citizen, SASCU will actively strive to build our brand and reputation, while harnessing our resources to champion greater accessibility to financial services and foster inclusive prosperity.

## 2025 - 2029 Goals

### Strengthen & expand community relationships

- Collaborate with local businesses, nonprofits, local governments, and indigenous communities to understand community needs and create synergistic solutions, enhancing local support and engagement.
- Partner with local businesses to offer discounts or special promotions.

### Promote community involvement & social responsibility

- Support a culture of volunteerism and participate in community events and charitable activities to strengthen the credit union's ties with its members and the local community, with a targeted approach.
- Collaborate on and support community projects focused on sustainability and implement green practices and solutions where applicable.

### Invest in financial literacy education

- Develop & offer workshops, webinars, and online resources on topics like budgeting, investing, and retirement planning to help members make informed financial decisions.
- Partner with local organizations and schools to provide financial literacy programs with greater outreach.

### Focus on housing initiatives

- Support affordable/rental housing projects by investing or providing funding for the development.
- Develop & implement innovative lending solutions that support homeownership.
- Research & develop other housing solutions that SASCU can implement (rent bank, other).

### Enhance community visibility & communication

- Ensure alignment of internal resources to community needs.
- Target the allocation of community support (donations/sponsorships) to have a greater collective impact.
- Implement targeted marketing campaigns that highlight SASCU's involvement in community events and support for local causes. Use these campaigns to build brand recognition and loyalty.

## Tactics



# Community Impact

As a valued corporate citizen, SASCU will actively strive to build our brand and reputation, while harnessing our resources to champion greater accessibility to financial services while fostering inclusive prosperity.

## Measuring Success

Within the context of accessible financial services, housing is one of several areas of focus where SASCU can make an impact. Stable housing is a fundamental human right that continues to elude many of our Shuswap neighbours. In 2019, the Canadian Parliament passed the National Housing Strategy Act, affirming housing as a human right and mandating organizations and governments to reform housing laws, policies, and programs with a human rights perspective while involving communities in meaningful ways. SASCU is uniquely positioned to significantly improve housing outcomes for our current and future members. Housing, as an important focus area, enables us to positively influence various segments of our local population. Our community impact strategy will also address crucial secondary factors, including climate change, truth and reconciliation, and empowerment, ensuring a holistic approach to fostering a better, more inclusive community.

Key Performance Indicators	Description
Volunteer Hours	Number of hours staff are volunteering
Literacy Program Users	Number of people taking advantage of literacy program (both online & in person)
Housing Initiatives	Number of new housing initiatives – either partnerships, lending solutions, or other
Environmental Impact	Amount of GHG emission by SASCU operations





# Embrace Partnerships

SASCU will forge powerful partnerships, uniting efforts to achieve ambitious goals and create enduring value for our members, both present and future.

## 2025 - 2029 Goals

### Strengthen & expand partnerships

### Explore fintech partnerships

### Collaborate with other credit unions

## Tactics

- Explore potential partnerships that create efficiencies, enhance products for members, or diversifies/increases revenue. (Local businesses, economic development organizations, educational institutions, local governments, fintechs, other).
- Seek out partnerships with technology providers to implement enhanced digital offerings and/or cybersecurity tools.
- Seek out and explore partnering with other Credit Unions to stay relevant by reducing costs, developing shared products, enhancing member benefits and advocating for regulatory changes that benefit the credit union sector.
- Collaborate on back-office functions to free up staff time for member focused initiatives.

# Embrace Partnerships

SASCU will forge powerful partnerships, uniting efforts to achieve ambitious goals and create enduring value for our members, both present and future.

## Measuring Success

SASCU’s partnership strategy underscores our commitment to enhancing operational efficiency, driving cost-effective technological advancements, and fostering innovation. By collaborating with tech companies, startups, academic institutions, and industry partners, we aim to integrate external expertise and cutting-edge technologies that streamline our operations and inspire creative solutions. These strategic partnerships not only reduce costs and improve service delivery but also cultivate a network of mutual growth and continuous learning. This collaborative approach positions SASCU as a forward-thinking and efficient organization dedicated to delivering exceptional value to our members while maintaining our leadership role in the community.

Key Performance Indicators	Description
Number of new partnerships formed (general or fintech)	Number of partnerships formed
Number of formalized collaboration efforts with other Credit Unions	Number of Credit Unions SASCU has collaborated with
Efficiencies, enhanced benefits or financial impact based on collaboration/partnerships	How impactful are the partnerships & collaboration efforts



# Be Resilient

To build a foundation of long-term sustainability and resilience, SASCU will maintain prudent financial practices, proactively manage risks to safeguard members' interests and invest deeply in its people and vibrant culture.

## 2025 - 2029 Goals

### Be an employer of choice

- Create & implement enhanced training programs to support staff development & confidence.
- Invest in leadership development programs and succession plans for staff.
- Develop policy to ensure salary structure & benefits are regularly reviewed.
- Implement a program to ensure all employees are matched with a financial advisor.
- Adopt a creative work environment to promote innovation.

### Focus on process modernization

- Foster a culture of continuous improvement and encourage ongoing enhancement of processes.
- Focus on the integration and application of Lean to ensure operating efficiency.
- Leverage Lean tools to facilitate change management.

### Strengthen risk management

- Implement internal audit plan, focusing on proactive risk management measures, such as creating automated process tools.
- Invest in cybersecurity technologies & practices.
- Strengthen business continuity through increasing technological investments.
- Review emergency preparedness plan to address potential disruptions to business continuity to ensure front line service needs are met.

### Maintain financial strength

- Implement expanded data analytics to understand business operations and make effective business decisions.
- Strive for balance sheet optimization, growth, strong capital and liquidity ratios.
- Increase other revenues and focus on operating efficiencies (including SASCU Wealth & Insurance).
- Plan for future costs of digitization, open banking, payments modernization & online banking.

## Tactics

# Be Resilient

To build a foundation of long-term sustainability and resilience, SASCU will maintain prudent financial practices, proactively manage risks to safeguard members' interests and invest deeply in its people and vibrant culture.

## Measuring Success

SASCU's resiliency strategy underscores our commitment to enhancing operational efficiency. Driving cost-effective operational sustainability is fundamental to maintaining SASCU's competitiveness and delivering high-quality services. By optimizing operational efficiency, advancing technological capabilities, cultivating a high-performance culture, and strengthening risk management, we ensure that our organization remains robust, agile and adaptable to change. This strategy supports sustainable growth, boosts employee morale, and guarantees compliance and security, thereby preserving the trust and confidence of our members and stakeholders. Through these efforts, SASCU not only sustains its position but also thrives as a trusted and innovative leader in the financial industry.

Key Performance Indicators	Description
Employee five pillar score	Average employee score on how SASCU is doing in relation to five key pillars
Return on Average Assets (prior to taxes & dividends)	How much income is generated for each dollar of assets deployed
Operating Efficiency (including subs)	How much income is generated against operating costs
Loan Growth	How much the loan portfolio grew
Deposit Growth	How much the deposit portfolio grew
Capacity created by process improvement	Hours of capacity created because of efficiencies created through process improvement





# ACCOUNTABILITY & OVERSIGHT

As a financial cooperative, SASCU is intimately aware that it is the caretaker of its financial resources. It is imperative that SASCU continue to make prudent financial choices that sustains SASCU for future generations of members.

This Five-Year Strategic Plan outlines SASCU's vision and goals for sustainable growth and innovation. It serves as a roadmap to guide our organization in achieving key objectives, enhancing operational efficiency, and responding to market dynamics. Accompanying this strategic framework will be a detailed 5-Year Action Plan, which will delineate specific initiatives and timelines. This action plan will be reviewed and modified annually to ensure alignment with evolving circumstances and priorities.

Additionally, a Tactical Plan will be developed each year to provide actionable steps and short-term goals that support the overarching strategic objectives. This multi-tiered approach will allow for adaptability, ensuring that SASCU remains responsive to challenges and opportunities while maintaining a clear focus on our long-term vision. Together, these plans will foster a culture of continuous improvement and strategic agility within our organization







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**SASCU**  
Raise the Shuswap