

Targets and Action Plans – Summary of Progress during 2002-03

To ensure continuous improvement, we set targets and action plans based on the findings of our social audit. At the end of our 2000-01 social audit, 25 future targets and action plans were in place. During 2002-03, 14 of these targets and action plans were completed. All outstanding targets and action plans were reviewed and revised targets/action plans set as applicable.

The following table summarizes progress made on the targets and action plans in place at the end of 2001. The symbols indicate the status of the target or action plan at the end of 2003. Page numbers of VanCity's 2002-03 Accountability Report (PDF or hard-copy) are provided where you will find further information relating to the specific target or action plan. View or download the report at www.vancity.com/accountability03, or call (604) 877-7000 to receive a printed copy.

Target or Action Plan	Accountability	Progress Summary	2002-03 Progress Report	Future Targets and Action Plans
<i>Our commitment: We will provide members with outstanding service and help them achieve their financial goals</i>				
<p><i>Personal member satisfaction with VanCity's service (pages 22-24):</i></p> <p>2005 target: Increase percentage of personal members satisfied overall with VanCity's service from 79% (1999) to 85%, and percentage "totally satisfied" from 33% to 40%.</p>	<p>Lydia Johnson, VP Sales & Service</p>	<p style="text-align: center;">In progress</p>	<p>Target revised.</p> <p>Decided to focus on percentage "totally satisfied" - a higher standard.</p> <p>2003 results: 36% of personal members were totally satisfied; 84% were satisfied overall.</p>	<p>2008 target: Increase percentage of personal members "totally satisfied" with VanCity's service to 41%.</p> <p>2004-05 action plan: Identify the key components of consistently high-service to members. Communicate these to employees to reinforce VanCity's commitment to deliver outstanding service to members.</p>
<p><i>Business member satisfaction with VanCity's service (pages 22-26):</i></p> <p>2005 target: Increase percentage of business members satisfied overall with VanCity's service from 75% (2000) to 79%, and percentage "totally satisfied" from 33% to 40%.</p>	<p>Kevin Zakus, VP Business Services</p>	<p style="text-align: center;">In progress</p>	<p>Target revised.</p> <p>Decided to focus on percentage "totally satisfied" - a higher standard.</p> <p>2003 results: 35% of business members were totally satisfied; 79% were satisfied overall.</p>	<p>2008 target: Increase percentage of business members "totally satisfied" with VanCity's service to 37%.</p>
<p><i>Non-profit organization satisfaction with VanCity's service (page 26):</i></p> <p>2005 target: Increase percentage of non-profit organization members satisfied overall with VanCity's service from 78% (2001) to 89%.</p>	<p>Kevin Zakus, VP Business Services</p>	<p style="text-align: center;">In progress</p>	<p>Target revised.</p> <p>Decided to focus on percentage "totally satisfied" - a higher standard.</p> <p>2003 results: 42% of non-profit members were totally satisfied; 82% were satisfied overall.</p>	<p>2008 target: Maintain percentage of non-profit members "totally satisfied" with VanCity's service at 42%.</p>

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<i>Accessible products and services (pages 24-25):</i> 2002 action plan: Re-assess Accessibility Pilot Program.	George Scott, Sr. VP Marketing & Strategic Planning	●	Action plan completed, but not in specified time frame. 2002: Researched best practices in micro-finance. 2003: Reviewed VanCity's existing accessible products and services. Report including recommendations drafted.	2004-05 action plan: Implement improvements to our accessible products and services.
<i>Affordable service charges (page 25):</i> 2002 action plan: Launch strategy to pro-actively contact members who could benefit financially by transferring to a more appropriate account.	George Scott, Sr. VP Marketing & Strategic Planning	●	Action plan completed. 2002: Developed strategy for a more simple and straightforward approach to pricing for VanCity accounts. Streamlined service charges to reflect new approach to pricing. Proactively communicated with members through outbound calls to raise awareness regarding account options.	
<i>Our commitment: We will provide meaningful opportunities for members to have input in setting the direction of the credit union</i>				
<i>Member satisfaction with complaint handling (page 32):</i> 2002 action plan: Implement electronic member complaint/feedback tracking system. 2002 action plan: Feed member survey results into our 2003 business planning process and set performance target in the area of member complaints. 2003 target: 5% improvement in overall satisfaction of personal members making a complaint from 48% (2002) to 52% (2003).	George Scott, Sr. VP Marketing & Strategic Planning Lydia Johnson, VP Sales & Service Lydia Johnson, VP Sales & Service	● ● ○	Action plan completed. 2002: Enhanced Member relationship management (MRM) system to streamline extraction of feedback entries for analysis. Feedback and resolution information now tracked. Action plan completed. 2002: 2003 target set, see below. Target not achieved. 2003: 2008 target set. 2003 results: 48% of personal members were "satisfied overall" with the way their complaint was handled.	2008 target: 75% of personal members satisfied overall with the way their complaint was handled.

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<i>Our commitment: We will ensure that VanCity is a great place to work</i>				
<p>Employee recognition (page 39): 2002 action plan: Rollout enhanced employee recognition program.</p> <p>2002 action plan: Feed survey results into 2003 business planning process and set performance target in area of employee recognition.</p>	<p>Donna Wilson, VP Human Resources</p> <p>Donna Wilson, VP Human Resources</p>	<p>●</p> <p>●</p>	<p>Action plan completed.</p> <p>2002: Launched second phase of on-line Recognition Program (Mt. Kudos). It now provides two additional levels of recognition. Launched new Employee Loyalty Recognition Program.</p> <p>Action plan completed, but not in specified time frame.</p> <p>2003: 2005 target set.</p>	<p>2004-05 action plan: As part of a new, personalized management development model, use one-on-one sessions with our managers to address a variety of people management topics, including recognition, to increase awareness of the impacts managers' day-to-day actions make to the employee experience.</p> <p>2005 target: 57% of employees feel they are truly appreciated for the contribution they make to VanCity.</p>
<p>Employee satisfaction with VanCity's service as members (website only):</p> <p>2005 target: Increase percentage of employees satisfied overall with service from 65% (1999) to 85%, and percentage totally satisfied from 12% to 40%.</p> <p>*A five-point response scale was used for this question to align it with the member satisfaction survey.</p>	<p>Dave Mowat, Chief Executive Officer</p>	<p>In progress</p>	<p>Target in progress.</p> <p>2003 results: 78% of employees are satisfied overall with VanCity's service as members, 22% are totally satisfied.</p>	<p>2005 target: 85% of employees are satisfied overall and 40% are totally satisfied with service.</p>
<p>Employee privacy (page 40):</p> <p>2002 action plan: Review and clarify our policy around access to employee information and provide clear guidelines to all employees.</p>	<p>George Scott, Sr. VP Marketing & Strategic Planning</p>	<p>●</p>	<p>Action plan completed.</p> <p>2002: Developed new Employee Privacy Code and supporting policies and procedures. Delivered Privacy workshops to VanCity employees.</p>	
<p>Employee voice (page 40):</p> <p>2002 action plan: Survey staff to determine percentage of employees who agree that they feel free to voice their opinions openly at VanCity.</p>	<p>Dave Mowat, Chief Executive Officer</p>	<p>●</p>	<p>Action plan completed.</p> <p>2003: Question added to employee survey.</p> <p>2003 results: 57% of employees agree they feel free to voice their opinions openly at VanCity.</p>	<p>2005 target: 61% of employees feel free to voice their opinions openly at VanCity.</p>

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<p>Training and career development (page 41):</p> <p>2002 action plan: Feed survey results into 2003 business planning process and set performance target in area of career development/advancement opportunities.</p>	<p>Donna Wilson, VP Human Resources</p>	●	<p>Action plan completed, but not in specified time frame.</p> <p>2003: 2005 target set.</p> <p>2003 results: 63% of employees agree VanCity provides them with the opportunities to do their best work and achieve their full potential.</p>	<p>2005 target: 66% of employees agree VanCity provides them with the opportunities to do their best work and achieve their full potential.</p>
<i>Our commitment: We will lead by example and use our resources and expertise to effect positive change in our communities</i>				
<p>Baseline Ethical Policy (pages 44-45):</p> <p>2002 action plan: Develop implementation procedures for the Baseline Ethical Policy; train employees to apply the policy.</p> <p>2003 action plan: Apply the Baseline Ethical Policy to new and renewing business relationships.</p>	<p>George Scott, Sr. VP Marketing & Strategic Planning</p> <p>George Scott, Sr. VP Marketing & Strategic Planning</p>	<p>▶</p> <p>▶</p>	<p>Action plans not completed.</p> <p>2004-05 action plans set.</p> <p>2002: Baseline Ethical Policy approved by Board of Directors in October.</p> <p>2003: Implemented Policy in four areas: services to business members, major suppliers, treasury investments and the VanCity Award.</p>	<p>2004-05 action plan: Complete implementation of Baseline Ethical Policy across the VanCity Group of Companies. Implement procedures for annual policy review and monitoring compliance. Report progress in next Accountability Report.</p>
<p>Major suppliers (page 44):</p> <p>2002 action plan: Screen all strategic suppliers using VanCity's Baseline Ethical Policy.</p> <p>2003 action plan: 100% of strategic suppliers to meet the standards in VanCity's Baseline Ethical Policy.</p>	<p>Johan Lemmer, VP Finance and VPs/CEOs of key purchasing areas</p> <p>Johan Lemmer, VP Finance and VPs/CEOs of key purchasing areas</p>	<p>●</p> <p>▶</p>	<p>Action plan completed, but not in specified time frame.</p> <p>2002: Strategic suppliers identified.</p> <p>2003: Screened 100% strategic suppliers.</p> <p>Action plan not completed.</p> <p>2004-04 action plan set.</p> <p>2003: Developed action plans to engage suppliers where follow up required. Board approved Procurement Policy (references the Baseline Ethical Policy.)</p>	<p>2004-05 action plan: Implement action plans for strategic suppliers where follow up required.</p>

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<p>Treasury investments (page 45):</p> <p>2002 action plan: Establish a formal arrangement with Ethical Funds Inc. to screen VanCity's approved list of investments. Implement the procedural guidelines in the Investment Policy.</p>	<p>Chris Dobrzanski, VP Risk Management & Operations</p>	●	<p>Action plan completed.</p> <p>2002: Service level agreement in place. All required filings, reports and procedures agreed upon between VanCity and Ethical Funds Inc. now in effect.</p> <p>2003: Screened 100% approved treasury investments. 100% found to be eligible by Baseline Ethical Policy standards.</p> <p>Procedures updated in Investment Policy to include ongoing screening plan.</p>	
<p>Socially responsible investing (pages 45-46):</p> <p>2002 action plan: Establish a fund management system to track community investment deposits and loans.</p> <p>2003 action plan: Develop a plan to disburse difference between interest foregone and interest discounts received by the community.</p>	<p>George Scott, Sr. VP Marketing & Strategic Planning</p> <p>George Scott, Sr. VP Marketing & Strategic Planning</p>	n/a n/a	<p>Action plans no longer applicable as worded.</p> <p>2004-05 action plan set.</p> <p>2003: Approved and funded two new Community Investment Deposits that allocate over 50% of the pool over the next five years. Decision made to redesign and launch community investment products and program.</p>	<p>2004-05 action plan: Redesign and launch new community investment product(s).</p>
<p>Employee commuting choices (page 47):</p> <p>2002 action plan: Set a target to increase the percentage of trips to and from work by employees using alternative transportation modes.</p>	<p>George Scott, Sr. VP Marketing & Strategic Planning</p>	●	<p>Action plan completed, but not in specified time frame.</p> <p>2002: Completed best practice research and evaluated existing transportation program. Improvements recommended.</p> <p>2003: 2005 target set. Developed program to achieve target.</p>	<p>2005 target: 60% of employees using alternative modes of transportation to commute to work (VanCity Group of Companies).</p>

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<i>Waste management (pages 48-49):</i> 2003 Action Plan: Assess and implement systems to more reliably measure and track total waste generated and recycled (2003).	Johan Lemmer, VP Finance	●	Action plan completed. 2003: External firm conducted a solid waste audit. Report for comment submitted September, 2003. Recommendations reviewed and action plans developed. Some recommendations implemented in 2003.	2008 target: Increase percentage of waste recycled to 60% (VanCity Centre).
<i>Proactive environmental lending practices (page 50):</i> 2002 Action Plan: Develop implementation procedures for the Environmental Loans Policy. Train employees to apply the policy. 2003 Action Plan: Apply the Environmental Loans Policy to business lending activities.	George Scott, Sr. VP Marketing & Strategic Planning George Scott, Sr. VP Marketing & Strategic Planning	n/a n/a	Action plans no longer applicable as worded 2002: No progress made. 2003: Intent of Environmental Loans Policy incorporated into Lending Policy.	2004-05 action plan: Incorporate environmental cautions* into Baseline Ethical Policy implementation procedures. *a list of circumstances where we would exercise special care
<i>Proactive environmental lending practices (page 50):</i> 2002 Action Plan: Re-assess options for loan programs to support energy efficiency.	George Scott, Sr. VP Marketing & Strategic Planning	●	Action plan completed, but not in specified time frame. 2002: Identified and explored potential loan programs. Developed concept for specific loan product. 2003: Developed two concepts for energy efficiency-related loan products: home renovation loan and low-interest hybrid car loan. Launched first product Clean Air Hybrid Car Loan in June 2003.	

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