



Guiding Values.





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"In a world of constant change, our values have remained constant. Doing what's right – for our members, our staff, and our communities – has always been the moral compass on which we have based our decisions. Corporate social responsibility may have been an idea ahead of its time, but it is one that is just in time as we move into the new millennium."



A Year in Review

Maintaining financially sound operations is key to our growth and helps us stay focused on what is important – our values.

Consolidated Financial Highlights

(thousands of dollars)

Assets	1999	1998	1997
Cash and Securities	\$ 604,078	\$ 550,722	\$ 503,940
Loans	5,639,893	5,212,914	4,946,842
Other Assets	167,007	161,873	145,460
Total Assets	\$ 6,410,978	\$ 5,925,509	\$ 5,596,242

Liabilities and Members' Equity

Deposits and Equity Shares	\$ 5,673,801	\$ 5,359,291	\$ 4,687,703
Debentures and Loans Payable	309,645	187,710	559,951
Other Liabilities	172,771	147,489	141,669
Retained Earnings	254,761	231,019	206,919
Total Liabilities and Members' Equity	\$ 6,410,978	\$ 5,925,509	\$ 5,596,242

Statements of Earnings

Net Interest Income	\$ 150,381	\$ 149,751	\$ 140,668
Charge for Impairment of Loans	(7,407)	(5,516)	(5,101)
Other Income	55,362	52,282	40,183
Net Interest and Other Income	198,336	196,517	175,750
Salaries and Employee Benefits	81,170	78,415	68,263
Other Operating Expenses	77,944	78,788	76,398
Total Operating Expenses	159,114	157,203	144,661
Earnings from Operations	39,222	39,314	31,089
Donations to Foundation	655	600	775
Distributions to Members	6,315	6,420	8,641
Income Taxes	8,510	8,194	4,103
Net Earnings for the Year	\$ 23,742	\$ 24,100	\$ 17,570

Statistics

Average Assets (thousands of dollars)	\$ 6,157,462	\$ 5,738,457	\$ 5,112,619
Growth of Total Assets (%)	8.19%	5.88%	16.38%
Return on Assets	0.39%	0.42%	0.34%
Dividends per Equity Share	5.0%	5.0%	5.0%
Dividends per Investment Share	5.7%	5.6%	6.0%
Membership	261,398	261,613	252,638
No. of Employees (full-time equivalent)	1,597	1,513	1,357
No. of Branches	43	42	42

Auditing Our Social and Environmental Performance

Social reporting is a way for us to be transparent and accountable to our stakeholders about our social and environmental performance. Our social report, published every two years, is the final product of a social audit process which involves measuring, reporting, and ultimately improving our social and environmental performance. Our social report includes input from stakeholders such as members, staff, and community, and reports on how well we've lived up to our social and environmental policies and commitments. To request a copy, please see page 15.

For a complete set of Audited Financial Statements, please call TeleService™ at 877-7000 or 1-888-VanCity. Financial Statements can also be downloaded from www.vancity.com

- ▶ Increased consolidated assets by 8.2 per cent to \$6.4 billion.
- ▶ Successful transition into the Year 2000. Business continuity and contingency plans are now in place.
- ▶ Continued to upskill and support staff in their transition to more senior, advice-focused roles in branches.
- ▶ Ranked #13 in The Globe & Mail's list of the 35 Best Companies to Work For.
- ▶ VanCity Capital Corporation ended its first full year in operation with higher than projected loans issued, and higher than expected job creation estimates.
- ▶ Citizens Net voted "Best Value" in Quicken.ca's 1999 On-Line Banking Report.
- ▶ VanCity successfully partnered with Immigrant Services Society to provide financial services to recently arrived, government-sponsored refugees.
- ▶ Leveraged the partnership with Desjardins, Quebec's largest financial institution, to provide expanded VISA* card products to credit unions across the country.
- ▶ Increased the value of Self-Reliance Loans made from \$1.7 million to \$2.7 million, and nearly doubled the number of approved Peer Lending Loans.
- ▶ Sold mutual fund administration area to Ethical Funds Inc.™



Shared Success

In 1999, VanCity distributed \$6.8 million in earnings to our members and to the communities in which we operate. Members received this in the form of:

5% dividend on membership shares

1% bonus on deposit interest paid by VanCity in 1999

0.5% rebate on loan interest paid to VanCity in 1999

In keeping with our corporate social responsibility philosophy, we contributed \$1.7 million to fund projects that impact the lives of people living in our communities.

*VanCity, Licensee of Mark.

™Ethical Funds is a trademark of Ethical Funds Inc. and is used with the consent and agreement of Ethical Funds Inc.

The Challenge of Change

VanCity is starting the new century as a flexible, responsive, and dynamic organization committed to its ethical principles and community roots. Over the last decade, we have responded to a number of challenges and have emerged with a new vision for serving our members.

The world we operate in today is very different from the world of just a decade ago. In that world, we lined up to cash our paycheques; we paid for gas and groceries with cash; and when we used our credit cards, we waited for someone to make an authorization call.

Today, we access our accounts instantly through the Internet; we swipe our debit card to pay for gas and groceries; we use ATMs to deposit and withdraw money; we communicate instantaneously by email, fax, and cell phone. We do business with companies across the world in the same way we once did business with companies across the street. Developments in technology, changes in demographics, and new economic trends have forever changed the financial services industry.

Throughout this challenging decade, VanCity has proven itself to be an actively evolving organization. We have successfully implemented changes while remaining true to our founding principles. In the face of constant change, our values have remained equally constant.

The Right Answer

VanCity must continue to change and evolve in order to remain competitive in a revolutionary financial services industry. Staying as we are is not an option. Our members have asked us to provide better access, improved services, more knowledgeable staff, and a wider range of products. To deliver these we need to invest in our people, processes, and technology.

In 1999, we studied various options for the future evolution of our business. One option was the National Initiative, which proposed bringing together credit unions from across the country and creating a new type of member-owned, federally regulated, co-operative financial institution.

We prepared a detailed business plan and conducted painstaking analyses. We asked the right questions on behalf of our stakeholders and we consulted with our members. Our members told us they wanted VanCity to retain local autonomy, keep the VanCity name, and stay true to the organization's grassroots values. In the end, we decided that the risks associated with the National Initiative outweighed the potential benefits to members.

Because VanCity must achieve certain economies of scale to compete in today's business environment, the Board and Management will continue to explore partnership opportunities with B.C. credit unions. During this search for partners, we will be guided by the same principles of democratic decision-making, social responsibility, and concern for members that underpin all our decisions.



Coro Strandberg
Chair, VanCity Board
of Directors

1999: A Clear Member Focus

While we investigated national and provincial partnership opportunities with other credit unions, we continued our efforts to improve service delivery for our members at VanCity. In 1999, we further automated and centralized in-branch administrative processes so that VanCity staff could focus on serving members' needs. This allowed us to provide more financial planning advice, a greater range of innovative products, and more channels to access accounts.

Today, members can walk into any VanCity community branch and speak to a financial advisor about achieving their financial goals. As a result of our involvement with Credential Asset Management Inc., members concerned about wealth management can use Portfolio Funds to get the right asset mix in their holdings. Members who don't want to use the services of a teller can complete transactions using a number of alternate channels: ATMs, VanCity *Direct*™ PC and *Direct*™ NET, and the 24-Hour Service Line. In fact, member use of PC and Internet banking has doubled since last year and represents our fastest-growing member access channel.

We continued our efforts to improve service delivery for our members.

Our focus on members in 1999 led to several other initiatives:

A smooth Y2K transition at VanCity was achieved after dedicated teams worked throughout the year to ensure uninterrupted member access to financial services.

Business insurance and VanCity *Direct* NET Business were designed and launched to help small business, including non-profit enterprises, after we recognized this fastest-growing segment in our community as an under-served one.

SafeRate™, an expanded insurance product line, was developed to provide credit union members with very competitive life, home, travel and auto insurance products at discounted rates. Our home insurance product is the first of its kind to offer same-sex couples the ability to include both names on their policy.

VanCity Capital Corporation is expected to create 150 to 200 jobs as a direct result of \$5 million in loans it provided to businesses and non-profits. VanCity Capital Corporation made 23 loans in 1999 – 16 to growth companies and seven to non-profit and co-operative enterprises. These funds have a good risk profile and are expected to return between 14 and 15 per cent to the credit union – a significant accomplishment after its first full year of operation.

Financial Performance

Even though 1999 was a challenging year because of B.C.'s slow economic recovery and the overall competitive environment, VanCity's financial performance was positive.

™ VanCity *Direct* is a registered trademark of VanCity.

™ SafeRate is a registered trademark of VanCity Insurance Services Ltd.

At year-end, consolidated assets stood at \$6.4 billion, representing an 8.2 per cent increase from 1998. Consolidated deposits grew in 1999 by \$315 million or 5.6 per cent compared with 1998. Consolidated earnings from operations for 1999 are \$39.2 million compared with 1998 earnings of \$39.3 million. Net earnings for 1999, after income taxes, were \$23.7 million compared with \$24.1 million in 1998.

Citizens Bank performed better than expected in its third full year in operation, generating a profit earlier than projected.

VanCity experienced a one-time gain on the sale of our mutual fund administration area to Ethical Funds™ Inc. (EFI), a decision justified by the benefits to the credit union system.

This year, we are pleased to share \$6.8 million of profits with our members and community. A total of \$5.1 million is being returned to our members in the form of a relationship dividend, while a further \$1.7 million has been shared with community organizations.

At mid-year, we recognized that earnings were below expectations. By initiating cost-reduction and revenue-enhancing strategies we were able to bridge the gap successfully by year-end. However, our return on assets was .39 per cent compared to .42 per cent in 1998 – the cost of competing in today's environment. It costs more today to earn a dollar than it did a year ago.

These challenges underscore our need to find new ways of doing business – ways that allow us to remain financially sound while focusing on social and environmental values and providing members with better service and wider product choice. We are determined to increase our competitive advantage in the marketplace and lay a solid foundation of revenue growth.

At the Heart of Change

Since we first opened our doors, each year has brought new changes to the world around us. Yet, our core values have remained the same. Our values of democratic decision-making, excellent personal service, and corporate social responsibility have never seemed out of date. They are our compass for the future.

Although VanCity considers itself a leader in corporate social responsibility, we have not been complacent. Over the last decade, we have changed our community focus from ad-hoc donations to more strategic philanthropy, developing and supporting partnerships with innovative community projects that reflect our values. We have set up the VanCity Foundation, VanCity Enterprises and the VanCity Capital Corporation, to speak to our commitment to the community. And, we have set the trend for socially responsive financial products. The Community Investment Deposit (CID), the EnviroFund™, Self-Reliance Loans, and Peer Lending Program are examples of these.



Dave Mowat
CEO

In 1999, we continued our work in this area by developing a community economic development strategy for implementation in 2000, which will include the launch of an international development product and conservation financing initiatives.

It is important to note that whatever future we pursue, our values won't change. They are the strategic heartbeat that directs our future vision, one that reflects our commitment to members, their families, and the communities in which we live.

In 2000, our "Statement of Values and Commitments" is being developed in consultation with members, staff and community organizations. It will stand for who we are as an organization and how we conduct business. Social responsibility is not merely some buzzword; to VanCity, it is a commitment to "living our values."

A New Era

The Board would like to recognize retiring CEO Bob Quart in this last message of the 20th Century. We would like to thank Bob for his many years of service, guidance, and leadership.

Bob contributed greatly to VanCity's transition into the 21st Century and we know that we will continue to build on the strong foundation he provided for VanCity. On the same note, we would like to welcome incoming CEO Dave Mowat. Dave's vision and leadership style will greatly contribute to VanCity's future growth in the coming years.

We would also like to acknowledge VanCity staff for their commitment and hard work this year. Through the many challenges VanCity faced in 1999, our staff members proved themselves to be the backbone of a very flexible organization.

As we enter a new era, VanCity is better positioned to compete and thrive in the financial services marketplace. Your Board and Management will continue to look for partnership opportunities that can strengthen our competitive advantage.

During a period of intense change, VanCity has shown flexibility and values-based decision-making abilities – qualities we believe will lead to even greater success in future.

On behalf of the Board and Management,

Coro Strandberg, Chair

Dave Mowat, CEO

**Whatever future
we pursue, our values
won't change.**

A New Reality

There have been intense changes in the financial services industry. Our response must be just as intense. In order to compete in a new reality, VanCity must look towards a new way of implementing our vision.

Highlights

- ▶ *Worked with Desjardins, Quebec's largest financial institution, to provide VISA services and new card options to other credit unions.*
- ▶ *Investigated and decided against the National Initiative option.*
- ▶ *Continued to explore a provincially federated model with B.C.-based credit unions in order to build the scale needed to compete in today's financial services environment.*

Facing Change

Some of the challenges we face in a time of tremendous change within the financial services industry include:

- ▶ **Industry deregulation and globalization:** New companies are entering the marketplace and offering the types of financial services historically only offered by banks and credit unions. These may be newly merged companies, foreign companies or virtual banks – all competing in the same market.
- ▶ **Increasing costs of doing business:** To respond to developments in technology and member demands, we need to invest in our people, our processes, and our technology.

It is becoming more and more clear that in order to compete, we have to find ways to reduce our costs – perhaps through working with other credit unions – and improve operational efficiencies.

Responding to Change

In 1999, we studied various options for the future. One option was the National Initiative, which proposed bringing together credit unions from across Canada and creating a new type of member-owned co-operative financial institution.

It was ultimately decided, through member consultation, that the risks of the National Initiative outweighed member benefits. However, much of the analysis undertaken for this initiative has been put to use as seed ideas for future projects.

- ▶ **Respond to unique member needs:** We have increased contact with our members to inform them of VanCity products and services that meet their unique needs.
- ▶ **Provide greater flexibility:** A broad range of delivery channels provide members access from almost anywhere and anytime.
- ▶ **Gain efficiencies and enhance service:** We have accelerated our relationship building initiative, enabling branch staff to focus on member service by further centralizing and automating administrative functions.

Fast Forward

Meeting members' financial needs and expectations is at the heart of our future vision. Our members have told us they want a co-operative financial institution that is rooted in the community where each member has a vote, where local control, the VanCity name, and our corporate responsibility mandate remain intact.

Based on this, we are exploring the idea of coming together with other credit unions in British Columbia. This would allow participants to retain local autonomy, and keep their identities and boards of directors. At the same time, it would enable us to share the investment in technology and new services required by the evolving needs of our members.

To compete and thrive in the new financial services marketplace, we will continue to look for options that strengthen our advantages. We will also continue to listen to members and staff when it comes to future directions for our credit union.



Ethics and business – this has never been a contradiction in terms at VanCity. Part of our mission is to be an ethical provider of financial services. Over the years, we have maintained a leadership role in developing socially responsible products such as Self-Reliance Loans and the Ethical Growth Fund™. And we have encouraged responsible decision-making in our communities by co-founding such initiatives as the Ethics in Action Awards, while staying relevant to our members who want values-based products and services. Our unwavering commitment remains the same – doing what’s right for our members, staff, community, and environment.

Evolving Member Needs

As we enter the new millennium, it is clear we must respond to the needs of a more financially sophisticated generation of members. In the past, members came to us for their savings accounts. Now, they have more complex needs. To achieve financial security, they require financial planning and wealth management tools to help them succeed.

Highlights

- ▶ Successful Y2K transition meant members had uninterrupted access and service into 2000 and beyond.
- ▶ Financial Service Advisors are available at each VanCity Community Branch to provide advice. In addition, the piloted Financial Planning Service has expanded to 10 branches.
- ▶ Enhanced member service at branches due to increased centralization and automation of routine administrative tasks, freeing staff time to focus on helping members achieve their financial goals.

Enhanced Member Service

Changes in career patterns, family structures, the workplace, technology, and demographics are transforming the financial needs of our members. As the needs of our members evolve, so do the services we offer them. More and more, our members are looking for financial advice from their financial institution.

To increase the time that front-line staff may devote to member needs, we have continued our centralization of back-office operations. By centralizing or where feasible, applying technology to automate routine administrative tasks, we have been able to enhance member service.

We have continued to improve skills and competencies of staff to deliver service to meet members' changing needs:

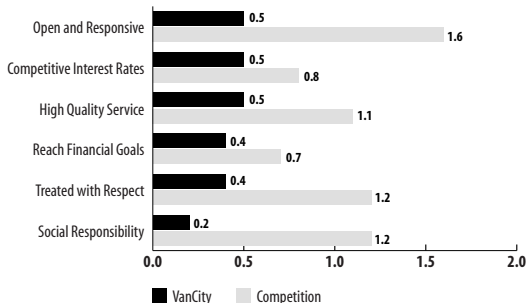
- ▶ At the end of 1999, most branches had a trained Financial Service Advisor in place. These advisors have received special training to provide advice and financial options for members.
- ▶ At the end of 1999, 25 per cent of our branches were offering a financial planning service. Through this service, members work with a planner to create a personalized, detailed financial plan.
- ▶ The installation of our Relationship Management Software is complete. This tool gives staff the ability to provide better advice by knowing the full financial picture of each member. It also allows for a seamless service delivery to members when they are referred to our Specialists, such as VanCity Investment Management or a Retirement Counselor. It enables Financial Service Advisors to manage their member relationships more effectively, while maintaining the privacy and integrity of members' information. For a copy of VanCity's Privacy Code, visit the web site at www.vancity.com/legal/code.cfm or call 877-7665.

Percentage of members satisfied overall with VanCity's service



*Reduction may be attributed to changes in survey methodology, survey design, and sample size.

Gap between members' service expectation and service performance



Business as Usual

To ensure member access to accounts during the Y2K transition and beyond, dedicated teams worked diligently to ready our systems. Contingency plans were also prepared in the event there were service disruptions to systems beyond our immediate control. These business continuity plans now serve as a basis for our emergency preparedness in the event of return threats to financial systems.

More Product Options

Ten years ago, term-deposits were the investment product of choice and mutual funds were a foreign concept. Today, more choices and new products along with changing demographics and economics, are compelling members to look for the best option to meet their financial goals.

Highlights

- ▶ Successful Cash Back Mortgage launch resulted in many members opting to receive a lump sum cash rebate or travel points by either obtaining or renewing their mortgage at VanCity.
- ▶ New SafeRate insurance products offer competitive products at discounted rates for credit union members.
- ▶ VanCity Direct NET Business launched to support a growing base of business members who wish to access their accounts through the Internet.

Tools to Achieve Goals

As members strive to achieve their financial goals, VanCity is delivering products that are attuned to member needs.

- ▶ SafeRate insurance products were launched to provide VanCity members with competitive home, car, travel, pet, and life insurance at discounted rates. As well, a SafeRate Community product was launched specifically for non-profit organizations.
- ▶ In 1999, members witnessed increased contact from VanCity as we initiated communication programs aimed at proactively informing our members about various innovative product offerings. An example of this was the Cash Back Mortgage program which offered 1.75 per cent to 3.0 per cent cash back – based on fixed terms – as an incentive to move their mortgage to VanCity. Unlike some offers from other financial institutions, VanCity's Cash Back Mortgage did not have a rebate cap.

Business Products

VanCity has recognized that the small business market is under-served in our community. Supporting small businesses is a key component of contributing to economic self-reliance for business owners and their employees. Therefore, we committed to serving our business members, including non-profit organizations, with products and services designed specifically for them.

- ▶ In 1999, we launched a pre-approved line of credit, business insurance product and VanCity *Direct* NET Business. Community VISA* Business card will be launched in early 2000.
- ▶ Business products were launched under a consistent Business Solutions brand name, making it easy for business members to recognize and request these products.

Moving Forward

As we look to the future, it is clear that we must continue to evolve to meet our members' needs. For example, wealth management has become important to an aging population looking to secure their financial future. This means being able to provide an array of investment products to help individual members achieve their goals.

- ▶ Through Credential Asset Management Inc., a new Portfolio Fund family will be available in 2000. Members can choose this easy way of getting the right asset mix in their portfolio, based on their financial goals and risk tolerance. Credential Asset Management Inc. is owned by Credit Union Central of Canada.

Strategic Heartbeat for Today and Tomorrow

In 2000, VanCity is developing new values-based products as part of our socially responsible investment strategy.

- ▶ A conservation financing program will be launched to support individuals and businesses which contribute to positive environmental change. One of the first products will be a low-interest "Living By Water" loan for homeowners to restore and protect their shoreline. These low-interest loans will be supported by members' Community Investment Deposits. Also planned is a small business conservation loans program to support businesses to achieve their environmental mission or improve their environmental performance.
- ▶ While Socially Responsible Investment (SRI) options continue to be available for VanCity members, VanCity is developing a long-term SRI strategy to set the direction for future SRI product development. In 2000, members will have the opportunity to invest outside our borders through an international community investment product. Member investments will further the work of non-profits internationally.

A Flexible Organization

Continuing education is a recurrent theme in today's workplace. It is not unique to VanCity or to our industry. There was a time when you could do the same job for twenty years. Today, almost everyone is required to upgrade their skills to ensure member needs are met.

Highlights

- ▶ Continued upgrading the skills of front-line staff to enable them to deliver financial advice to members.
- ▶ Continued to support staff's educational goals through work/family balance programs and in-branch change agents.

Agents of Change

As our business evolves to meet the changing needs of our members, our staff are the most critical part of ensuring quality service delivery. We continue to invest in our people – giving them not simply knowledge, but the ability to apply it productively and to continue their commitment to education and skills development. This will allow them to provide members with professional financial advice and at the same time, meet their personal and career development goals.

Employee Feedback

80% of staff would recommend VanCity as a **great** place to work (1996: 87% said they would recommend VanCity as a **good** place to work)

85% of staff are satisfied overall with VanCity as their employer at the present time (1996: 76%)

88% of staff say that what VanCity does for the environment and the community makes them feel good about working here (1996: 89%)

- ▶ Over 250 employees have completed their Canadian Securities Course, giving them skills to offer investment advice to members.
- ▶ VanCity's Financial Skills Development Program has trained staff on giving financial advice to members. With the help of in-branch coaches, employees are able to implement the skills learned in the classroom in their interactions with members.
- ▶ VanCity's internal Learning Centre usage is up by 200 per cent. As of February 2000, all branches and head office will have a Learning Centre to support self-directed skills development.

Motivated for Success

In order to succeed during this era of massive change in the financial services industry, VanCity must have the people and processes in place that support a flexible, responsive organization capable of managing rapid change. Our staff are the backbone of our organization; as a learning organization we are committed to supporting our staff in their efforts. We believe in investing in our staff and promoting from within to provide opportunities for professional growth, while recognizing the value of the range of experience they bring.

Happy and fulfilled staff result in more satisfied members. We invest in our staff because it's the right thing to do. It benefits our members and ultimately, our bottom line.

Our consistent ranking for being one of the best companies to work for, in publications such as B.C. Business and the Financial Post, is evidence of our commitment to our staff.

- ▶ New career opportunities have arisen through an increased need for Financial Service Advisors and other specialists.

Employee Turnover Rate	1999*	1998
VanCity	11%	9.6%
Industry average	18.3%	15%
	1999*	1998
Benefits as % of base pay	16.3%	18.3%
Profit sharing as % of base pay	6.7%	7.0%

*Figures subject to social audit verification.

Commitment to Managing Change

Change can be difficult, particularly for employees. We are continuing to support staff as VanCity creates changes in the workplace. We cannot avoid change. But we can acknowledge the realities of our environment, anticipate future challenges, and adapt to stay relevant to the needs of members.

- ▶ To help balance work and family life, staff have access to programs such as a resource library, temporary pagers for family emergencies, information packages on topics such as elder care and child development, and a confidential Employee Assistance Program.



Our responsibility to the communities in which we do business has always been at the heart of VanCity. We haven't forgotten our roots: VanCity was born out of the underserved needs of individuals in the community. Today, our community values are strategically aligned to effect social change. For example, we identified a gap in support available to the growing number of street-involved youth. Three years of fundraising efforts by VanCity staff resulted in the opening of VanCity Place for Youth – a complex in one of Canada's poorest neighbourhoods that provides 48 units of affordable housing for low-income youth. The goal of the project is to provide a safe and supportive environment in which young people can make positive change in their lives.

Anytime, Anywhere, Anyone

Only a decade ago, we lined up for the teller to perform transactions at our branch. In today's mobile, faster-paced society, members want financial services on their terms. While we work to enhance our service delivery channels, we haven't lost sight of the fact that all individuals, regardless of income level or situation, deserve access to financial services.

Highlights

- ▶ Opened new branch in Mission, and relocated our Newton and Langley branches for easier, better, and more visible access for members.
- ▶ Launched Accessibility Strategy aimed at providing access to financial services to low-income and marginalized members of the community.
- ▶ Increased call capacity for TeleService and the 24-Hour Service Line.

Improved Access

Thanks to technology, we are in a world of unparalleled access to financial services: access to accounts from anywhere, anytime. Even as we've expanded our distribution channels to offer our members more choice, we remain committed to ensuring financial services are not out of reach for low-income individuals.

In 1999, we opened a new branch in Mission – an area poised for growth in the coming decade – to provide an increased presence in the Fraser Valley. And, our Newton and Langley branches have moved to new locations that allow for better access, visibility and quality.

- ▶ Changing demographics and evolving needs are prompting members to use various access channels to do financial transactions. Usage of PC and Internet banking through VanCity *Direct* PC and VanCity *Direct* NET doubled in 1999.
- ▶ Call capacity was increased for TeleService and our 24-hour Service Line in order to support increased call volume. More members are embracing remote ways of conducting financial transactions such as bill payments.

In 2000, we will continue to direct our energy toward e-commerce development. Future developments will include an electronic service account package for our members, increased functionality on VanCity's web site, and greater capacity through VanCity *Direct* NET.

Financial Access: a Basic Right

At VanCity, we believe access to financial services is a basic right. As part of our Accessibility Program, we will launch in 2000 a bundle of products and services for low-income and marginalized members of our community. It is our aim to remove barriers to financial services and to support individuals in moving towards economic self-reliance.

- ▶ Through our Peer Lending Program and Self-Reliance Loans, we have been providing credit to business members for some years who could not access credit by conventional means. Providing access to credit helps individuals create employment for themselves and others. We are now working to remove barriers to bringing these types of products to retail members.

Our Peer Lending Program's success has been instrumental in effecting change in the wider community. In December 1999, after participating in a peer lending pilot project with VanCity, the provincial government's B.C. Benefits program changed to allow income assistance recipients to continue their benefits while they build a small business to create jobs for themselves and others.

Peer Lending	1999*	1998
No. of loans approved	193	102
Value of loans made	\$271,300	\$170,180
Average loan size	\$1,406	\$1,668

Self-Reliance Loans	1999*	1998
No. of loans approved	195	133
Value of loans made	\$2.7 million	\$1.7 million

*Figures subject to social audit verification.

- ▶ Newly arrived refugees often find it difficult to understand and access financial services offered in this country. Through our partnership with Immigrant Services Society, we are providing access and education to new government-sponsored refugees. This includes orientation sessions to introduce refugees and their families to credit unions and the Canadian banking system.

Living Our Values

Corporate social responsibility encompasses the qualities that truly characterize and distinguish VanCity. It was at the heart of our business before it became a fashionable buzzword. And it will continue to direct our future business decisions.

Highlights

- ▶ *Statement of Values and Commitments is being developed and will be launched in 2000 – a commitment that came out of our 1997 Social Report.*
- ▶ *Community Economic Development Strategy has been established to begin implementation in 2000.*
- ▶ *The Office Building of the Year (TOBY) Award was given to VanCity Centre by BOMA (Building Owners and Managers Association) for innovative design, energy efficiency, and safety.*

Constant Change; Constant Values

Now more than ever before, people are demanding higher standards of corporate responsibility and accountability. At VanCity, we have stayed true to our founding values of corporate social responsibility even in the face of many business changes over the years. We have continually refined our operations to integrate corporate social responsibility in all that we do. The essence of our commitment to our communities remains unchanged.

- ▶ In 1999, we drafted a Community Economic Development strategy to bring together a number of our key initiatives in order to focus and align our efforts. One component is a focus on supporting the unique needs of non-profit organizations.
- ▶ 1999 also saw a move to align Corporate Social Responsibility (CSR) into the day-to-day operations of the business. By aligning the marketing and business services areas with our corporate commitment to CSR, we have been able to develop new products with social and environmental options to strengthen and reinforce our values.

Making Change

At VanCity, we have a commitment to “live our values.” Our goal is to effect social change that enables individuals to build better lives for themselves, their families and their communities.

- ▶ The results of our 1997 social audit pointed to the need for an ethical policy to help drive business decisions. Much work has been done on this and in 2000, our “Statement of Values and Commitments” will be developed in consultation with members, staff and community.
- ▶ At VanCity, we are committed to auditing and reporting on our social and environmental performance just as we do our financial performance. The results of our 1998/99 social audit will be released in October 2000.

1999 Donations to the Community

VanCity Community Partnership	\$ 882,000
VanCity EnviroFund*	\$ 58,000
Citizens Bank Shared Interest Fund	\$ 75,000
VanCity Community Foundation	\$ 655,000
Total	\$ 1,670,000

Donations as a % of pre-tax profits^{1,2} 4.8%

¹The Canadian Centre for Philanthropy's Imagine Campaign defines a Caring Company as one which has a policy of donating a minimum of 1% of domestic pre-tax profits averaged over the previous three years to charitable and non-profit organizations.

²Pre-tax profits based on earnings from operations, before distributions to members, donations to the Foundation, and income taxes.

*\$80,000 was awarded

To request a complete list of 1999 Head Office community grant recipients and a breakdown of grants approved by guiding principle and geographic region, check out our web site at www.vancity.com/csr or call 877-7612.

Environmental Impact	1999*	1998
Sheets of paper used ^{1,2}	16,076,400	16,086,300
Total electricity used (kWh) ³	8,890,074	9,091,070
% of total waste recycled ⁴	58%	54%

¹Excludes Citizens Bank and Citizens Trust branches

²Includes copy paper, All-in-One Statements, letterhead and computer paper

³Excludes Citizens Bank and Citizens Trust branches, Mutual Funds, VCE, VCF and nine VanCity sites

⁴For 12 monitored sites in 1999 and 15 monitored sites in 1998.

Community Investment Deposits and Loans	1999*	1998
No. of CID deposits	764	885
CID funds	\$ 2.7 million	\$ 3.1 million
CID funds invested in the community	\$ 2.5 million	\$ 2.4 million

*Figures subject to social audit verification.

Commitments from VanCity's 1997 Social Report

In VanCity's 1997 Social Report, we made a number of Future Commitments aimed at improving our social and environmental performance. We reported on our 1998 progress towards meeting those commitments in that year's annual report. Our 1998-99 Social Report, to be released in October, will include progress made in 1999.

If you wish to receive a copy of our 1997 or 1998-99 Social Report please call 877-7612 or send a fax to 877-8226. Or, download it at www.vancity.com/socialreport/ Your feedback on the 1997 Social Report can be sent to us by visiting www.vancity.com/socialreport/feedback or by faxing us at 877-8226.

Citizens Bank of Canada

Citizens Bank of Canada began operations as an electronic branchless bank in January 1997. Since then the bank has established itself as the bank for Canadians who want to support ethically sensitive and community business practices. Not only has the bank taken the credit union principles to the national level, but it has demonstrated leadership through its development of values-based products and services and responsible business practices.

Since its inception, the bank has consistently maintained the best posted rates of the big five banks. Members access their financial information through the Internet, ATM and telephone service centre 24 hours a day, seven days a week.

Financial Performance

Citizens Bank has proven its ability to grow in the branchless banking industry. Three years after opening its virtual banking operations, Citizens Bank ended the 1999 fiscal year showing an operating profit of \$4.3 million pre-tax. During 1999, the bank crossed the billion dollar threshold reaching \$1.1 billion in total assets which represents an 11.5 per cent growth over the course of the year. The commercial loan portfolio grew by 50 per cent with the combined commercial and residential loan portfolio reaching \$926 million.

The bank continued to integrate corporate social responsibility into successful business practices:

- ▶ A new standard for corporate accountability in Canada. Through the introduction of its Ethical Policy, Citizens Bank is the first bank in Canada to take a public stand on military weapons, the environment, human rights, sustainable energy, employee relations, treatment of animals, and the manufacture of tobacco.
- ▶ Introduction of Citizens Bank Amnesty VISA card. Through this partnership, the bank contributes 10 cents per transaction and up to \$40 for every new card approved to Amnesty International in support of its campaigns to protect fundamental human rights around the world. The Amnesty VISA card reinforces the bank's commitment to actively seek relationships with companies and organizations that support humane working conditions and international standards of human rights.
- ▶ Expertise and innovation in interactive banking. The bank produced another industry first with its on-line RRSP application form and Citizens Net was awarded "Best Value" in Quicken.ca's 1999 Online Banking Report.

The bank continues to show growth in the mortgage area with further expansion into the Alberta and Ontario markets. Areas targeted for expansion and enhancement include the bank's interactive services and Toronto residential mortgage portfolio. Citizens will also be investing to develop business accounts and foster new relationships within the small to medium business market.



At VanCity, respecting the environment is integral to the way we conduct our business.

Healthy ecosystems are essential for our long-term survival. That's why we consider the environment when making lending, purchasing, and investment decisions. We act to reduce the environmental impact we have from our operations and have programs and financial products that support positive environmental change.

An example is our array of VISA cards – VanCity donates five per cent of its VISA revenues to the EnviroFund, and VISA cardholders choose the issues they want to support. Since 1992, the EnviroFund has awarded \$642,000 to local groups working towards positive change in our environment.

VanCity Capital Corporation

VanCity Capital Corporation is a wholly owned subsidiary dedicated to providing growth capital to B.C. businesses, co-operatives, and non-profit organizations.

A New Kind of Lending

VanCity's newest subsidiary enjoyed a strong first year of operations, providing growth capital to a wide variety of non-profits, businesses, and co-operatives. Growth capital, or subordinated debt, is risk oriented financing that combines features of both equity and debt. It is a flexible financial tool that can grow with the organization.

This innovative form of financing offered by VanCity Capital Corporation is designed to be a catalyst for the growth of small and medium-sized businesses. Providing well-managed businesses with the capital to tap their growth potential is both a good investment for VanCity and a positive impact in the community. This capital can finance working capital to support expansion, management buy-outs, ongoing research and development, marketing expenses, and specialized equipment purchases.

This type of financing can also be a valuable tool in building the success of non-profits and co-operatives. The nature of their operations and normal collateral requirements often precludes non-profits and co-operatives from securing financing. Through responsible borrowing, these organizations can increase their capacity and thereby increase their financial independence.

Contributing to the Economic Health of the Community

The priority of VanCity Capital Corporation is to fund well-managed companies and organizations who have the ability and opportunity to grow. It is that growth that will contribute to the long-term economic well-being of the community. It is estimated that the capital provided in 1999 will generate growth of 150-200 jobs.

Values are Integrated

In keeping with the principles of the credit union, both a social and an environmental screen is in place to ensure companies are not engaged in harmful practices. Any company engaged in exploitive or environmentally damaging practices will not be eligible to receive funding.

A Good Investment for VanCity

In 1999, VanCity Capital Corporation approved 23 loans totalling \$5 million. Of the 23 loans, 16 were to growth companies, and seven were non-profit and co-operatives. As the portfolio is targeted to growing organizations there is additional risk which is balanced by the higher returns that are established. A conservative approach is being taken regarding the reserves for loan losses.

VanCity Capital Corporation will continue to grow in 2000 and anticipates providing a further \$6 million to qualified borrowers. Its targeted mix of growth-oriented businesses as well as non-profits and co-operatives, will continue to increase the impact those companies and organizations have in our communities.

VanCity Enterprises Ltd.

VanCity Enterprises Ltd. is committed to developing affordable housing, through a combination of market and non-market developments, and involving partnerships with community, government and private-sector groups. VanCity Enterprises is a wholly owned subsidiary of VanCity Credit Union.

Providing Housing Through Partnerships

The last year was a particularly productive one for VanCity Enterprises Ltd. (VCE), due in part to the involvement with the Homes B.C. Program. In June 1999, the provincial government significantly increased funding for the Homes B.C. Program and increased the number of social housing units to 2,400 for 1999 and 2000, up from 900 annually in previous years. VCE submitted seven proposals totalling 340 units and has been successful in obtaining approval on two of the projects so far. When completed, the projects will have provide 69 new social housing units to the community.

Approved social housing through Homes B.C. Program:

- ▶ Dr. Peter Centre. This centre will provide 24 housing units and space for a day program. The residential programs will offer residents living with HIV/AIDS a continuum of care, and the supportive housing arrangement will reduce the load on hospital facilities. VCE, in partnership with the Dr. Peter AIDS Foundation, will lead the design, programming, and funding team and act as project director during the construction period.
- ▶ Strawberry Hill. VCE, in partnership with the Conference Housing Society, is developing 61 units of family housing in Surrey, B.C. VCE will serve as developer and will transfer management to the Conference Housing Society following construction completion.

VCE is continuing work on two other proposals which would provide 108 housing units, one of which would provide 80 housing units for distressed women and their children. The second proposal, if approved, would provide 28 homes for people who are at risk for homelessness due to loss of SRO accommodation in the Downtown Eastside of Vancouver. VCE hopes to receive approvals in early 2000. These projects are the culmination of several years of work with community housing groups and city and provincial housing agencies.

VanCity Enterprises has committed itself to be a leader in housing that integrates programs for special needs groups.

Looking Ahead to 2000

The focus of VanCity Enterprises Ltd. in the coming year will be to commence construction of the social housing projects approved in 1999 and early 2000. VCE is also developing 36 residential units for the market housing segment in association with the Peretz Institute in Vancouver.

By the end of the year 2000, VCE will have approximately \$43 million of projects under construction.

VanCity Investment Management Ltd.

VanCity Investment Management Ltd. provides discretionary investment management services to members, as well as foundations, societies, and unions. VanCity Investment Management Ltd. is registered with the B.C. Securities Commission as Investment Counsellors and Portfolio Managers.

Building Member Confidence Through Economic Growth

VanCity Investment Management Ltd. realized positive growth in 1999 despite several challenges faced by the investment industry. Uncertainty regarding the Y2K rollover and the state of the economy, both at home and abroad, contributed to a lower level of growth than in recent years. However, VanCity Investment Management Ltd. (VCIM) realized positive growth of 12.6 per cent. Part of this growth could be attributed to existing clients adding to their portfolios, proving that member confidence in investment management services is growing.

Care and Management

VCIM designs investment portfolios to suit each investor, taking into account their tolerance for risk, requirements for income, income tax considerations, and ethical concerns. Increasingly during the past year, VCIM assisted individual clients by consolidating and simplifying his or her assets, providing peace of mind in a sometimes technical and complex field.



Partnerships have been formalized with other specialist groups, resulting in increased access to investment management services to individuals, corporate and non-profit organizations. VCIM clients also now have the option to apply an increased level of ethical screening to their portfolios, thanks to a recently acquired subscription to research data.

VanCity Investment Management Ltd. is committed to continuing to provide excellent service and customized investment portfolios to VanCity members based on clients' unique investment parameters.

VanCity Insurance Services Ltd.

VanCity Insurance Services Ltd., a wholly owned subsidiary, is a provider of personal and commercial lines of insurance to VanCity members and the public.

Catering to Member Expectations

VanCity Insurance Services Ltd. (VCIS) recognizes that VanCity members deserve the quality of service, price competitiveness, and innovation in product delivery consistent with their experience with the credit union. They have come to expect a high level of service and want to access their insurance through a variety of channels – by phone, through the Internet, or by walking into a branch office.

To meet this growing demand, the subsidiary implemented a number of improvements in 1999 to position VCIS as the first choice in insurance services among the membership and the public:

- ▶ New product development was undertaken to launch six new policies under the SafeRate brand name. New products were SafeRate Tenant, to provide coverage to home renters; SafeRate Home and Condo for homeowners; SafeRate Life, a term life insurance policy; SafeRate Auto for optional insurance coverage; and SafeRate Pet – medical insurance for pets.
- ▶ A renewed partnership with credit union branch staff, to fuel referrals and ensure VanCity members have the right insurance coverage. VCIS recognizes that support from credit union staff is an integral part of its success as an insurance agent. In 1999, VCIS continued to build on the existing partnerships already developed with the staff at credit union branches.
- ▶ More access to insurance services through the launch of expanded web site service and a reduction in administration in insurance offices, resulting in more time for staff to spend with customers. The successful purchase of Oakridge Insurance added valuable employee skills in the area of commercial lines insurance and an important partner for the Oakridge Community Branch.

A Bright Future

In the coming year, VanCity Insurance Services expects to further expand the SafeRate line of policies, including development of marine policies, warranty coverage for home systems, such as plumbing and heating, and auto club and legal services.

VCIS is responding to member demands for more ways to access services with plans for expansion of the web site to provide all insurance policies, from start to finish, so members and customers can access insurance whenever they need it. The existing telephone service centre will offer more service options to meet the anticipated demand.

In VanCity Insurance Services' short history, it has managed to embrace the same kinds of values as the credit union. The insurance subsidiary works hard to incorporate the principles of corporate social responsibility into product development, customer service, and its relationships with its employees.

VanCity Community Foundation

VanCity Community Foundation is a registered charitable foundation that operates at arm's length from VanCity Credit Union. Earnings from the Foundation's permanent endowment support organizations in employment development, non-profit enterprise, and affordable housing. In 1999, the VanCity Community Foundation celebrated ten years of "An Investment in the Human Spirit".

A History of Giving

In its ten years, the VanCity Community Foundation has distributed over \$3 million in grants to community groups, developed a community development lending portfolio of over \$1.2 million, and delivered \$300,000 in technical assistance.

In the fiscal year 1998/1999, the Foundation realized several major accomplishments:

- ▶ The Credit Union Foundation: How a foundation can benefit your credit union and your community. This 'how-to' manual was published by the VanCity Community Foundation and the Credit Union Foundation of British Columbia. Designed to aid credit unions throughout B.C. and Canada in developing their own foundations, it offers valuable information for creating a credit union foundation and its benefits.
- ▶ The addition of five Named Funds. Donors created these Named Funds in 1998-99, totalling more than \$225,000. These funds serve a variety of purposes, all under the umbrella of the Foundation's mandate to support affordable homes, decent jobs and healthy communities in the Lower Mainland, Fraser Valley and southern Vancouver Island. Named Funds now total 16.
- ▶ Enterprising Non-Profits Pilot Project. This project was administered by the VanCity Community Foundation and had the Vancouver Foundation, VanCity Credit Union, the United Way of the Lower Mainland and the McConnell Foundation as funding partners. As a result of its successes, a new grants program has been developed to strengthen non-profits to allow them to develop revenue-generating initiatives. These initiatives are designed to create employment access for their clients and communities, resulting in greater self-reliance and better socio-economic conditions.
- ▶ Changes to government legislation. The Foundation was successful in its consultations with Revenue Canada to permit community foundations to do lending as part of their charitable activity. Currently, the VanCity Community Foundation is the only community foundation in Canada to use credit as a means of doing community work.

Future Directions

The Foundation has three major initiatives for the Year 2000:

- ▶ Opportunity Development Accounts. The VanCity Community Foundation has been chosen as one of three major demonstration sites for the development and implementation of these accounts. This initiative provides individuals with matching savings to build assets, fostering economic self-sufficiency.
- ▶ Community Living/Independent Living. The Foundation will be working with a consortium of community organizations to create new models of independent living and working.
- ▶ Community Development Fundraising. This method supports an overall community development strategy where fundraising is just one component used to create social change and justice in our communities.

VANCOUVER CITY SAVINGS CREDIT UNION BOARD OF DIRECTORS

Coro Strandberg, *Chair*
Jack Allard, *Vice-Chair*
Reva Dexter
Elain Duvall
Kay Leong
Catherine McCreary
Gregory McDade
Essop Mia
Sylvia Pritchard
Bruce Ralston

The six standing committees of the Board of Directors of VanCity and their responsibilities are listed below.

The Administration Committee acts on all matters specifically delegated to it by the Board and may also initiate matters for approval by the Board.

As at December 31, 1999
Jack Allard, *Chair*
Elain Duvall, *Vice-Chair*
Members: Reva Dexter, Kay Leong,
Catherine McCreary, Essop Mia, Coro Strandberg

The Audit Committee monitors, considers, and reviews accounting, including social accounting, and internal and external auditing procedures, practices, and policies and financial results on a regular basis, and recommends improvements to the Board.

As at December 31, 1999
Essop Mia, *Chair*
Catherine McCreary, *Vice-Chair*
Members: Gregory McDade, Sylvia Pritchard,
Bruce Ralston

The Community Partnership Committee reviews funding applications from non-profit community organizations and makes funding decisions, where appropriate.

As at December 31, 1999
Reva Dexter, *Chair*
Members: Jack Allard, Kay Leong, Gregory McDade

The Conduct Review Committee approves or declines transactions between the credit union and related parties, establishes procedures to prevent conflicts of interest, resolving them if they occur, and establishes procedures regarding disclosure to members and customers.

As at December 31, 1999
Essop Mia, *Chair*
Catherine McCreary, *Vice-Chair*
Members: Gregory McDade, Sylvia Pritchard,
Bruce Ralston

The Financial Policy Committee reviews and recommends to the Board matters of a financial policy nature and carries out those responsibilities duly delegated by the Board.

As at December 31, 1999
Bruce Ralston, *Chair*
Essop Mia, *Vice-Chair*
Members: Jack Allard, Elain Duvall, Catherine McCreary,
Sylvia Pritchard, Coro Strandberg

The Governance Committee is an advisory committee responsible for supervising the corporate governance system for the Board, allowing the Board of Directors to fulfil its duty to meet the applicable legal, regulatory and (self-regulatory) business principles and 'codes of best practice' of corporate behaviour and conduct. The Governance Committee is also to monitor the quality of the relationship between the Board and management of the credit union, as well as the quality of the relationship between the credit union and its membership.

As at December 31, 1999
Reva Dexter, *Chair*
Essop Mia, *Vice-Chair*
Members: Jack Allard, Sylvia Pritchard

For more information on Board committees or activities, please call VanCity's Corporate Affairs department at 877-7665.



VANCITY STAFF AND BRANCH LOCATIONS

HEAD OFFICE
183 Terminal Avenue
Vancouver, B.C. V6A 4G2

*All head office departments, branches,
and VanCity Insurance Services Ltd.
offices can be reached by calling
877-7000 or 1-888-VanCity*

SENIOR MANAGEMENT

Dave Mowat
*Chief Executive Officer
(effective March 1, 2000)*

Bob Quart
*Chief Executive Officer
(retired December 31, 1999)*

Chris Dobrzanski
*Senior Vice-President,
Treasury and Credit*

Tazeem Nathoo
Senior Vice-President, Operations

George Scott
*Senior Vice-President,
Corporate Strategy and Marketing*

Karen Currie
Vice-President, Human Resources

Barry Fenton
*Vice-President, Commercial
Mortgages and Real Estate*

John Iseli
Vice-President, Branch Operations

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Vice-President, Marketing

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Vice-President, Technology Services

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*Vice-President,
Information Systems*

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Vice-President, Sales

David Williamson
Vice-President, Trust Services

Alan Wong
Vice-President, VISA

Susan Konopacki
*Corporate Secretary/
Manager, Corporate Affairs*

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John DeRose
Lydia Johnson
Archie Mullan

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McCarthy Tetrault
Farris, Vaughn, Wills & Murphy
Harris & Company

AUDITORS

Deloitte & Touche
Grant Thornton
Arthur Andersen & Co.

COMMUNITY BRANCHES

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Jim Scoular, Manager

North Rd & Government
3977 North Road V3J 1S2
Elaine Kennedy, Manager

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Perry Wilson, Manager

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Mary Pattison, Manager

Langley
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V2Y 2T5
Peter Unadkat, Manager

Maple Ridge
Maple Ridge
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Tom Hancock, Manager

Mission
Mission
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Lucienne Lehman, Manager

North Delta

North Delta
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Ken Fuller, Manager

North Vancouver

North Vancouver
1290 Marine Drive V7P 1T2
Deborah Culham, Manager

Port Coquitlam

Port Coquitlam
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Debbie Bywater, Manager

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Al Campbell, Manager

Sardis

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Ben Letkeman, Manager

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V3W 5A5
Jodh Dhaliwal, Manager
Guildford
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Vanita Dennis, Manager
Surrey City Centre
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Maureen Stone, Manager

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Cliff Monteith, Manager

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Patricia Sonier, Manager

Victoria & 40th
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Graham McCready, Manager
Hastings & Kamloops
2510 East Hastings Street V5K 1Z3
Gerry Freeman, Manager

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Elizabeth Seniowski, Manager

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Harbans Kandola, Manager

10th & Cambie
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Mary Powell, Manager

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Phelan Jung, Manager

Pender & Hornby
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Caroline Wedge, Manager

4th Avenue
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Neil Brown, Manager

Commerical & 1st
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Gerry Collins, Manager

Kingsway & Joyce
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Margaret Gardiner, Manager

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Maria Michayluk, Manager

Kerrisdale
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Arlene Urlacher, Manager

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David McClure, Manager

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John Davies, Manager

Victoria

Victoria
(Teacher Savings Division)
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Greg Duncan, Manager

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West Vancouver
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Colin Lake, Manager

White Rock

White Rock
110 - 1656 Martin Drive V4A 6E7
Ann Lund, Manager

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Vancouver, B.C. V6C 1B4
682-7171

Service Centre: 708-7800

Toronto Office
Eight Market Street
Suite 500
Toronto, Ontario
M5E 1M6

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Cyndi Poynter
Director, Human Relations

Stephen Midgley
Director, Interactive Services

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Calgary, Alberta
T2P 0M9

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V6M 1Z8

New Westminster
702 - 6 Avenue
New Westminster, B.C.
V3M 2B3

Waterfront
815 West Hastings
Vancouver, B.C.
V6C 1B4

VANCITY INVESTMENT MANAGEMENT LTD.

183 Terminal Avenue
Vancouver, B.C. V6A 4G2
871-5355

BOARD OF DIRECTORS

Jeffrey Moore
Larry Wald

SENIOR MANAGEMENT

Jeffrey Moore
President

Kai Yuen
Vice-President, Investments

VANCITY CAPITAL CORPORATION

183 Terminal Avenue
Vancouver, B.C. V6A 4G2
877-6565

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Jonathon Rhone
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Vancouver, B.C. V6E 3S7
877-7610

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Francesca Zumpano

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Dale McClanaghan
President and Chief Executive Officer

VANCITY INSURANCE SERVICES LTD.

183 Terminal Avenue
Vancouver, B.C. V6A 4G2
877-4961

SENIOR MANAGEMENT

Jim Caudle
President and Chief Executive Officer

ASSOCIATED ORGANIZATIONS**VANCITY COMMUNITY FOUNDATION**

Established in 1989 by VanCity, the VanCity Community Foundation is guided by its own Board of Directors and operates at arm's length from the credit union.

950 - 1050 West Pender Street
Vancouver, B.C. V6E 3S7
877-7647

BOARD OF DIRECTORS

Tim Louis, *Chair*
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Peter Cook
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Murray Dobbin
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Ross Lambert
Kay Leong
Essop Mia
Margaret Mitchell
George Scott
Laura Stannard
Grace Wong
Laura Zumpano

SENIOR MANAGEMENT

David Driscoll
Executive Director

RAPPORT INTERACTIVE SERVICES INC.

Established in July 1995 to explore the home-banking market, Rapport Interactive is a joint venture between VanCity and Telus.

950 - 1050 West Pender Street
Vancouver, B.C. V6E 3S7
871-5429

BOARD OF DIRECTORS

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Tazeem Nathoo
Bruce Okabe
Mark Schnarr
Jeff Schulz

SENIOR MANAGEMENT

Brian Hemsworth,
General Manager

**Still have more questions?
Here's how to reach us:**

E-mail: feedback@vancity.com
Visit us on the world wide web:
www.vancity.com

TeleService™: 877-7000

TeleService Toll-Free in Canada
and the USA:
1-888-VanCity
*Mon-Fri 8 am to 8 pm,
Sat 8 am to 4 pm PST*

24-Hour Service Line,
7 days a week: 877-7001

24-Hour Service Line, Toll-Free
in Canada and the USA:
1-800-310-8777

Telephone Service for
the Deaf: 871-5408

Here, doing business in the right way means we'll help you to find financial solutions that are right for you through every stage of your life – from Accounts, Loans, Term Deposits and Mutual Funds, to Investment Planning, RRSPs, Retirement Advice and Insurance. And here, doing business in the right way also means being respectful of the environment and supportive of the communities in which we all work and live.



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