



**CCUA STRATEGIC PLAN  
2019 - 2021**

## Our Vision

**Championing credit unions as they help Canadians achieve financial well-being.**

## Our Mission

**The success of credit unions is at the core of what we do. We are a strong advocate. We raise awareness, provide quality research and education. We are a collaborative leader on emerging industry issues.**

## Our Commitment

**We are committed to value driven services, provided by exceptional people. We are agile and effective, as well as cost conscious in everything we do.**

## HERE FOR OUR MEMBERS, NOW AND IN THE FUTURE

As CCUA begins its fourth year of operations, it has delivered on credit unions' call for a national trade association dedicated to opening opportunities for credit union growth and sustainability.

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Credit unions called for CCUA to proactively influence legislative policy at all levels of government. In 2017 we demonstrated the power of a national coordinated voice in government relations through our advocacy on banking terminology.

Credit unions called for CCUA to integrate provincial government relations functions and, to date, the policy and advocacy activities in seven provinces are either fully integrated in CCUA or in the process of being integrated.

Credit unions called for coordination on the interpretation of national compliance regulation and in the last three years CCUA has created many compliance tools and templates and delivered over 25 free compliance webinars to support credit unions in managing regulatory compliance expectations.

Credit unions called on CCUA to focus on national awareness to drive growth by highlighting the credit union value proposition to Canadians. Since 2015, CCUA has significantly increased its media engagement, commissioned a study to examine baseline awareness of credit unions and launched national messaging and marketing materials for credit unions.

There is support for coordinated efforts to increase awareness of the credit union value proposition and CCUA has laid the foundation for development of a national awareness campaign.

Credit unions called for CCUA to deliver best-in-class professional development, education and national events. In the last few years, CCUA has delivered new and enhanced learning content and organized 12 national events with satisfaction scores exceeding 94%.

Credit unions face enormous challenges in the rapidly evolving financial services landscape. The march of digital transformation will accelerate and fundamentally transform our industry.

Competition for members will come not only from established institutions but from nimble fintech start-ups. Regulatory expectations will be increasingly stringent and driven by international policy-making bodies. The work of CCUA to raise awareness of the credit union difference with government, media and the Canadian public will be essential. And CCUA is the trusted source for research, data and industry insights to inform credit unions' strategies for the future.

At the start of 2019, CCUA continues its commitment to serving our credit union members as they face the global evolution of financial services. We are also preparing our organization for the shift to direct credit union funding. Our strategic pillars of Policy & Advocacy, National Awareness, Thought Leadership and Professional Development will remain the core activities at CCUA and this Strategic Plan presents a refresh of our activities around three board strategic deliverables for credit unions – **Advocacy**, **Awareness** and **Insights**.

This Plan outlines our 2019 Strategic Objectives, 3-Year Outcomes and highlights the ongoing services that are provided to our member credit unions on a regular basis.

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True to our Mission, the success of credit unions is at the core of what we do.

In 2019, we will:



## ...**ADVOCATE** for legislation that supports credit unions

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- Present a credit union Market Code to the system and begin implementation
- Identify clear advocacy objectives for a tax fairness campaign
- Synchronize CCUA data collection with regulatory filings and strengthen data partnerships with regulators
- Develop compliance guidance and tools related to privacy and data protection



## ...raise **AWARENESS** for credit unions with government, media and the public

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- Develop a plan and reignite interest in a collaborative effort to raise awareness of credit unions
- Launch a new CCUA website and enhance social media for credit unions
- Collaborate with Centrals to develop an integrated Crisis Communications Plan



## ...deliver expert **INSIGHTS** to credit unions to inform their strategies

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- Recommend a framework to the CCUA Board for identifying and disseminating emerging trends and industry insights
- Create learner-centric content (e.g. learner can choose their method of learning: digital or facilitated)
- Develop a 3-year plan for forums and conferences

## In 3 years:



- Government policy impacting credit unions will reflect improvements in federal and provincial legislation
  - Regulation will be right-sized and streamlined for credit unions
  - Credit unions will be supported in meeting regulatory standards and national compliance expectations
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- Credit unions will demonstrate continued support for national awareness effort led by CCUA
  - Reputation of credit unions will be actively stewarded with media, government and other stakeholders
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- Industry insights will inform credit union strategies
  - Employees and directors will enjoy best-in-class educational content
  - Conferences and events will support credit union objectives
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### FUNDING MODEL

By 2021 credit unions will commit to sustainable funding of CCUA to ensure continued success of their national trade association.

# HERE FOR OUR MEMBERS - 2019 PRODUCTS & SERVICES



## POLICY

### Supportive legislative and regulatory policy development

- A connection to important organizations for our industry, including Bank of Canada, Business Development Bank, World Council of Credit Unions, Canadian Council for Aboriginal Business, CMHC, CDF, IMF, Farm Credit Canada, DIACC
- Representation on key policy making bodies
- A respected voice in provincial and federal policy matters, backed by research and data



## GOVERNMENT RELATIONS

### Improve federal and provincial legislation impacting credit unions

- An advocate for appropriate regulation for credit unions
- Influence of the All-Party Credit Union Caucus in federal matters, and similar bodies across Canada
- Advocacy support for individual credit unions
- Coordinated advocacy campaigns (tax fairness, red tape reduction, capital adequacy, financial literacy, one-rule payday lending)



## COMPLIANCE

### Support credit unions in meeting compliance expectations

- Strategic guidance and practical tools to manage regulatory compliance
- Translation of international regulatory and prudential standards
- Compliance webinar series
- Credit Union Crime Prevention Office
- National trademarks



## MARKETING & COMMUNICATIONS

### Increase national awareness of credit unions

- Proactive communications to share and promote the credit union value proposition
- Key messages and social media posts available to credit unions
- National marketing campaigns and toolkits
- Retail marketing materials that leverage system-wide bulk purchasing power with the ability to include credit union-specific branding
- Marketing research



## RESEARCH

### Deliver ideas that positively influence credit union strategies

- Free access to CUA research subscriptions:
  - The Conference Board of Canada
  - Filene Research Institute
  - FIRM Household Borrowing Survey
  - FIRM Residential Mortgage Survey
  - IPSOS Customer Service Index
  - Risk Management Association
- A research agenda developed to protect credit union interests and position our sector as preferred lenders and partners in financial well-being



## REPUTATION

### Enhance perceptions of credit unions with decision makers and influencers

- Coordinated system response to emerging, high profile and crisis communications
- Strategic messaging and single-issue communications support
- Key communications pieces (e.g. Community and Economic Impact Report, Ipsos Best Banking Awards, International Credit Union Day)

# HERE FOR OUR MEMBERS - 2019 PRODUCTS & SERVICES



## PROFESSIONAL DEVELOPMENT

**Deliver best-in-class education for directors and employees**

- HR and learning professional collaboration
- Flexible solutions for development provides learner choice
- Opportunities for credit unions to contribute to and add input on content and priorities
- Partnerships with credit unions to maximize their training resources and budgets



## EVENTS

**Host national events that promote system-wide learning and collaboration**

- CCUA National Conference, Treasury & Finance Forum, Credit Union Lending Conference, Commercial Business Forum, Hike the Hill & GR Forum, Filene Research Symposium
- Opportunities and topical agendas for credit union networking, sharing and problem solving
- Access to relevant vendors and suppliers sponsoring system events
- Event programming pertinent to current and future industry needs



## SYSTEM FACILITATION

**Bring credit unions together to support system growth**

- Collaboration through CCUA committees and working groups: Legislative and Regulatory Affairs Advisory Committee, Federal Financial Institutions Advisory Committee, Government Relations Working Group, Community Impact Committee, National Compliance Advisory Committee, Central Compliance Managers Working Group, Professional Development & Education Advisory Committee, National Lenders Committee, Research Advisory Committee, National Marketing Council, Farm Credit Canada – Credit Union Liaison Committee, National Young Leaders Committee, Credit Union Business Owner Strategy



## INSIGHTS & TRENDS

**Identify and communicate emerging trends and industry insights**

- Timely webinars delving into the latest issues and opportunities for credit unions
- Thought pieces on strategic issues for credit unions
- Connections newsletter and Enterprise magazine provide the latest insights and news for Canada's credit unions



## DATA

**Develop robust data and analysis to inform advocacy and awareness**

- Credit Union Information Portal (CUIP)
- Credit Union Benchmarking Tool
- System Results Reports including Top 100 Credit Union Report



## MANAGED SERVICES

**Deliver value-added services created for credit unions**

- LCUC sponsored projects – Mobile wallets
- Cooperative Node management
- CEDA & Acculink management
- Interac representation
- Network compliance
- ATM Procurement Program



**CCUA** | **ACCF**  
Canadian Credit Union Association | Association canadienne des coopératives financières

[ccua.com](http://ccua.com)

