



Professional Development Day

Workshops and Treasury Conference

April 7, 8:30 a.m. to 5:00 p.m.
Fairmont Royal York, Toronto

Professional Development (PD) Day provides an ideal venue for credit union managers, staff and directors to learn about industry best practices and develop critical skills. Now in its 11th year, PD Day is an integral part of Central's Annual General Meeting. It is sponsored by your Trade Association and the Treasury department in association with the Credit Union Managers Association (CUMA).

PD Day offers the chance to hear from experts within and outside the credit union system. Presenters deal with matters of strategic importance to all credit unions across several content streams including treasury, governance, opportunities, next generation and member experience. At \$225 for the full day for members (early bird) and \$300 for visitors (early bird), this one-day conference offers outstanding educational value.

➔ Registration Options

Option A:

Early Bird (March 15)

Members: \$225 Non-members: \$300

After March 15

Members: \$275 Non-members: \$350

By registering for the entire day, you are entitled to attend the Plenary Session, featuring the keynote speaker plus three 90-minute workshops of your choice (which can include the Smaller Credit Unions Workshop). Staff and directors of member credit unions and affiliate organizations pay only \$225 for the day if registered by March 15. The fee for employees of unaffiliated credit unions, exhibitors, suppliers and other visitors is \$300 if registered by March 15.

Option B:

Smaller Credit Unions Workshop Only = \$40

Only credit unions with less than \$15 million in assets can select this price option, although representatives from mid-size and large credit unions are also welcome to attend the presentation on Tools for Growth and Increased Efficiencies as part of their full-day package. The \$40 registration option entitles the participant from a qualifying smaller credit union to attend only Workshop #16, which takes place in the 3:30 p.m. - 5:00 p.m. time period.

➔ Plenary Session

8:30 a.m. to 9:30 a.m.

Keynote Speaker

Franck Schuurmans, Ph. D. CAE

"On any given day, in any given place, the only thing you can truly predict is that something unpredictable will happen. When trying to look into the future, uncertainty becomes a constant companion." (Excerpt from CUES and Decision Strategies International's *2010 Scenarios For Credit Unions - An Executive Report*). This Plenary Session will introduce you to an exciting concept for planning for your credit union's future in the long term, no matter what uncertainties become certain. Dr. Schuurmans will demonstrate the well-documented benefits of scenario planning.

One example of this is the former Enron Credit Union. ECU was a sponsored credit union and no one dreamed of Enron going away. In 2001 ECU had 12,500 members and \$95 million in assets, with 20 per cent growth per year for five years. At a 1999 scenario planning session DSI's Roch Parayre asked, "What if Enron went away?" No one gave it much credence, but the session went ahead with a scenario called "Starting Over." Good thing too! We all know the sordid Enron story, but few know how having gone through this process helped the credit union survive such a devastation. Since then ECU has opened a branch outside the corporate offices, developed a new independent brand name, StarTrust Federal Credit Union, and today the credit union boasts 10,000 members and \$50 million in assets.

For those interested in pursuing how scenario planning works in greater detail, Dr. Schuurmans will conduct two workshops in the afternoon, the second building on the first. Attending all three sessions will provide directors and senior managers with a truly in-depth learning experience on scenario planning.

Presenter:

Franck Schuurmans is the former senior vice president of professional development for the Credit Union Executives Society in Madison, Wisconsin, where he played a critical role in transforming the association into a "thought leader" in the industry. Dr. Schuurmans received his MA from the University of Amsterdam in the Netherlands. He was a recipient of the Fulbright fellowship and earned his Ph.D. from the University of Wisconsin-Madison. Now a director of consulting at Decision Strategies International, Inc., Dr. Schuurmans focuses on strategic planning, decision making and corporate governance issues. Most recently, Dr. Schuurmans collaborated on a research study titled *Key Success Factors for Credit Unions*, and co-authored *Outrunning the Competition*, a case study on CRM implementation at IBM Southeast Employees Federal Credit Union. Decision Strategies International Inc. is a strategic and scenario planning consulting and training company specializing in executive development, and has pioneered the scenario planning methodology for the Credit Union Executives Society's CEO Institute 1 program at Wharton School.

Treasury Conference 2006: Treasury, Meet Lending

Each year, the Treasury Conference workshops aspire to take participants on a journey of exploration, introducing managers and directors to new trends in liquidity, asset/liability management, lending and the financial markets. This year's conference challenges you, the participant, to consider how to exploit your grassroots business of lending and continue to maintain strong liquidity and capital ratios in the changing accounting environment.

Participants can choose a complete set of Treasury and Lending sessions, or mix and match them with other workshops during the course of the day.

➔ Workshop #1 10:30 a.m. to 12:00 p.m. Economic and Market Outlook: A Trip Around the World – Economy Class

Moderator: Stephen Ellis (VP Treasury and Lending, Ontario Central)

*Keynote Speaker: Patricia Croft,
(VP & Chief Economist, Phillips, Hager & North)*

We are very fortunate to have Patricia Croft return as the keynote speaker for the 2006 Treasury and Lending Conference. In her own indomitable style, Patti will share with us her perspective on current and future global economic events highlighting India, China, Japan, the United States and Canada. Of particular interest is the impact of the real estate bubbles on industrialized global economies. And of course, no economist leaves the podium without a forecast for interest rates and the Canadian dollar.

Patti has 24 years of investment experience as an economist at two major investment dealers and a major Canadian financial institution. Patti joined the firm of Phillips, Hager & North early in 2004, where she is chief economist and a part of the asset mix team and a portfolio manager working with institutional pension fund clients. Patti frequently speaks at conferences across North America, and is heard on radio and appears on television, including the prestigious Newsworld program, *Mansbridge One on One*.

➔ Workshop #2, 1:15 p.m. to 2:45 p.m. Funding Growth: The Liquidity Conundrum *Speaker: Stephen Ellis (VP Treasury and Lending, Ontario Central)*

Opportunities for credit unions to expand lending programs have grown exponentially in recent years. Balance sheet liquidity has contracted and the traditional credit union liquidity profile has changed forever. Credit unions need to broaden their funding capacity in order to stabilize, strengthen and diversify sources of liquidity beyond their retail franchise.

In the role of aggregator and facilitator, the credit union centrals offer value-added solutions to the liquidity conundrum. Liquidity pooling, wholesale borrowing and securitization are a few of the centralized liquidity facilities provided to credit unions. The centrals are the gateway to the capital markets and at the hub of the complex structures and solutions that provide the ongoing supply of liquidity to credit unions.

This workshop will provide participants with an understanding of how a centralized liquidity management function operates in the Canadian credit union system. You'll also hear how the U.S. Central, one of the highest rated U.S. financial institutions, provides investment and lending products and services to assist its members in meeting liquidity objectives and needs.

➔ Workshop #3 1:15 p.m. to 2:45 p.m. Lending Workshop: Closing the Entrepreneurial Financing Gap

*Speakers: André Schroer (Director, Commercial Lending & Product Development, Ontario Central)
Frank Kennes (VP Credit, St. Willibrord Community)*

This workshop will review the progress of the national SME initiative and review how it is expected to help the Ontario credit union system grow its share of the SME Market. It will examine the changing makeup of the SME market including future demographic determinants.

The workshop will also explore challenges for financial institutions in the SME market and will examine some of the barriers facing F.I.'s in responding to the needs of this market place. It will investigate the SME commercial borrowing/lending dynamics and examine common issues facing both parties in achieving an effective working relationship. As well, the workshop will survey some of the approaches that F.I.'s are taking in responding to the lending challenges common to the SME market.

The workshop will conclude with some personal observations of the SME financial environment in the post bank merger world, examining future trending and the role of the credit unions in this arena.

➔ Workshop #4 3:30 p.m. to 5:00 p.m. New Financial Accounting Standards: Why should a credit union care? *Moderator: Kevin Cousins (Senior Manager, Treasury Operations, Ontario Central) Speakers: TBD*

The Accounting Standards Board has issued new standards intended to improve how financial instruments are reported in financial statements. The new standards will impact every company in Canada, big or small. The bull's-eye: financial institutions.

The purpose of the standards is to provide transparent and reliable financial statements. The old system of measuring the value of financial instruments at cost has lost its relevance. The new system is to use fair value measurement.

The session will be facilitated by a member and accounting expert of the Accounting Standards Board. A panel of credit union and capital markets participants will determine the impact these new standards could have on a credit union balance sheet.

The new standards may radically affect balance sheet reporting and income volatility. The effective date is January 2007. Credit unions will care.

Other Workshops

Governance Stream

➔ Workshop #5 10:30 a.m. to 12:00 p.m. CEO Performance Management – the Challenges and the Benefits *Speakers: Barb Duffin (Shem Consulting), John Ebsary (CEO, Your Credit Union), Judi Marshall (Director, Your Credit Union), Brian Neely (CEO, OPPA), Suzanne Chaddock (Director, OPPA)*

One of the most important roles of a board in directing the credit union is in setting and evaluating goals for the performance of the chief executive officer. Yet for many people even thinking about performance management is a scary proposition. Successfully managing the process can have a huge impact on all aspects of a credit union: from growing the bottom-line to creating great member experiences. There is no shortage of variety of approaches in the market, but what works best?

The best way to determine what will work for your credit union is to learn from several directors and CEOs who are pleased with the results they have achieved through their performance management approaches. This session will demonstrate how some credit unions have developed a successful process that, while never without its stresses, can lead to strong credit union performance and a stronger board/management relationship.

➔ **Workshop #6 (Part 1)**
1:15 p.m. to 2:45 p.m.
Scenario Planning – Navigating Through the Process (Two-part workshop) and

➔ **Workshop #7 (Part 2)**
3:30 p.m. to 5:00 p.m.
Speaker: Franck Schuurmans (Ph. D. CAE)

What will the world look like in 2010? Will the economy be strong or weak? Will technologies finally create that paper-less world? Or will an increasing number of security breaches erode consumer confidence to the point where in-branch banking comes back in style? How can a board of directors possibly plan for so many potential futures?

Scenario planning is an in-depth planning process that unfolds one piece at a time, producing a strategic direction for the credit union's long term future. In this two-part workshop session, Dr. Franck Schuurmans will lead participants through the steps required to see more clearly how your credit union can survive in many possible worlds. Participants in this session will be chomping at the bit to get back from coffee break for part two of the workshop at 3:30 p.m.

Opportunities Stream

➔ **Workshop #8**
10:30 a.m. to 12:00 p.m.
Mortgage Brokers – Competitive Challenge or Opportunity?

Speakers: Rob Galaski (Senior Strategy Consultant, Investor Economics, Inc.), Lorane Martin (Manager, Mortgage Services, Administration Centre, Envision Financial) Dale Leslie (Senior Manager, Retail Credit & Collections, Meridian)

Clayton Research reports that 28 per cent of new mortgages in Ontario last year were placed by a broker. Expectation of better rates was the main reason given for using mortgage brokers, and mortgage customers most often found brokers through recommendations from family and friends, in addition to referrals from real estate agents.

Whether credit unions consider mortgage brokers a threat or an opportunity, they need to better understand how mortgage brokers negotiate deals for their customers, how they are compensated and how to get on the "short list" of financial institutions individual brokers like to work with. By attending this workshop you can better understand a mortgage broker's point of view and how credit unions can work successfully with brokers to gain more mortgage business.

➔ **Workshop #9**
1:15 p.m. to 2:45 p.m.
Using Member Data to Grow Wallet Share

Speakers: Cathy Mombourquette (Senior Manager Marketing, United Communities), Rod Stevula/ Tania Goodine (Marketing Analyst/Sales & Marketing Manager, St. Willibrord Community), Lori Gaudette (CEO, Oshawa Community)

The best opportunities for growing wallet share are your own members who typically have multiple accounts at other financial institutions. In fact, statistics have consistently shown that credit union members, on average, use more financial institutions than other Canadian consumers. Bringing additional financial business to their credit union helps members achieve simpler financial portfolios and often allows them to benefit from special pricing, improved volume discounts and/or rebates. Your credit union will profit from increased loyalty and market share. Yet the reality is that gaining more of your members' business can prove to be very tricky.

Credit unions already have extensive information about their existing members that can provide clues to a member's next potential financial need. By predicting or even anticipating needs, credit unions can leap ahead of the competition. This workshop provides practical examples of credit unions that have grown wallet share by mining member data to gain more of their members' business.

➔ **Workshop #10**
3:30 p.m. to 5:00 p.m.
Lending Growth Strategies that Work

Speakers: Janet Daniel (Senior Research Analyst, Ontario Central) Gene Creelman (Vice-President, Marketing, Prospera)

Research conducted by Equifax shows low credit union market shares for term loans and lines of credit with the Gen Y and Gen X segments in Ontario. At the same time, boomers are far less likely than former generations to retire debt free. That means there are numerous opportunities to

grow the personal lending market share, yet many Ontario credit unions are dealing with excess liquidity or low market share with specific market segments.

At this workshop, hear about the current state of personal lending at Ontario credit unions and the competitive environment, in addition to borrower expectations and requirements. Then, learn about some lending growth strategies that really work.

Next Generations Stream

➔ **Workshop #11**
10:30 a.m. to 12:00 p.m.
What Young Adults Want and How To Deliver It

Speakers: Mark Meyer (Director of Innovation, Filene Research Institute), Pat Tarini (Branch Manager, Sudbury Regional)

Credit unions in Ontario lag behind the banks in attracting and retaining a key segment of our competitive market – those in their twenties and thirties. Identified as a major strategic challenge within credit unions, many attempts are being made to attract and retain this target market. Understanding where they are and what they want is the first step in attracting their attention. Getting them in the door, virtually or physically, is a start; delivering the services they want in the way they want them is the bigger challenge.

Credit unions will have to shift their thinking and their policies, procedures and service offerings to match the wants and needs of young adults. How challenging is this? Participants will learn from young adults what needs to shift, and get some practical ideas to implement at their credit unions. Then, as they say, "Just do it!"

➔ **Workshop #12**
1:15 p.m. to 2:45 p.m.
Technology and Cross Channel Delivery

Speakers: Joe Agro (Manager, IT, Teachers), James Sharpe (Research Director, VP Research, Financial Insights) Steve Gesner (Chief Information Officer, Meridian)

Constantly implementing the latest technology can be challenging and expensive for credit unions. So, what are the "must haves" and the merely "nice to haves" when it comes to available technology today?

Providing multiple points of access for financial consumers is not an option, it is an expectation. The challenge for credit unions lies in ensuring consistent member experience and ease of use across and between all channels. The trick for credit unions becomes not just providing these options, but ensuring a consistent member experience across all channels. No matter what channel a member chooses to conduct a particular transaction, service and information must be consistent and complete.

The question is, how can a credit union provide all of these channels and remain profitable? This workshop will provide insight into multi-channel management from the perspective of both the member and the credit union.

This workshop will also include a discussion of current technology preferences of younger generations.

➔ **Workshop #13**

3:30 p.m. to 5:00 p.m.

Developing Your "Stars"

Speakers: Ted Schisler (Manager, Consulting, Saskatchewan Central), Theresa Mikula (VP of HR, St. Willibrord Community), Tami Scott (VP of Marketing and HR, Spectra)

Young adults are keen, skilled, techno-savvy, and they want to learn, be challenged and acknowledged. Chances are your credit union will be faced with a number of retirements in the coming years. How are you going to fill those positions? The answer is likely right in front of you: a keen part-time student working to put herself through school, or waiting patiently for the next opportunity to work in or outside your credit union. But how do you develop your young staff members when everyone's so busy doing their jobs?

Knowing what skills and behaviours employees need during any particular development stage is now more of a science than an art. The science of competency-based learning and evaluation can greatly enhance the effectiveness of people development while maximizing your training investment dollars. Find out how implementing this approach can enhance your training investment and provide visible learning paths for your young employees.

Member Experience Stream

➔ **Workshop #14**

10:30 a.m. to 12:00 p.m.

Developing a Sales and Service Culture

Speakers: Duane Fecteau (Northern), Janet Hardy (Managing Director, Chrysalis Group), Bob Hague (Chief Member Services Officer, Meridian)

Credit unions are working to develop a strong sales and service culture in-branch and through alternative delivery channels, with varying degrees of success. Understanding a member's needs and advising members on the best financial choices helps deepen member relationships and stronger loyalty. It's not just about increasing sales and profits. It's about creating a member experience that is memorable and distinctive. In fact, the member experience is an integral part of a credit union's brand.

Building a strong sales and service culture is difficult without a strong performance management program to track and reward success. Everyone's contribution can and should be measured.

In this workshop you will learn from credit unions that have built strong sales and service cultures, deliver memorable member experiences, and have the results to prove it.

➔ **Workshop #15**

1:15 p.m. to 2:45 p.m.

How Branch Design Helps Deliver Memorable Member Experiences

Speakers: Herb Jamieson (Vice President, Retail Performance, Coast Capital Savings – Surrey), Mike Watson (VP Retail Banking, NSCU), Chris Browne (Vice President, Practice Leader, HOK)

Despite Canadians' penchant for using the Internet for daily transactions and to research financial products and services, most still prefer to visit a branch for advice and for hands-on assistance with complicated transactions. Despite predictions of declining branch importance, financial institutions are investing heavily in evolving traditional branches into retail destinations.

Mark Weber, president of Weber Marketing, says, "The branch is the most integral component in building an image and creating positive brand perceptions of an organization. The branch ranks

number one as the most impactful component in creating a brand identity. The website and external communications also ranks high, but the branch is the only place you have a captive audience, with unlimited opportunities to shape perceptions."

While most credit unions stress how they are different from banks, many credit union branches still look exactly like bank branches. Some credit unions, however, are reflecting the credit union difference by building "green" branches representative of the credit union's commitment to the environment and society while others are using unique designs that closely reflect the community the branch is located in. Other branch designs clearly show how the credit union is committed to meeting member needs for convenience and speed, or privacy and consultation.

➔ **Workshop #16**

3:30 p.m. to 5:00 p.m.

*Smaller Credit Unions Workshop**

Tools For Growth and Increased Efficiencies Within Your Credit Union

Speakers: Lesley Mansfield (Manager, Customer Liaison & Training, Ontario Central), Yolanta Swiatek (General Manager, Health Care), Lois James (Manager, Canadian General-Tower Employees – Galt)

At this year's workshop you'll learn how a smaller credit union has increased its assets by 45 per cent and membership by eight per cent. There is an untapped resource out there regardless of your bond of association. All it takes is a change in policy, change in attitude and possibly a change in status quo. Find out how valuable tools such as bill payment and automated fund transfers – available through Central – can improve member service and increase member payment options. Share your ideas with other credit unions struggling to grow into a viable entity.

**This session qualifies for the \$40 single-workshop fee for credit unions with under \$15 million in assets, but is open to representatives of mid-size and large credit unions as well.*

NOTE: Speakers subject to change.