



# **2020 Annual General Meeting and Board of Directors Election**

# Your well-being is our top priority

As always and at all times, the health and well-being of our members and employees are top priorities for us. At the time of writing this—and with the rapidly evolving coronavirus (COVID-19) situation top of mind—Coast Capital Savings Federal Credit Union (“Coast Capital”) is taking company-wide measures to continue to operate safely and help mitigate the spread of the virus in the communities we serve. Our Board of Directors election and Annual General Meeting (“AGM”) are typically times to come together in person and connect. As we are taking the direction of provincial and federal health and governmental authorities, we are planning to hold our AGM via live webcast this year rather than our prior practice of an in-person gathering along with a webcast.

## Vote via mail or online

In addition to the many steps Coast Capital is taking to protect our members, employees and partners, and to help flatten the curve, we ask and encourage you to cast your vote for the election through our online voting platform or by placing your completed ballot in the mail. Voting will be available from April 14, 2020, at 8:00 am Pacific Standard Time (PST) and closes on May 5, 2020, at 5:00 pm PST.

## View the AGM from home

We will continue to strictly comply with the latest public health mitigation measures relating to COVID-19 established by provincial and federal authorities, including the orders from the B.C. provincial health officer restricting large social gatherings. We are asking members to view the AGM remotely by tuning in to the live stream of our AGM at **4:30 pm PST on May 14, 2020**. During the open members’ forum at the end of the AGM, you will be able to submit your questions online.

The live webcast of our AGM will be able to be viewed at [www.coastcapitalsavings.com/election](http://www.coastcapitalsavings.com/election). Instructions on how to access the webcast will also be provided at this web page.

Because we are in a rapidly evolving situation and need to be mindful of the health and safety of our members, staff and business partners, it is possible that some of the above information will change prior to the AGM. If there are any changes, we will provide updates at [www.coastcapitalsavings.com/election](http://www.coastcapitalsavings.com/election).

## We are here to help

All of us at Coast Capital understand that COVID-19 is impacting Canadians in various ways, including their financial well-being. We are dedicated to working with our personal and business members to provide flexible solutions through hardships caused by these circumstances. Please reach out as we are here to help. Visit [www.coastcapitalsavings.com](http://www.coastcapitalsavings.com) for the most up-to-date information.

As much as possible, this year’s Board of Directors election booklet has been downsized to minimize the environmental impact and financial costs of postage. The same election details that were provided to eligible members in previous years (including candidate credentials, financial statements and frequently asked questions) are now made available online at [www.coastcapitalsavings.com/election](http://www.coastcapitalsavings.com/election). These election details will help you participate and make decisions to cast your vote, as specified in the 2020 election brochure.

In our efforts to continue to minimize the environmental and financial impact of future elections, we encourage our members to support us in reducing our postage by giving their consent to receive future voting documents electronically and voting online. Please complete the consent on the ballot form or on the online voting platform.

# You're playing an important role in the governance of your credit union

By casting your vote in the 2020 Board of Directors election, you elect your fellow Coast Capital members to take a seat on our Board of Directors ("Board").

## Special Message from Frank Leonard, Chair, Nominations Committee

On behalf of the Nominations Committee, I would like to express our appreciation for your assistance in helping to *flatten the curve* in this uncertain time by voting in our election online or via mail. I would also like to update you on our annual Board renewal process and the 2020 Board of Directors election.

Last fall, the Nominations Committee reached out to our membership to encourage qualified candidates to apply for the three vacant positions on the Board. A diverse group of individuals submitted their applications, and following the Committee's review and interview process, three members—all recommended by the Nominations Committee—chose to run for this year's election: new candidate **Leanna Falkiner** and two incumbent Directors, **Robin Chakrabarti** and **Valerie Lambert**.

In previous years, if the number of qualified nominees equalled the number of vacant positions, the recommended candidates would be declared elected by general consent or acclamation. As we became a federal credit union in 2018, we must conduct an election by ballot, despite only having three candidates, in accordance with the requirements of the *Bank Act*.

As a member, you play an important role in the governance of Coast Capital when you vote in this election as it enables you to get to know the fellow members who will be overseeing your credit union and to express your support for their candidacy. We encourage you to take the time to read about the very capable individuals who have chosen to run in this year's election and to exercise your voting rights to let us know that you support them.

On behalf of the Nominations Committee, I thank all of our engaged members who expressed interest in serving on the Board of Coast Capital and participated in this year's comprehensive nominations process. And, I want to thank our members for their continued trust in the Board as their credit union's representatives. Your vote helps shape the future of Coast Capital.

Sincerely,

Frank Leonard  
Chair, Nominations Committee

# 2020 Board of Directors election

**Coast Capital is one of Canada's largest credit unions because of you. Together, we empower our 593,000 members to achieve what's important in their lives.**

As a federal financial co-operative, we need directors who have the knowledge, skills and experience to guide Coast Capital's affairs. The decisions made by our Board help ensure we remain strong, relevant and able to support members' ever-evolving financial well-being needs.

Directors work hard to oversee the affairs and performance of the credit union. They work with the executive team to review, approve and monitor Coast Capital's strategic direction and risk appetite, set policies, oversee operations and ensure we comply with statutory and regulatory requirements.

Please take some time to learn about the three recommended candidates standing for election for the three available positions. All of them look forward to representing your interests. The elected candidates will assume their positions immediately following the **Annual General Meeting on May 14, 2020**, and are elected to serve a three-year term.

## **There are three ways to participate and register your vote:**

- 1. Online:** Take the 15-digit voting code on your mailed ballot, go to [www.coastcapitalsavings.com/election](http://www.coastcapitalsavings.com/election) and follow further instructions to submit your vote online. Voting opens April 14, 2020, at 8:00 am PST and closes on May 5, 2020, at 5:00 pm PST. **This is the most environmentally sensitive and cost conscious option. We encourage you to vote online if you are able to do so.**
- 2. Mail-in:** Use your mailed ballot and make your voting selections. Insert your ballot into the supplied Reply Envelope. Seal your envelope and drop it off at any Canada Post mailbox. Ballots must be received by the Returning Officer by May 5, 2020, at 5:00 pm PST. **If you are a business member, we encourage you to mail your completed ballot as the online voting is not available at this time.**
- 3. In-branch:** In light of the COVID-19 mitigation measures to flatten the curve by staying at home and engaging in social distancing, we are actively discouraging members from going to branches to vote. Please also note that the option to vote in your nearest branch might not be available to you during the election period of April 14, 2020, to May 5, 2020, as it may be necessary to limit branch hours and have branch closures.  
See [www.coastcapitalsavings.com/contact](http://www.coastcapitalsavings.com/contact) for hours of operations of each branch.

See the enclosed ballot form for more details on how to vote.

## **Nominations process**

For more detailed information about the Nominations Committee, the selection process of qualified candidates and the nominations process of recommended candidates, please visit [www.coastcapitalsavings.com/election](http://www.coastcapitalsavings.com/election).

## **2019 Financial Highlights**

A complete set of Coast Capital's Consolidated Financial Statements with accompanying notes is currently available online at [www.coastcapitalsavings.com/about-us](http://www.coastcapitalsavings.com/about-us).

## **Voting Frequently Asked Questions**

### **Who is eligible to vote?**

You can vote if you met the following criteria on February 14, 2020:

- You were 18 years or older.
- You held the required minimum of five membership shares.
- You were a member in good standing, i.e., not more than 90 days delinquent in any obligations to Coast Capital.

Regardless of the number of memberships you hold, you may cast only one ballot. If there are multiple members on a membership, each member must meet the required minimum of five membership shares requirement to be eligible to vote. If you have multiple joint memberships, your election package will be mailed to an address provided on one of your joint memberships, which may not necessarily be your home address.

For all other questions about member's voting eligibility, the voting process and the Board of Directors election, please visit [www.coastcapitalsavings.com/election](http://www.coastcapitalsavings.com/election).

# Recommended Candidates for the 2020 Board of Directors election

After a thorough assessment, the Nominations Committee determined the following individuals best met the 2020 Ideal Director Candidate criteria. You can read more about all candidates in this year's election on our website at [www.coastcapitalsavings.com/election](http://www.coastcapitalsavings.com/election).

## Recommended Candidate: Robin Chakrabarti

Mr. Chakrabarti has significant experience in understanding the perspectives of the small- and medium-sized business community from two points of view: originally as a commercial banker and more recently as an entrepreneur in both small- and medium-sized businesses. Through his private equity business, Mr. Chakrabarti forms strategic partnerships with other organizations that are aligned in their values and growth plans. He is also a youth sports coach and organizer and is involved with mentoring SFU business students. Mr. Chakrabarti has keen strategic strengths and, as the Chair of Coast Capital's Risk Review Committee, has brought additional board governance experience and oversight.

## EXPERIENCE DIRECTLY RELATED TO THE 2020 IDEAL CANDIDATE DESCRIPTION

### **1. Financial Services—Strategy and operations with a national scope, with a focus on retail and small business, and a deep understanding of enterprise risk management and federal banking regulatory compliance.**

My experience in this area includes: founder of a national private equity firm, holder of various senior executive financial roles within multi-national organizations and employed as a commercial banker with TD Canada Trust. As well, I am a nine-year member of the Coast Capital Board, which includes (as we transitioned from a provincial to a federal regulatory regime) the Chair of the Risk Review Committee.

### **2. Retail Marketing and Sales—Marketing and sales effectiveness on a national basis, including using both a digital and physical location strategy, entry and scaling into new markets, managing brands across jurisdictions and strategic use of technology.**

I have in-depth experience growing national brands, which includes leading the national expansion of Canadian Springs from a regional brand to a coast-to-coast operation, during which I created, launched and led a 100-person sales force and developed the rollout of technology, compensation plans, territory and sales methodologies. I am actively involved as owner/operator in the rebranding and national growth of Mr. Mikes SteakhouseCasual (3,000 employees) covering all business areas, including branding, culture, technology rollout and entry into new markets.

### **3. Mergers and Strategic Partnerships—Strategy and transaction development, consideration of structures and business combinations, and post-closing activities, including integration and stakeholder communications.**

I am a founding partner of Empresario Capital Partners, which has made investments, acquisitions and mergers in diversified industries across Canada, including retail, restaurants, automotive, real estate, green energy and home health care. I worked to negotiate and structure the sale of Canadian Springs to Danone, and I was tasked by Danone to lead the integration and post-closing activities and consolidation of the various brands. I then moved to an operational role as Vice President and General Manager of Western Canada. I have also led the mergers and acquisitions and corporate development for T&M Mgmt. Services.

## Recommended Candidate: Leanna Falkiner

Ms. Falkiner brings digital agility and vast financial services experience. She is an accomplished marketing executive and entrepreneurial business builder who has grown companies across the financial services sector, positioning them to excel in the digital economy. Ms. Falkiner has led digital transformations, nurtured product innovation and architected large-scale growth strategies that builds brand equity for financial services leaders in both mature and emerging markets. Acknowledged for her deep expertise in payments, retail banking and data analytics, she routinely partnered with banks, credit unions, insurers, and fintechs to help them navigate complex, high-stakes initiatives and to unleash go-to-market sales and marketing strategies that positioned them to excel in the digitally-enabled marketplace.

## EXPERIENCE DIRECTLY RELATED TO THE 2020 IDEAL CANDIDATE DESCRIPTION

### **1. Financial Services—Strategy and operations with a national scope, with a focus on retail and small business, and a deep understanding of enterprise risk management and federal banking regulatory compliance.**

I am an outcome-focused executive with extensive experience in the financial services sector—banks, credit unions, and insurers. Since 2014 I have led a strategy consulting firm focused on helping retail banks and small businesses transform operations to drive sales effectiveness, elevating digital channels while delivering a differentiated customer experience. My deep expertise in retail banking, marketing, analytics, enterprise risk management and digitization has delivered double-digit growth and competitive advantage in the marketplace for my clients.

### **2. Retail Marketing and Sales—Marketing and sales effectiveness on a national basis, including using both a digital and physical location strategy, entry and scaling into new markets, managing brands across jurisdictions and strategic use of technology.**

I ignite brands for the financial services industry by building digital strategies and commercializing opportunities that power growth. For global, national and provincial institutions I have pioneered innovative branch sales tactics, deployed digital omnichannel strategies, refined product go-to-market approaches, designed award-winning retail marketing and sales campaigns, built market-entry strategies, led scaling plans across new and existing markets and provided strategic guidance on brand management.

### **3. Mergers and Strategic Partnerships—Strategy and transaction development, consideration of structures and business combinations, and post-closing activities, including integration and stakeholder communications.**

Guiding mergers and strategic partnerships has been a core service offering for evoQ International, my global management consulting firm. Banks, credit unions, insurers, processors, fintechs and major retailers have been supported across the transaction lifecycle. Clients have benefited from market scans to identify competitive and viable partnerships, to strategic development of term sheets, to compelling stakeholder communications, to structuring co-brand partnerships, to building financial scenarios that elevate their institutions' short- and long-term performance. Complementing this, as Audit Chair for Greenock Resources Inc., I provided financial oversight, established corporate governance policies, led M&A transactions, facilitated sales of commercial property and advised on a reverse takeover.

## Recommended Candidate: Valerie Lambert

Ms. Lambert brings community building and leadership as well as extensive financial expertise to the Coast Capital Board. Ms. Lambert has served for 10 years as the Executive Director of Big Brothers of Greater Vancouver and, prior to that, seven years as Treasurer at BC Hydro. She is a Chartered Professional Accountant (CPA, CA) and has run large and complex treasury departments, including risk management, at both BC Hydro and BC Gas. Ms. Lambert is involved daily with community building and leadership in working to support youth through complex issues. She brings her community leadership focus to the Coast Capital Board to continue in building healthy cultures both within the organization and the communities in which we operate.

## EXPERIENCE DIRECTLY RELATED TO THE 2020 IDEAL CANDIDATE DESCRIPTION

### **1. Financial Services—Strategy and operations with a national scope, with a focus on retail and small business, and a deep understanding of enterprise risk management and federal banking regulatory compliance.**

I have extensive executive experience in running large and complex treasury and risk management divisions within the public and private sectors at BC Gas, BC Hydro and MacMillan Bloedel. I handled all aspects of financings for BC Gas following the purchase of the Lower Mainland Gas Division from BC Hydro in 1988. As an executive in highly regulated organizations, I have significant experience with regulatory matters and have testified before both provincial and federal regulators.

### **2. Retail Marketing and Sales—Marketing and sales effectiveness on a national basis, including using both a digital and physical location strategy, entry and scaling into new markets, managing brands across jurisdictions and strategic use of technology.**

I have a proven track record of business development on an executive level in both the for-profit and not-for-profit sectors. As Executive Director for Big Brothers, I lead the organization in anticipating the ever-growing needs of our communities. As Board Director and member of the Governance & Community Engagement Committee at Coast Capital, I bring this growth, agility and scalability experience from Big Brothers and provide oversight in support of the organization's transformation in becoming a federal credit union. In addition, the Board has oversight of Coast Capital's key technology projects, and the Audit & Finance Committee which I chair, analyses and reviews technology projects at various stages of the technology life cycle.

### **3. Mergers and Strategic Partnerships—Strategy and transaction development, consideration of structures and business combinations, and post-closing activities, including integration and stakeholder communications.**

When I first joined Big Brothers, I led a strategic planning exercise to ensure the appropriate cultural shift to redirect the Board and organization to a broader, more community-minded vision. At BC Gas, I was a member of the five-person Operations Committee, which led the company through a difficult integration following the Gas Division purchase. All of these challenges required specific focus on strategic human resources management and communications with a wide variety of stakeholders.

# 2019–2020 Board of Directors

<i>Directors</i>	<i>Year first elected</i>	<i>Term expiry</i>
Bob Armstrong (Chair)	2016	2022
Charlotte Burke	2019	2022
Robin Chakrabarti	2011	2020
Frances Fiorillo	2019	2022
Mary Jordan	2008	2020
Valerie Lambert	2017	2020
Frank Leonard	2016	2022
Nancy McKenzie	2018	2021
Calvin MacInnis	2019	2022
Christian Morrison	2009	2021
Chris Trumpy	2012	2021

## Need help?

Computershare is a third-party vendor who will serve as our independent scrutineer. Their Contact Centre is available for all your questions regarding online voting from Monday to Friday between the hours of 5:30 am to 5:00 pm (PST).

- By phone: 1-800-564-6253 (toll free North America)—International: 514-982-7255
- By fax: 1-866-249-7775 (toll free North America)—International: 416-263-9524

## How to contact us

Toll-free: 1-888-517-7000 | Metro Vancouver: 604-517-7000 | Greater Victoria: 250-483-7000  
[www.coastcapitalsavings.com](http://www.coastcapitalsavings.com)

