

Status report on targets and commitments

Each year we establish a set of public targets and commitments that support our vision and business strategy. We set 26 targets and commitments for completion in 2011 including the eight key organizational financial and accountability targets presented on pages 26 and 27. Of these, we exceeded six and fully met 12. We did not meet eight targets or commitments. We also set two commitments for completion in 2012 and these are on track.

Key to status:

- ✔✔ = exceeded 2011 target
- ✔ = met 2011 target or commitment
- ✘ = did not meet 2011 target or commitment
- = 2012 commitment in progress and on track

What we said we would do	Status	What we did	Who was accountable	Page	Future targets and commitments (see page 80) or next steps
Enhancing members' well-being					
In 2011, the overall member loyalty score will remain between 42-50 per cent, within Market Probe's best-in-class range.	✔	The overall member loyalty score was 45 per cent.	<ul style="list-style-type: none"> • Executive Leadership Team 	34	We'll continue to measure loyalty but our new organizational targets focus on growing our active membership and enhancing member well-being.
In 2011, the average service experience score for our branch network will be at least 8.69 out of 10.	✔✔	The average service experience score was 9.03 out of 10.	<ul style="list-style-type: none"> • Executive Leadership Team 	34	2012 target: At least 8.69
In 2011, we'll develop a retail service experience that includes a process review and changes to optimize account opening and ongoing member relationship management.	✔	Completed.	<ul style="list-style-type: none"> • Chief Financial Officer • SVP Marketing and Communications • SVP Member Services 	35	Our new organizational targets focus on growing our active membership and enhancing member well-being.
In 2011, as part of the retail service experience, we'll implement a review of the non-real-estate-secured consumer (personal) lending process.	✔	Completed.	<ul style="list-style-type: none"> • Chief Financial Officer 	35	We'll continue to implement improvements to our lending processes.
By 2012, we'll develop an implementation plan to replace our core banking system and related business applications.	➤	Work completed in 2011 supports the development of an implementation plan in 2012.	<ul style="list-style-type: none"> • SVP Information Technology and Facility Management 	59	We'll continue with this commitment in 2012.

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Making loans and investments					
We'll distribute the remainder of the Shared Success Economic Recovery Fund by the end of March 2011.	✘	By the end of 2011, we had distributed \$1.6 million and allocated (but did not distribute) the remaining dollars to specific programs.	• SVP Community Investment	67	2013 commitment: By the end of 2013, we'll distribute the remaining funds to members or community organizations that benefit members.
In 2011, we'll implement a system to monitor and report on the social, environmental and economic impacts of our community investment loan portfolio.	✔	Completed.	• SVP Community Investment	44	We plan to begin reporting on the impacts of our community investment loans internally and in our 2012 Annual Report.
In 2011, \$235 million in new community investment loans will be defined as having a positive impact on our communities.	✔✔	New community investment impact loans totalled \$361 million.	• SVP Community Investment	43	2012 target: At least 30 per cent growth in assets with impact.
In 2011, net annual growth of the community investment loan portfolio will be \$408 million.	✘	Net annual growth of the community investment loan portfolio was \$376 million.	• SVP Community Investment	42	We'll continue to measure this but our 2012 organizational target for community investment focuses on impact loans—see above.
In 2011, we'll implement one or more lending programs for energy efficiency in Vancouver.	✔	Completed.	• SVP Community Investment	43	We'll continue to develop lending programs to support our community investment impact areas.
Providing investment products and advice, and other services					
In 2011, 32 per cent of new investments made by Vancity's members or clients will be in socially responsible investment options.	✘	Twenty-eight per cent of new investments made by members or clients were in socially responsible investment options.	• SVP Member Services	52	2012 target: At least 30 per cent growth in assets with impact.