

Canada at a Crossroad

*Facing pivotal
choices shaping
the nation's future*

Robert Patzelt





Historical Turning Points

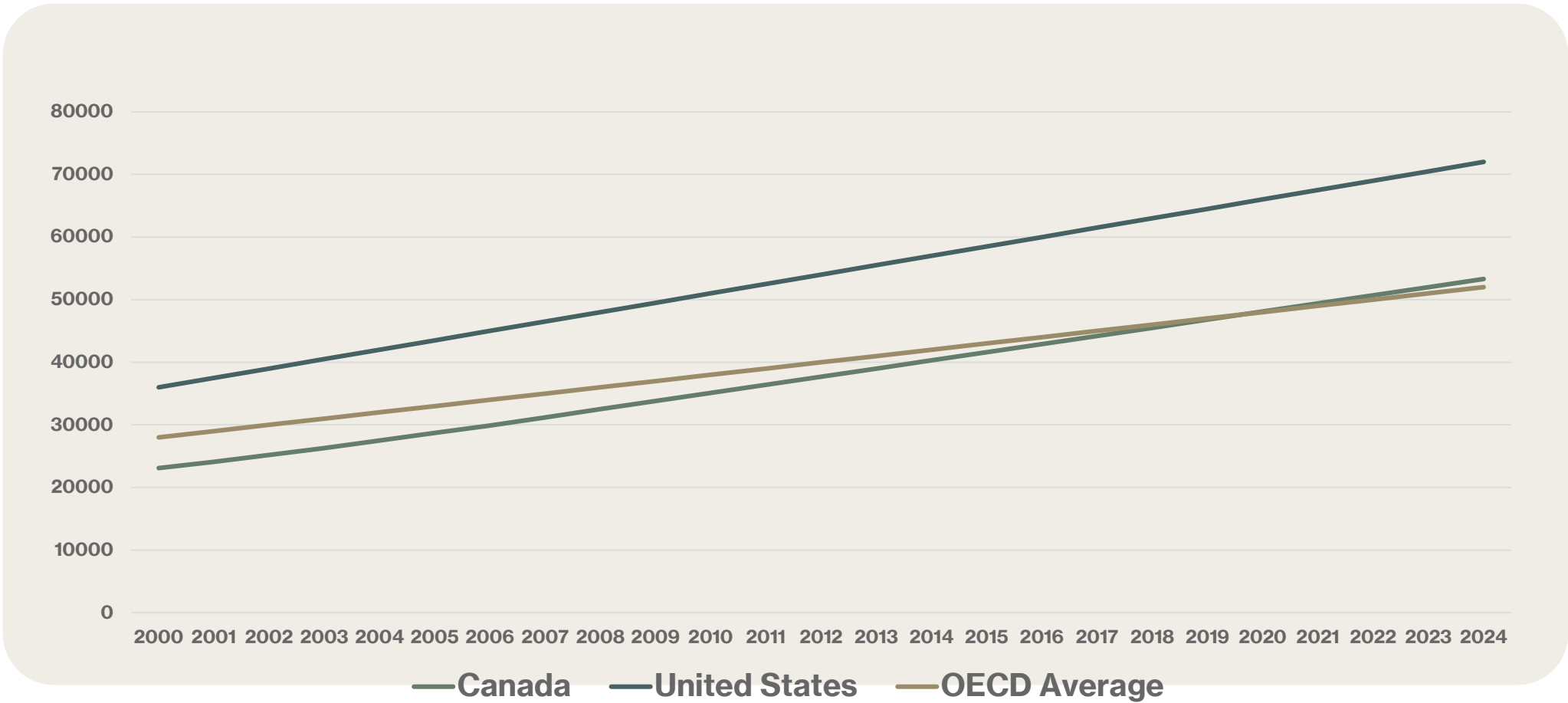
Confederation	1867 a single nation
Post-War Nation-Building	1940s to 1960s expansion
Quebec Referenda and Patriation	1980s-1990s challenged national unity
Globalization and Reconciliation	2000s-2010s focused on economic integration and Indigenous rights



Why This
Moment Is
Different

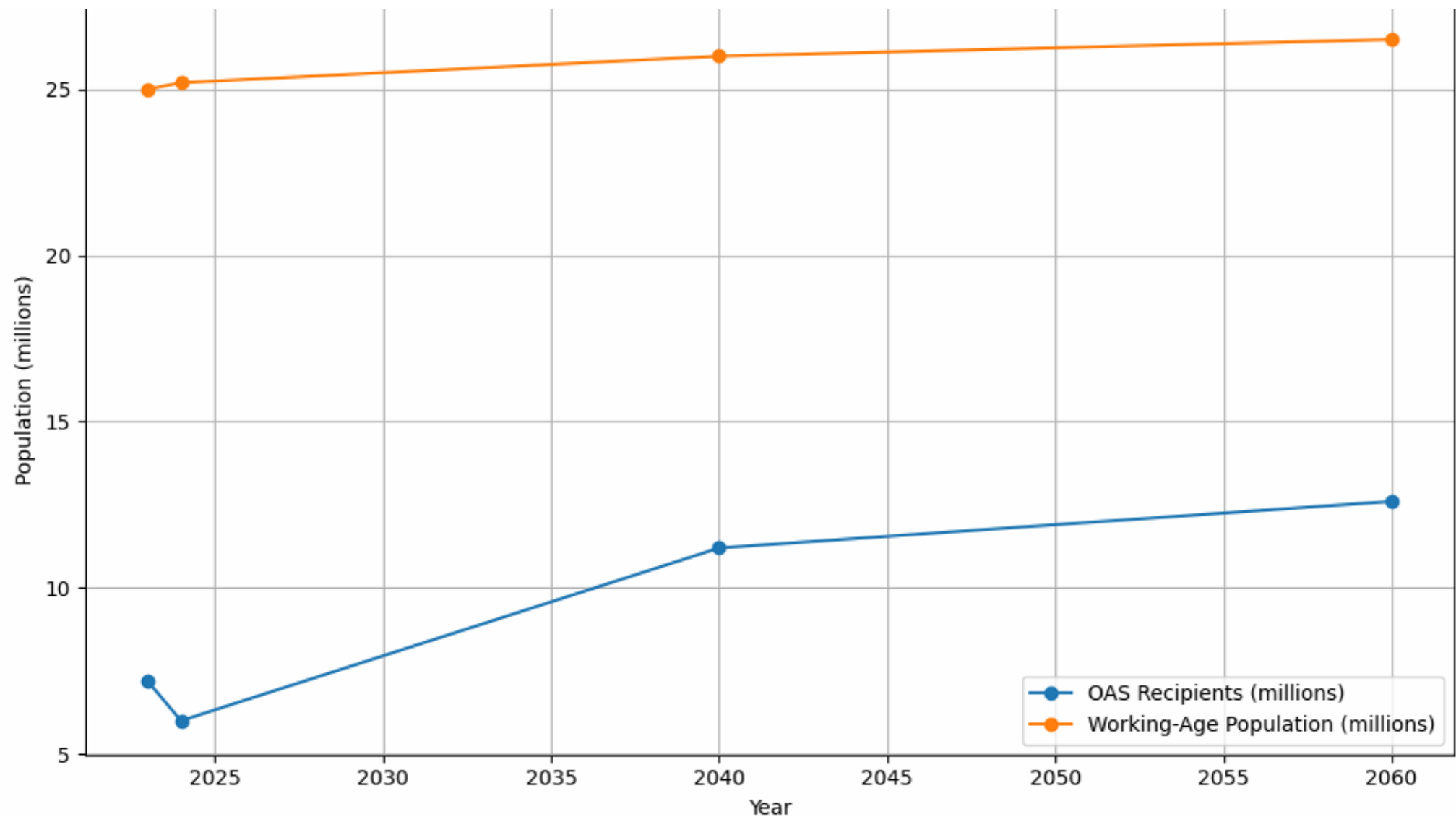
A person is standing on a bridge, looking out at a modern building with a glass facade. The sun is low in the sky, creating a bright glow and long shadows. The bridge has a metal railing. The building has a grid-like pattern of windows and structural elements.

Key Forces Shaping Canada's Future



Canada's GDP per capita vs. U.S. and OECD peers
2000-2024


Projected OAS Recipients vs. Working Population 2023-2060



Things That Didn't Exist 17 Years Ago

iPhone; Instagram; TikTok; Bitcoin;
WhatsApp; Zoom; Uber; Airbnb; iPad;
Snapchat; Kindle; DoorDash; Slack; Twitch;
Bumble; Fitbit;
Canva; Dropbox; Venmo; Robinhood;
Pinterest; Ethereum; Samsung Galaxy;
Netflix streaming; Instacart; Lyft; Stripe;
Square; Coinbase





This is not
just a CIO
issue – it's a
governance
issue.



Global Volatility

- Economic and Political Volatility
- Financial Market Unpredictability

The background of the slide is a close-up photograph of parched, cracked earth. The cracks are deep and irregular, forming a network of polygonal shapes across the surface. The lighting is warm, suggesting late afternoon or early morning, with long shadows and a golden-brown hue to the soil.

Climate Consequences

- Climate Change Impacts
- Green Finance Opportunities!

2025 Edelman Trust Barometer

Trust and the Crisis of Grievance
Canada Report

**Declining
Institutional
Trust**

**Impact on Credit
Unions**

**Importance of
Transparency**

**Reputation as
Strategic Capital**



The Crossroads Are Real!

Economy
Demographics
Tech
Geopolitics
Climate
Trust



This Is a
Choice Point

Not a Crisis
(Yet)

The Pen Is in
Our Hand



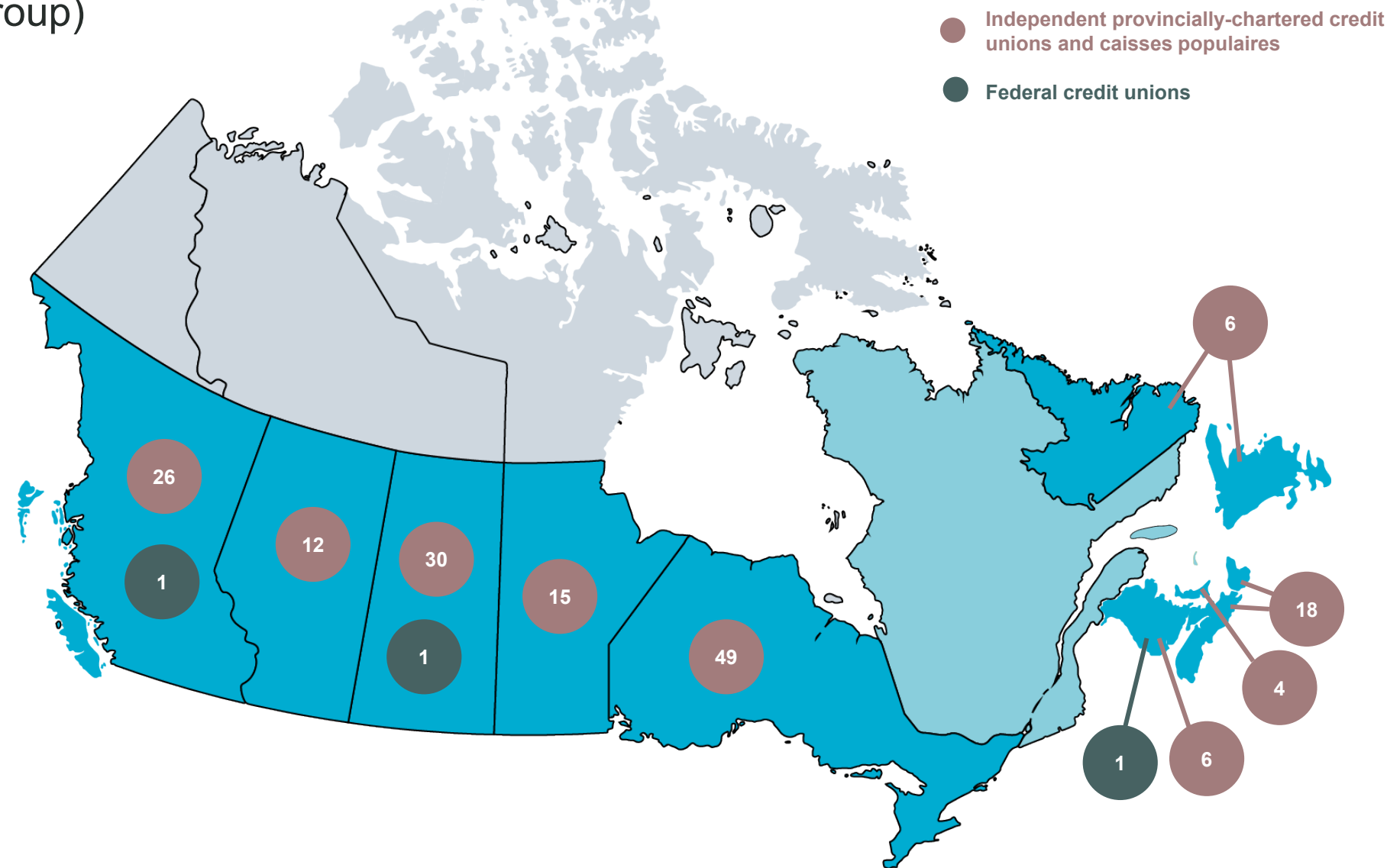
A person is standing on a bridge, looking out at a modern building with a glass facade. The sun is low in the sky, creating a bright glow and long shadows. The person's arm is visible in the foreground, and the bridge railing is in the lower part of the frame.

Credit Unions in a Crossfire

Current Snapshot of Canada's Credit Unions

(excluding Desjardins Group)

	Assets (\$M) (As of Q2 2025-preliminary)
BC	\$103,786
AB	\$ 34,557
SK	\$ 33,087
MB	\$ 46,754
ON	\$ 87,374
NB	\$ 7,080
NS	\$ 4,971
PEI	\$ 2,239
NL	\$ 1,672



Source: CCUA Research

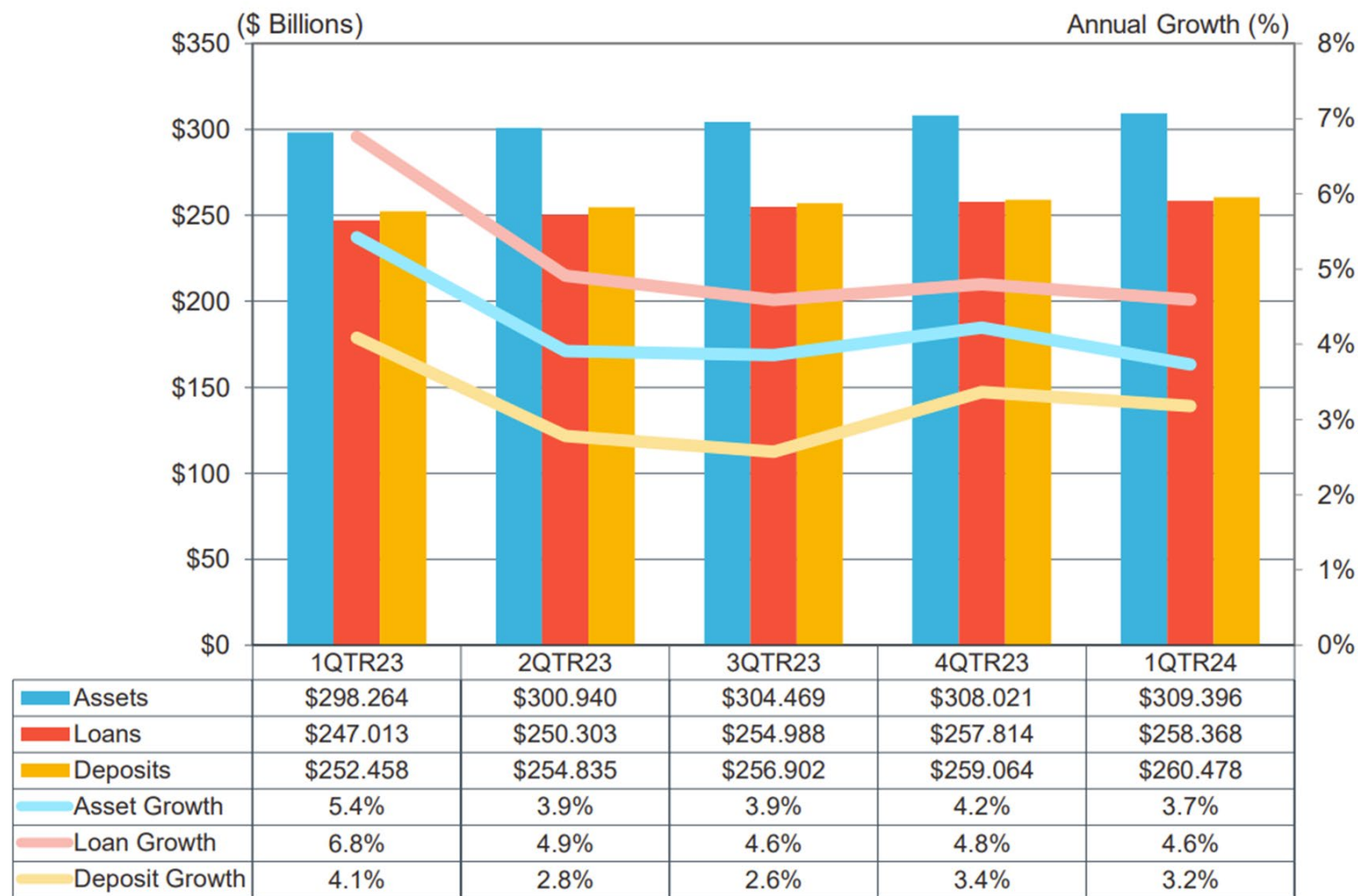
Low Single-Digit Growth...

Annual Growth:

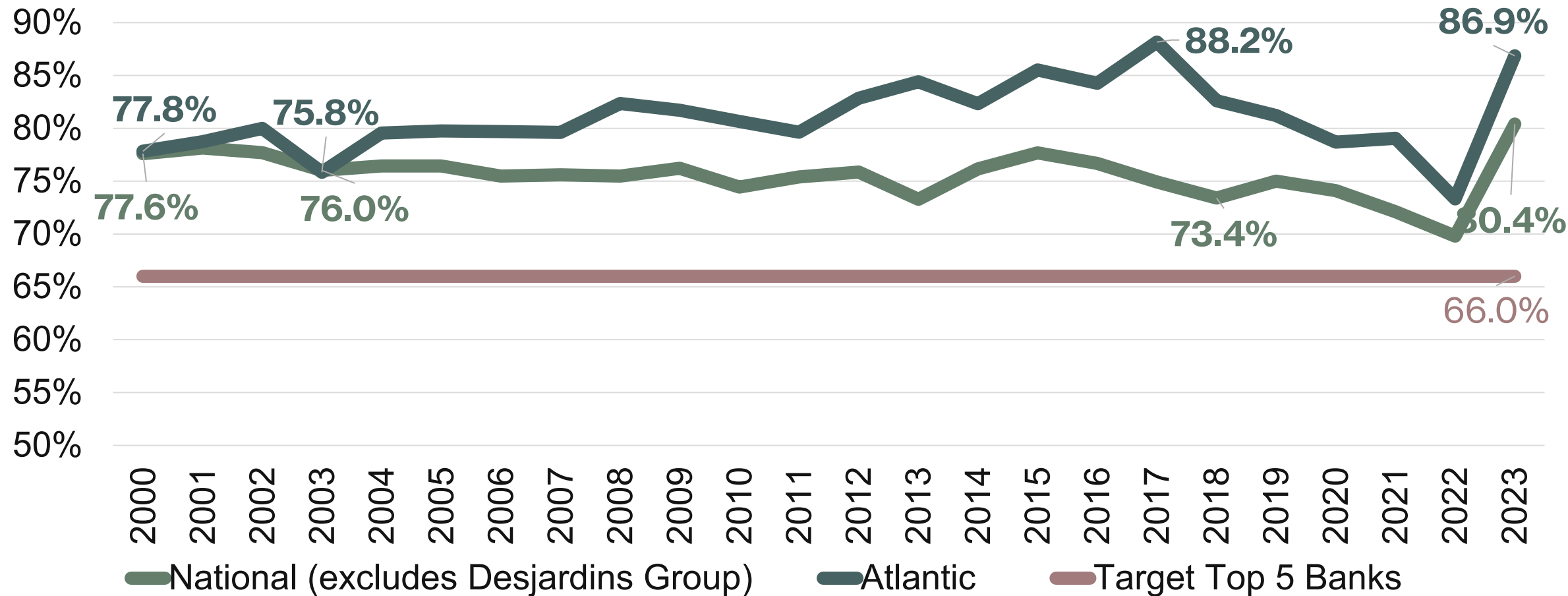
3.7% asset growth

4.6% loan growth

3.2% deposit growth



Operating Efficiency Is a Challenge

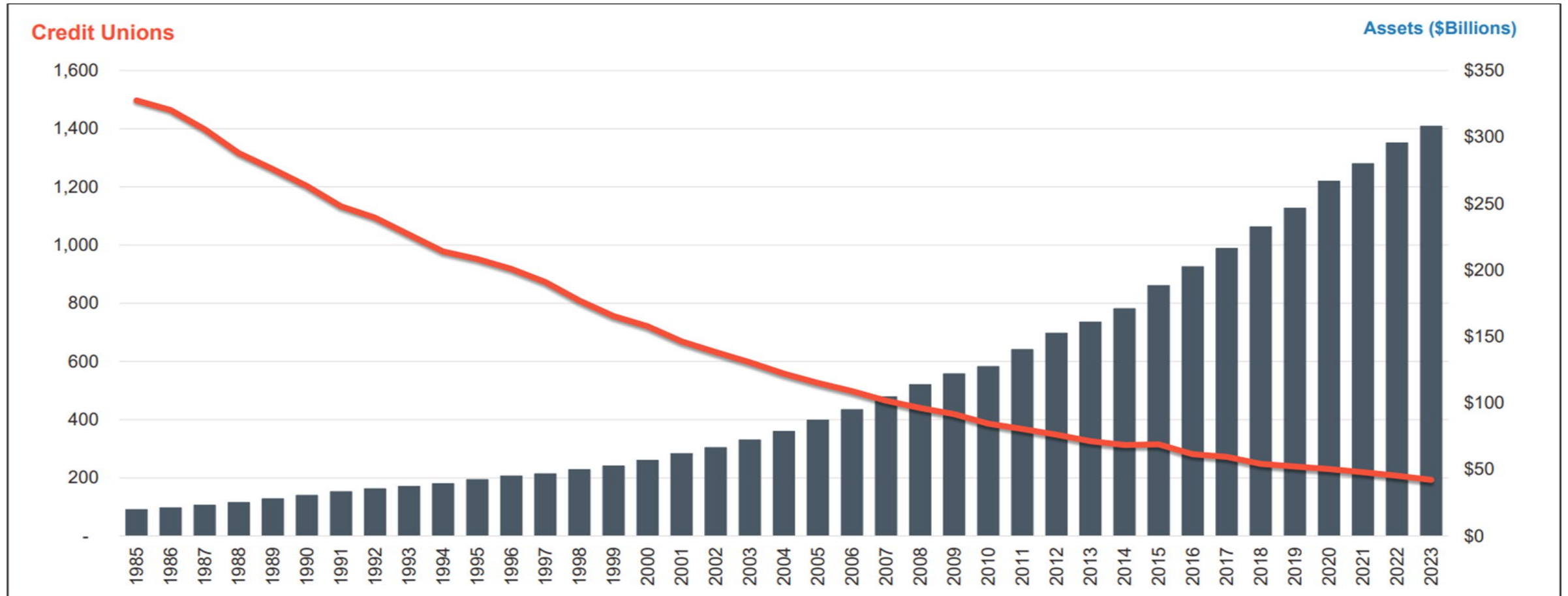



Source: Canadian Credit Union Association
Note: National data excludes the Desjardins Group

SWOT Analysis of Credit Unions

Element	Credit Unions	Big Banks/Fintechs
Product Range	Limited	Broad
Tech Investment	Constrained	Massive
Brand Trust	High (locally)	Low (institutionally)
Purpose Alignment	Clear (when lived)	Ambiguous/absent
Switching Cost	Falling fast	Falling fast

Sector Consolidation



A photograph of three people sitting on a porch. On the left is a young woman with curly brown hair, wearing a blue denim shirt and black pants, smiling. In the middle is an elderly woman with white hair, wearing a red and white patterned shirt, also smiling. On the right is a young girl with dark hair in a bun, wearing a light green shirt and black pants, looking directly at the camera. They are sitting on a dark metal railing in front of a brick wall and a doorway.

A pressure
that sits right
in our
lobbies.

Boomers

Gen X

Millennials

Gen Z



Let's walk through those doors...

Boomers

Gen X

Millennials

Gen Z

Boomers Are the
Largest Holders
of Wealth



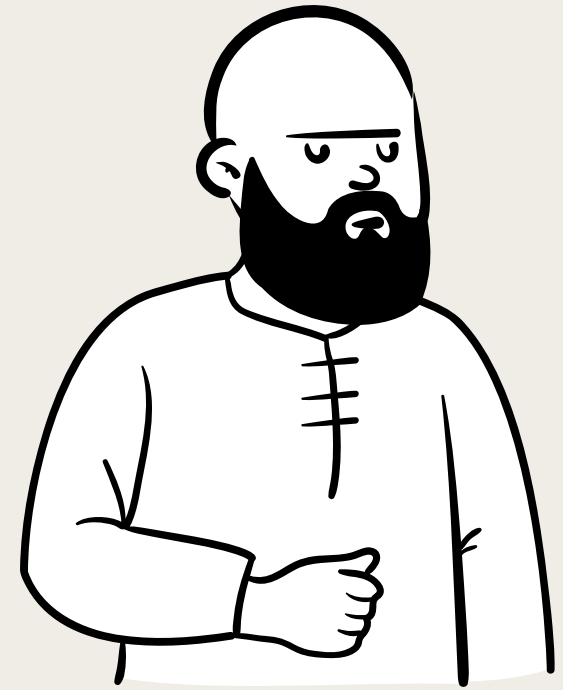
Boomers

Gen X

Millennials

Gen Z

Gen X Are the
Sandwich
Generation



Boomers

Gen X

Millennials

Gen Z

Millennials Are
Entering Peak
Borrowing Years



Boomers

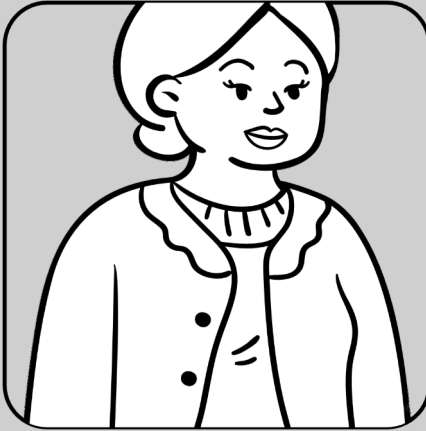
Gen X

Millennials

Gen Z Are Here

Gen Z

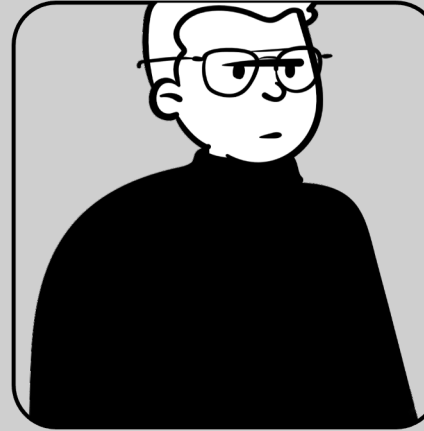




I want
a
person
I trust.



Just
make
it
work.



Do
you
walk
your
talk?



What's
your
API??

A person is seen from the side, looking out a large window. The window reflects the city skyline and the sunset. The sun is low on the horizon, creating a bright glow. The city lights are visible in the background. The person is wearing a dark jacket.

Wealth and Newcomers



Wealth Transfer

- Silver tsunami
- Nearly \$1 trillion in assets
- Tied to property



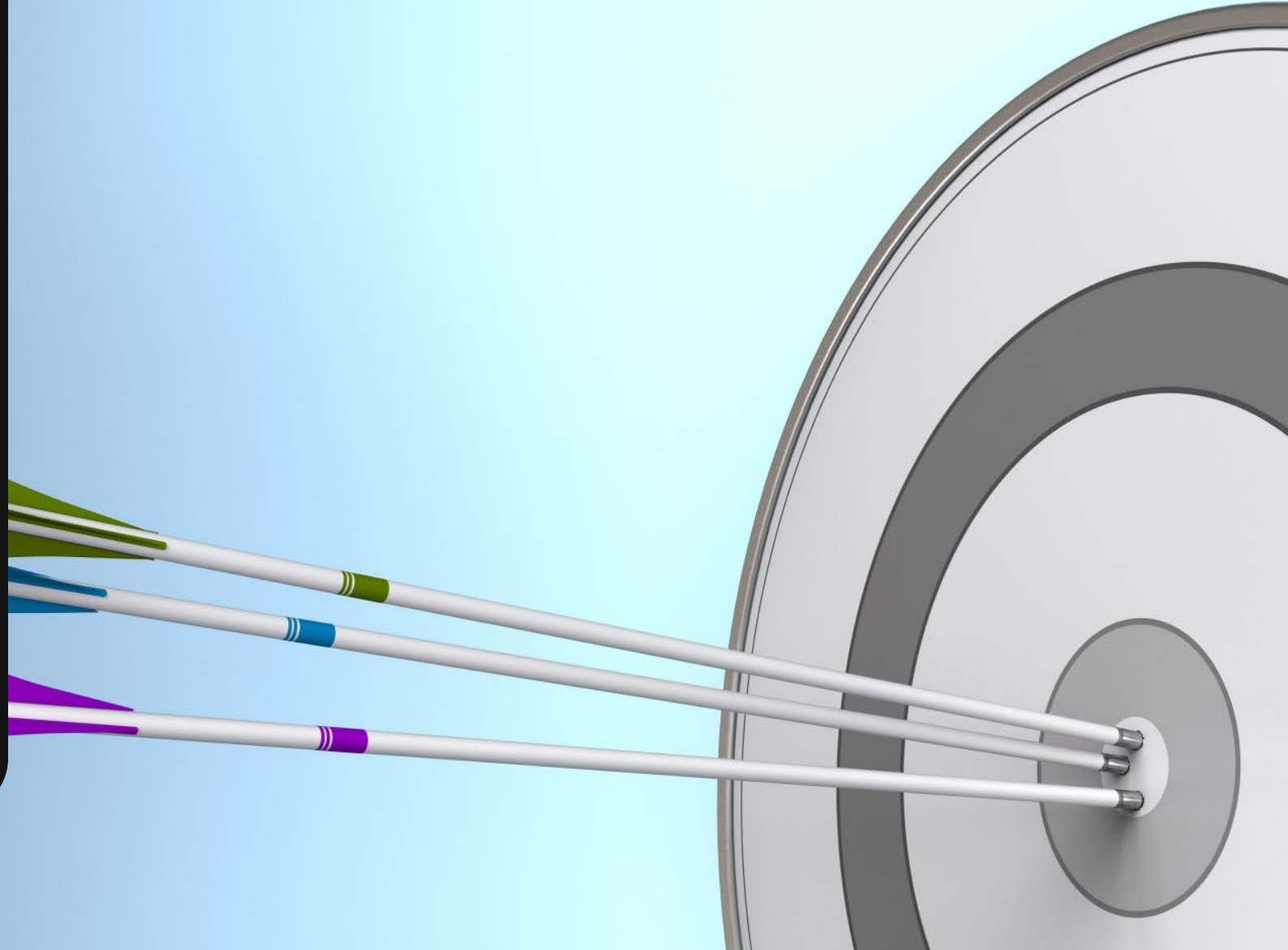
Newcomers

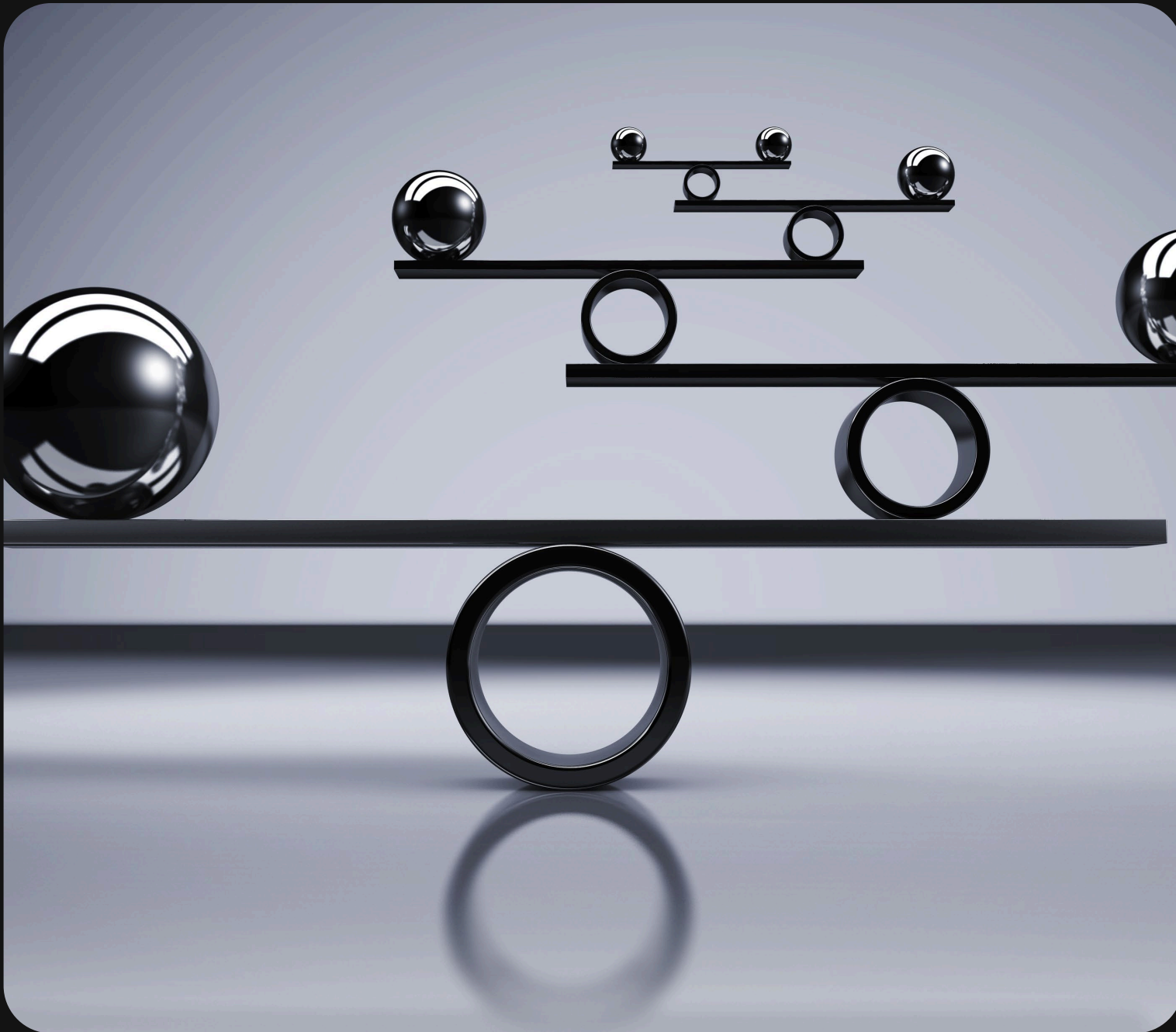
- Underserved by traditional banks
- More open to values-based institutions
- Huge contributors to intergenerational wealth transfer

A Generational
Inflection Point

Key Forces
Demand
Renewal

Not nostalgia





“The future is
already here.
It's just not
evenly
distributed
yet.”

William Gibson

6D's EXPONENTIAL FRAMEWORK



Photo credit: [Peter Diamandis, MD.](#)

```
... object to mirror
mirror_mod.mirror_object

operation == "MIRROR_X":
    mirror_mod.use_x = True
    mirror_mod.use_y = False
    mirror_mod.use_z = False
operation == "MIRROR_Y":
    mirror_mod.use_x = False
    mirror_mod.use_y = True
    mirror_mod.use_z = False
operation == "MIRROR_Z":
    mirror_mod.use_x = False
    mirror_mod.use_y = False
    mirror_mod.use_z = True

#selection at the end -add
mirror_ob.select= 1
modifier_ob.select=1
context.scene.objects.active
("Selected" + str(modifier_ob))
mirror_ob.select = 0
= bpy.context.selected_objects
data.objects[one.name].select

print("please select exactly one object")

-- OPERATOR CLASSES -----

types.Operator):
    X mirror to the selected
    object.mirror_mirror_x"
    mirror X"

...):
    ... is not
```

Digitization

Deception





Disruption

A close-up photograph of a person's hands typing on a silver laptop keyboard. The person is wearing a grey, textured knit sweater. In the background, a black pen and a closed laptop are visible on a light-colored desk. A dark, rounded rectangular overlay is positioned on the right side of the image, containing the word "Demonetization" in white text.

Demonetization

A close-up photograph of a person's hands holding a black smartphone. The person has dark skin and is wearing a light-colored, ribbed sweater. The background is bright and out of focus, showing some circular patterns. A large black rectangle with rounded corners is overlaid on the left side of the image, containing the word 'Dematerialization' in white text.

Dematerialization

Democratization



A person is standing on a bridge, looking out at a city skyline. The scene is reflected in a large glass window. The sun is low in the sky, creating a bright reflection on the water and the glass. The person's arm and hand are visible, resting on the bridge railing. The overall mood is contemplative and serene.

6 D Summary

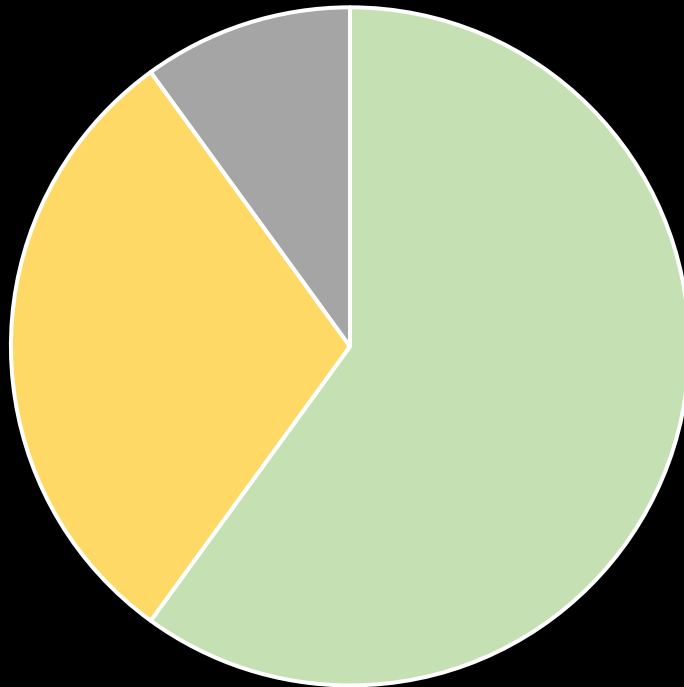
A close-up, black and white photograph of several interlocking metal gears. The focus is sharp on the teeth of the gears in the foreground, showing their intricate, machined surfaces. The background is blurred, creating a sense of depth. The lighting highlights the metallic texture and the geometric shapes of the gear teeth.

Board Role
Shift

Oversight
Insight
Foresight

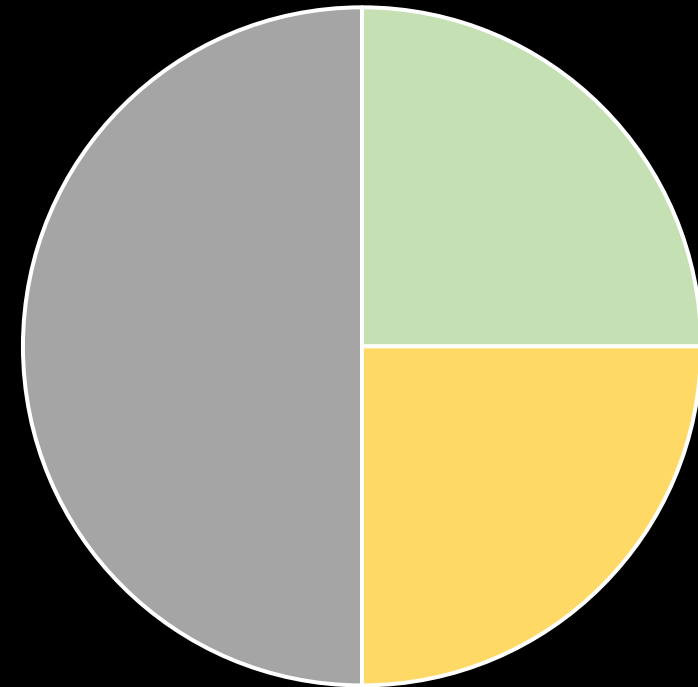
How Does Your Board Spend Their Time?

Typical Board



■ Past ■ Present ■ Future

Futre-ready Board



■ Past ■ Present ■ Future

Strategic Questions



Innovation

Empathy
Ideation
Experimentation
Implementation





Rates, Product,
Tech

Trust, Belonging,
Values, Shared
Struggle

Element	Credit Unions	Big Banks/Fintechs
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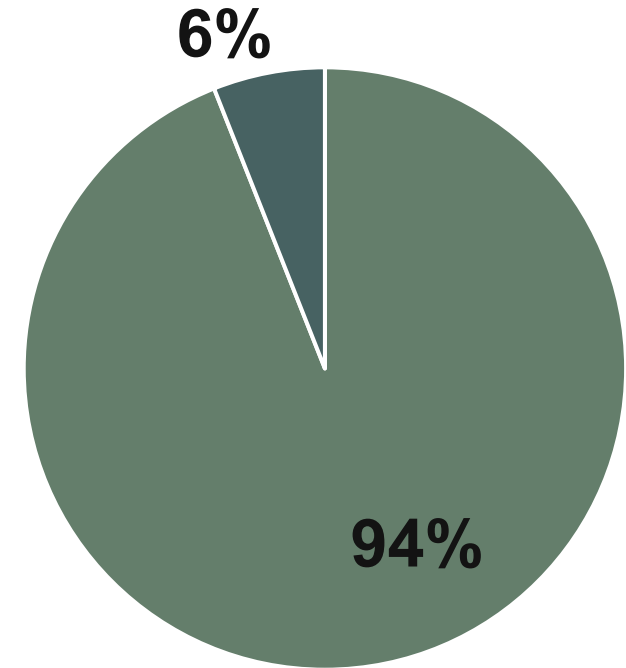
Community

Brand

Purpose

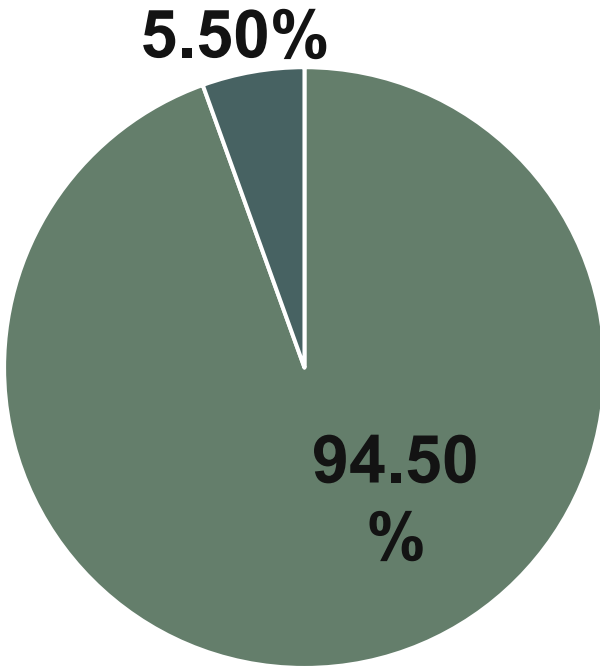
Small Slice of the Market and a Massive Opportunity

Investable Assets \$5.5T



■ FIs ■ Credit Unions

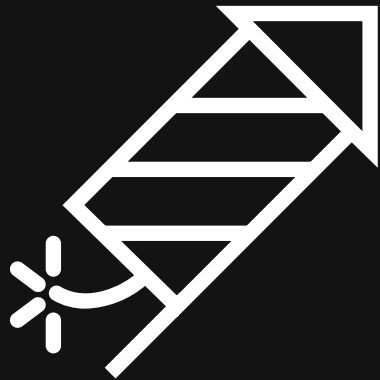
Revenues \$275B



■ FIs ■ Credit Unions

Source: Bank of Canada

CALL TO ACTION!



“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it’s the only thing that ever has.”

Margaret Mead



Thank You!

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CCUA.
Canadian Credit Union Association

ACCF.
Association canadienne des
coopératives financières

 **CUES**
LEAD THE WAY