Management Discussion and Analysis

Introduction

Dodsland and District Credit Union Limited, hereinafter referred to as DDCU or the Credit Union, is an independent Saskatchewan credit union owned by our members. Under the current Credit Union legislation, DDCU is able to provide financial services to members and non-members. As at December 31, 2019 DDCU had 1538 members and 53 non-members. Non-members do not participate in the democratic processes of the Credit Union nor the patronage program.

Our credit union serves Dodsland, Plenty and surrounding area through a single branch. We provide a range of financial services including personal, agricultural and commercial accounts, loans, mortgages, creditor insurance and investment products.

The following discussion and analysis on the financial position and operations of DDCU, at December 31, 2019 should be read in conjunction with the Consolidated Financial Statements and accompanying notes. It is presented to enable readers to assess material changes in the financial condition and operating results of the Credit Union.

Vision

Working together to build a better community by providing stable financial services and being your financial institution of choice.

Mission

Dodsland and District Credit Union is a local and democratically controlled financial institution. We will remain responsive to the social and economic needs of our current and future members. We will remain a competitive financial institution through the delivery of a full range of financial products and services.

Values

Service Excellence
We will provide personal, sincere and knowledgeable service to our members and community.

Financial Performance and Productivity
We will strive to enhance our productivity through careful management of the balance sheet. We balance our needs for financial results with the needs of our members and communities.

Employee Satisfaction
Employees are respected for their contributions to the success of the Credit Union and they are rewarded for those contributions. We support their development by providing training and learning opportunities at every position within the Credit Union.

Team Work
We maintain an ongoing positive relationship among employees to be able to provide excellent service. We maintain that same level of professionalism on the Board of Directors to provide a strategic direction for the Credit Union.

Integrity, Honest, Professional and Ethical Conduct
We will not compromise this statement as this is the key to our present and future success.

Stability, Security
We manage the Credit Union in a professional manner to ensure the long term existence of services to our members.

Competitive Advantage Statement

At DDCU, our competitive advantage is rooted in ‘service excellence’. This is what ultimately differentiates us from our competitors. Our members advocate for us by consistently acting as our ‘brand ambassadors’ and recommending us to others within the communities we serve. This brings value to our members, communities and our credit union.

Co-operative Principles

As a true co-operative financial institution, DDCU acts in accordance with internationally recognized principles of co-operation:

Voluntary and Open Membership
Co-operatives are voluntary organizations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political or religious discrimination.

Democratic Member Control
Co-operatives are democratic organizations controlled by their members, who actively participate in setting their policies and making decisions. Men and women serving as elected representatives are accountable to the membership. In primary co-operatives members have equal voting rights (one member, one vote) and co-operatives at other levels are also organized in a democratic manner.

Member Economic Participation
Members contribute equitably to, and democratically control, the capital of their co-operative. At least part of that capital is usually the common property of the co-operative. Members usually receive limited compensation, if any, on capital subscribed as a condition of membership. Members allocate surpluses for any or all of the following purposes: developing their co-operative, possibly by setting up reserves, part of which at least would be indivisible; benefiting members in proportion to their transactions with the co-operative; and supporting other activities approved by the membership.

Autonomy and Independence
Co-operatives are autonomous, self-held organizations controlled by their members. If they enter into agreements with other organizations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control by their members and maintain their co-operative autonomy.

Education, Training and Information
Co-operatives provide education and training for their members, elected representatives, managers, and employees so they can contribute effectively to the development of their co-operatives. They inform the general public - particularly young people and opinion leaders - about the nature and benefits of co-operation.

Co-operation among Co-operatives
Co-operatives serve their members most effectively and strengthen the co-operative movement by working together through local, national, regional and international structures.

Concern for Community
Co-operatives work for the sustainable development of their communities through policies approved by their members.

Code of Conduct

DDCU's code of conduct provides guidance for employees and directors of the Credit Union with respect to acceptable business behavior, and the desired ethical culture required to maintain the trust of members and customers, and protect the Credit Union's reputation in the marketplace. All Credit Union employees and directors shall adhere to the principles of ethical conduct and responsible business behavior as reflected in the Code of Conduct.

Credit Union Market Code

DDCU voluntarily adheres to the Credit Union Market Code. This code has been jointly developed by Saskatchewan credit unions, SaskCentral and Credit Union Deposit Guarantee Corporation to ensure the protection of credit union members. The code sets forth guidelines for the following areas:

- Complaint handling which outlines the process for dealing with all complaints regarding the services, products, fees or charges of DDCU.
- Fair sales by outlining the roles and relationship of staff to all members/clients and in accordance with the financial services agreement.
- Financial planning process to advise member/clients on the risks and benefits associated with financial planning services.
- Privacy to protect the interests of those who do business with DDCU. Privacy is the practice to ensure all member/client information is kept confidential and used only for the purpose for which it was gathered.
- Professional standards to preserve a positive image of DDCU among our members, clients and communities.
- Capital management to ensure our capital structure aligns with our risk philosophy.
- Financial reporting to adhere to business and industry standards.
- Governance practices to adhere to the intent and stipulation of our corporate bylaws, which are approved by the membership of DDCU
- Risk Management to ensure all risks are measured and managed in an acceptable fashion.

Privacy

DDCU protects the confidentiality of those who do business with them to ensure the fair handling of personal information that is made available in the course of conducting business with the Credit Union.

Strategy

The vision of DDCU is to work together to build a better community by providing stable financial services and being your financial institution of choice. To monitor specific objectives throughout the year that support this vision, we have developed a strategic plan that outlines short and long term goals for DDCU. Progress to plan is measured by management's quarterly reporting to the Board on the completion of specific goals.

Our key strategic objectives for 2019/2020 were to:

- Manage our growth and maintain our capital strength
- Manage liquidity to ensure it is adequate
- Ensure our business model and product and service model is robust and flexible
- Continue to invest in our communities as this is core to our culture
- Deliver on our member-intimacy competitive advantage by ensuring our people are motivated, trained, encouraged, rewarded and have the skills to succeed at their jobs
- Continue to strive to evolve DDCU to ensure we remain relevant in the future

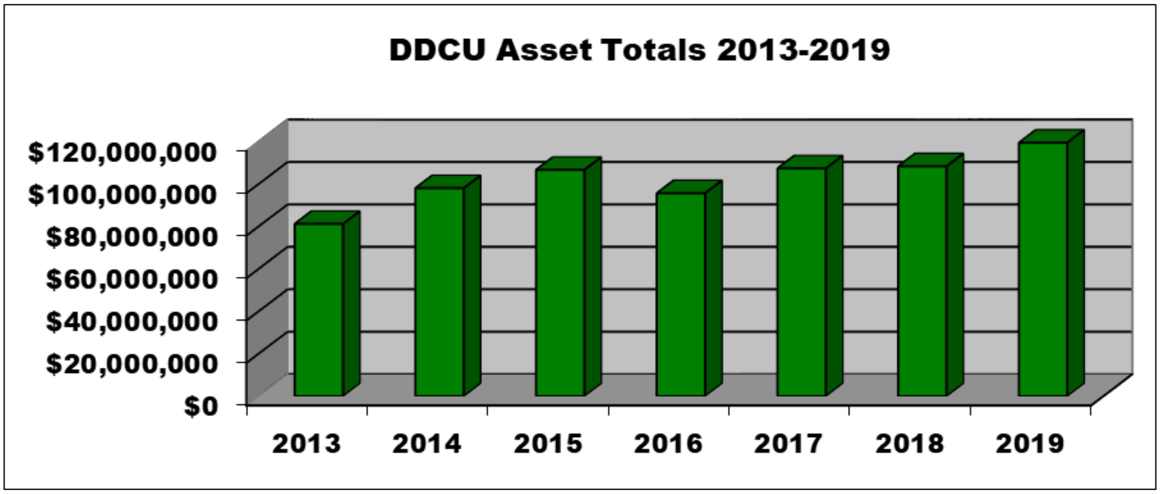
While additional work always remains to be done to reach our ultimate goals, overall DDCU feels we have had success in the pursuit of our objectives.

Financial Performance

Assets

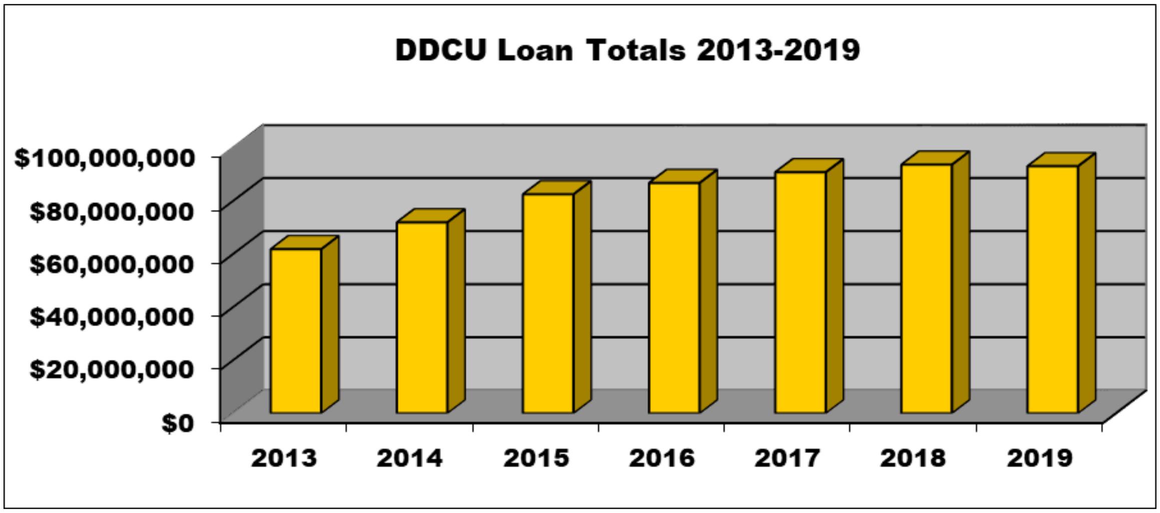
Year-end assets at December 31, 2019 increased to $119,462,987, a change of 10.27%. Historic growth of the DDCU balance sheet is shown below with significant performance over the past 5 years.

2015 – 8.81% 2016 – (11.31%) 2017 – 12.21% 2018 – 0.93% 2019 – 10.27%

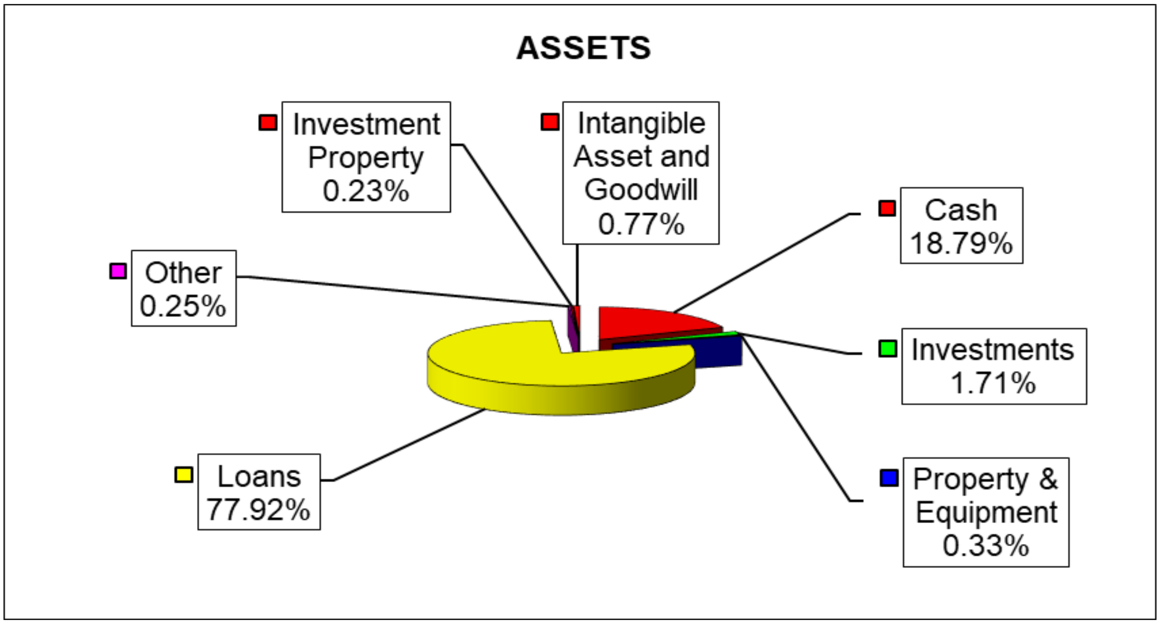


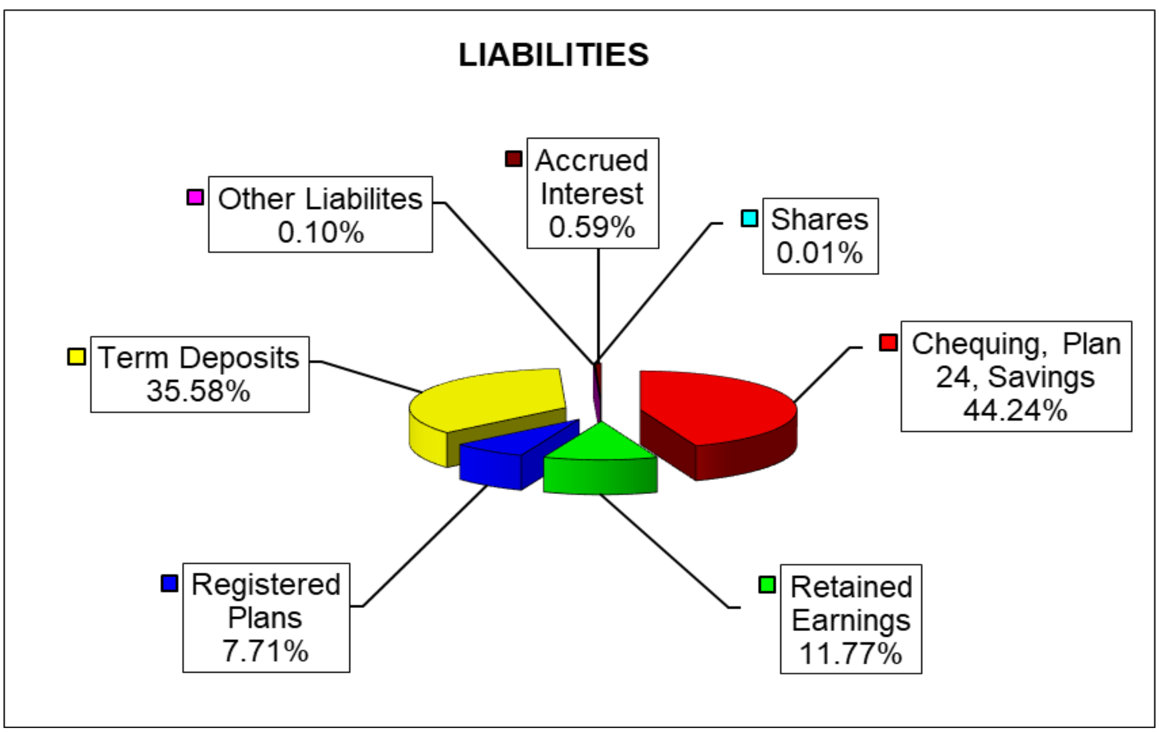
Loans to Assets Ratio

A key measurement of liquidity is the ratio of total loans to total assets. DDCU monitors and manages this ratio to ensure a strong return to the organization while at the same time ensuring a position of sufficient liquidity. An objective over that past two years was to keep loan growth to a minimum in order to stabilize our liquidity position. Loans dropped marginally by 0.62% in 2019 to a total of $93,090,758. This, combined with our asset growth, brought the loans to assets ratio to 77.92%, and is now within our target range of 75-80%, which was one of our main goals for 2019.



The following graphs show the asset and liability composition as of December 31, 2019.



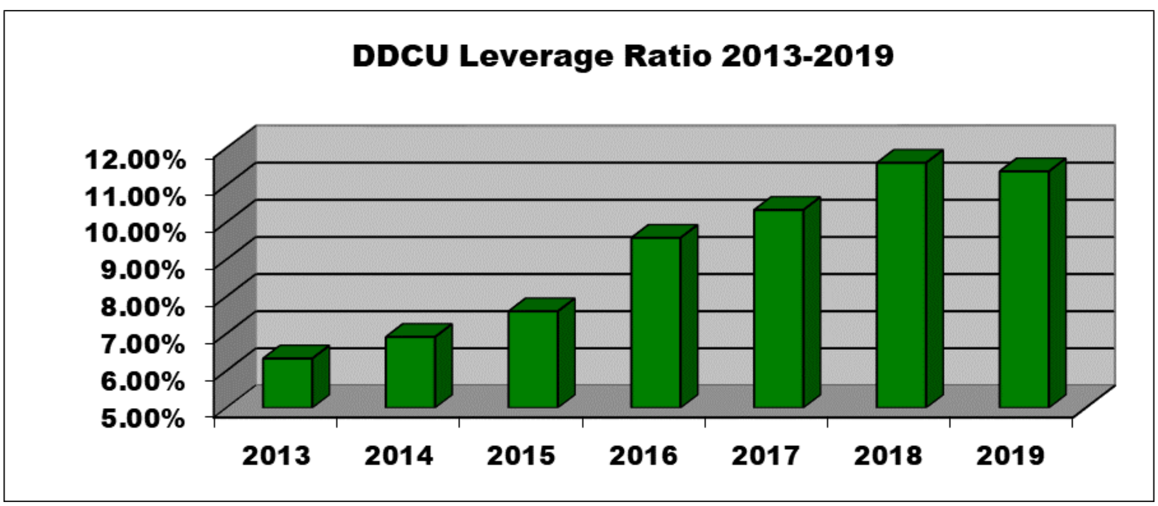


Liabilities
Deposits grew significantly in 2019 to $104,577,372, an increase of $9,094,681 (9.53%). While most deposit categories (Chequing and Savings, Registered Plans and Term Deposits) showed increases, the largest dollar growth was in the Term Deposit portfolio, which grew by over $8,000,000, or 23%. Due to the Credit Unions previous liquidity constraints emphasis was placed on increasing deposits during the year.

Capital Ratio
One of the primary measures of financial strength in a financial institution is its capital position. Capital levels are managed in accordance with policies and plans that are reviewed and approved by the Board of Directors. Capital is measured in four categories: Leverage Ratio (formerly called equity), Common Equity Tier 1, Total Tier 1 and Total Eligible Capital. Credit Union Deposit Guarantee Corporation (CUDGC) requires minimums for the four measures and DDCU subsequently has target ranges it would prefer to operate in. Currently DDCU well exceeds minimums and with strong results the past few years now exceeds even our targets. For 2019 our ratios were as follows:

- Leverage – 11.37%
- Common Equity Tier 1 – 16.85%
- Total Tier 1 – 16.85%
- Total Eligible Capital – 17.65%

Strong capital allows DDCU to continue to grow its balance sheet, provide continued service and technological advancement for members and return to regular patronage payments. Below is a graph of our leverage ratio since 2013. 2019 shows a slight drop in the ratio, due to the accelerated growth in our asset level during the year, but remains a strong ratio.



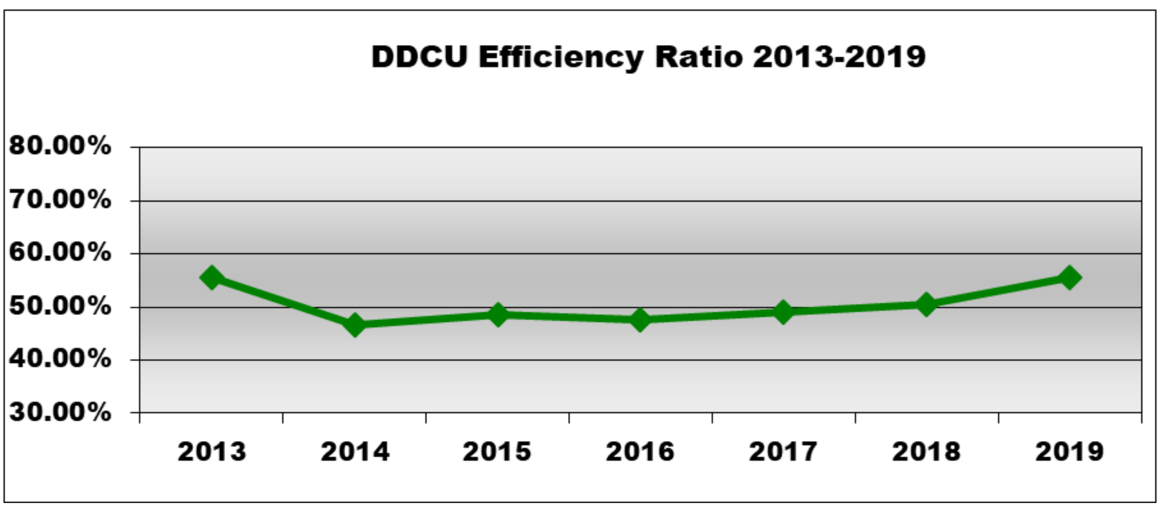
Profitability

The profitability of DDCU is determined by our ability to manage net interest margin, non-interest revenues and non-interest expenses. This year there was no significant change to our provision for credit losses and after a second consecutive patronage payment allocation of $150,000 the result is a net income of $1,833,988 prior to the provision for income tax of $462,021. The resulting comprehensive income of $1,371,967 is up $223,107 from 2018 and more in line with previous year's results.

The revenue streams for DDCU are loan and investment interest as well as non-interest revenue. Non-interest revenue is comprised of service charges on accounts, fixed asset properties, sale of insurance products, and the gross revenue from our subsidiary Shortt Insurance Brokers Ltd. As a percentage of assets, DDCU's non-interest revenues are very low when compared to other credit unions until our subsidiary revenues are included. The subsidiary allows DDCU to continue to increase profitability and provide a low service fee environment. Operating expenses for 2019 increased to $2,447,784 (up $167,000) which includes the expenses from Shortt Insurance Brokers Ltd. The five categories of non-interest expenses include personnel, security, organizational, occupancy and general business.

Productivity

One measurement of an organization's productivity is to determine the relationship between expenses and revenue generated. This measurement is known as the efficiency ratio and the lower the number, the more efficient the organization is. Our efficiency ratio rose marginally in 2019 to 55.55%, but remains at a very respectable level – one of the best in the province. The graph below shows the efficiency ratio trend since 2013.



People

Members

In 2019 our memberships increased 0.85% to 1538 members. There were 123 new memberships and 110 memberships closed for a net increase of 13. By comparison, in 2018 there were 88 member records opened and 69 closed for a net increase of 19 memberships. DDCU is proactive in closing dormant accounts.

Directors

The Credit Union bylaws require the Board of Directors to operate with ten members. There are three positions available as of the date of our Annual General Meeting on April 2, 2020 and each for three year terms. Two of the three incumbents (Doug Schan and Jordan Swan) have signed nominations seeking re-election to the board. A third nomination was signed and received from Wendy Smith. The three nominees have all been declared elected by acclamation as no other nominations were received. The third incumbent whose term was expiring was our president, Trent Herner who has decided that he will not seek nomination. We wish him all the best and thank him sincerely for his 18 years of service and dedication to DDCU. We also thank all the members of the board for their service to DDCU as they have again been very busy with regular meetings, committee meetings, training and strategic planning sessions.

Staff

The Credit Union is very proud of its staff and management and the manner in which they continue to serve our members in a timely and professional manner. The additional time and dedication that they volunteer to various community activities and associations is just one of the many ways DDCU remains committed to Dodsland, Plenty and the surrounding area. In the past year we saw multiple changes to our staff, with the departures of Sharleen Zerr and Ethan Webber and the hiring of Jessica Wagner, Brandi Webber and Cory Boutin.

Enterprise Risk Management

Each year our Credit Union spends significant resources measuring and assessing risks and ensuring we are adequately prepared to serve our communities now and in the future. This process is called enterprise risk management or ERM for short, and is a requirement of credit unions in Saskatchewan as laid out by Credit Union Deposit Guarantee Corporation. Through this process, the following risks have been identified according to their potential impact on DDCU.

Strategic Risk

Strategic risk is the risk that adverse decisions, ineffective or inappropriate business plans or failure to respond to changes in the competitive environment, customer preferences, product obsolescence or resource allocation will impact our ability to meet our objectives. This risk is a function of the compatibility of an organization’s strategic goals, the business strategies developed to achieve these goals, the resources deployed against these goals and the quality of implementation.

Credit Risk

Credit risk is the risk of financial loss arising from a borrower or counterparty's inability to meet its contractual obligations and will always be present in DDCU's risk framework. DDCU is affected by its direct lending activities with members, along with assuming risks related to loans and leases purchased from other credit unions and affiliates. Some key credit risks are: default risk, portfolio concentration risk, inadequate allowance risk and policy exception risk.

Lending practices are set by the Board of Directors in policy and put into practice through procedures established by management. Review and revision of lending policies and procedures occurs on an ongoing basis. The credit portfolio and lending practices undergo regular independent assessment though external audit, internal audit and regulatory reviews. Reports are provided to management and the Board of Directors through the Audit and Risk Committee.

Credit granting is performed in accordance with the approved policies, procedures and applicable legislation. This includes credit analysis, pricing, terms and documentation for lending. This framework supports lending staff in their decision making process and risk is further mitigated through continued training of lending staff.

Portfolio concentration risk arises when a credit union's loan portfolio is overly concentrated in one specific geographic location, economic segment or industry where a downturn or other adverse situation could have a significant impact. Concentration limits per specific industry are reported to and reviewed by the Board on a monthly basis.

Currently delinquency rates are slightly above the system and historical average. Loan delinquency greater than 90 days is 2.24%, down from the previous year end of 2.60%. DDCU's policy maximum limit is 3.00%. Delinquency levels and trends are regularly monitored by management and reported to the Board.

Residential Mortgage Portfolio

In accordance with regulatory guidelines, DDCU is required to provide additional credit disclosures regarding our residential mortgage portfolio.

The Credit Union is limited to providing residential mortgages of no more that 80% of the collateral value. Lending at a higher loan-to-value (LTV) is permitted but would require default insurance purchased from either government backed entities or other approved private mortgage insurers, such as Canada Mortgage and Housing Corporation (CMHC) and Genworth Financial. **To date DDCU has not offered these higher ratio mortgages**.

A Home Equity Line of Credit (HELOC) is a form of non-amortizing (revolving) credit that is secured by a residential property. Unlike a traditional residential mortgage, most

HELOCs are not structured to fit a predetermined amortization, although regular, minimum periodic payments are required. These products are limited to providing no more that 65% of the collateral value. Again, to date, **DDCU has not offered this product**.

To determine the potential impact of an economic downturn, which may result in an increase in defaults and a decrease in housing prices, stress tests are performed. Stress testing uses historical delinquency and write-off information from the past 5 years and applies it to a future scenario. Our results show that in an economic downturn, our capital position would be sufficient to absorb residential mortgage losses.

Residential Mortgage Loan Portfolio by Amortization				
Amortization Range	**Number**	**Mortgage Balance**	**% of Portfolio**	**Average Balance**
Less than 10 years	52	$3,056,266.72	8.29%	$58,774.36
10-15 years	25	$2,198,699.19	5.97%	$87,947.97
15-20 years	54	$9,142,467.11	24.81%	$169,304.95
20-25 years	92	$21,844,738.18	59.28%	$237,442.81
more than 25 years	2	$606,019.24	1.64%	$303,009.62
	225	$36,848,190.44	100.00%	$163,769.74

Residential Mortgage Portfolio by Location				
Location	**Number**	**Mortgage Balance**	**% of Portfolio**	**Average Balance**
Sask (Local)*	197	$30,347,184.63	82.36%	$154,046.62
Sask (Other)	17	$4,250,039.82	11.53%	$250,002.34
Alberta	9	$1,896,769.69	5.15%	$210,752.19
British Columbia	2	$354,196.30	0.96%	$177,098.15
	225	$36,848,190.44	100.00%	$163,769.74

*within 100 km radius of Dodsland

Liquidity Risk

Liquidity is required to meet the day to day cash needs and loan demands of our members. Liquidity risk arises from general funding activities and through management of our assets and liabilities. It is the risk of having insufficient cash resources, or equivalents, to meet members' demand for loans or drawdown of deposits without incurring unacceptable losses.

One of DDCU's primary objectives as a financial institution is to prudently manage liquidity to ensure we can generate or obtain sufficient cash or cash equivalents in a timely manner, at a reasonable price, to meet commitments as they become due, even under stressed conditions. DDCU's liquidity management framework, targets and strategies are established and documented in a Liquidity Plan as well as our financial plan.

The strategies of DDCU's liquidity plan include:

- access to a line of credit with SaskCentral in the amount of $2,130,000,
- a quick line with Concentra Bank in the amount of $3,000,000,
- loan syndications to other credit unions,
- actively pursuing deposits from members and/or non members
- brokered deposits
- discontinue purchasing of outside loan or lease syndications

Liquidity risk continues to be measured by analyzing the structure of the balance sheet. Balance sheet composition is important from a liquidity management perspective as the organization must ensure it carries an appropriate level of high-quality liquid assets (HQLA), while at the same time attempting to get the best return possible on these investments. These assets are reported on the balance sheet as cash or cash equivalents as well as in the investment portfolio.

An important measure of liquidity risk DDCU employs is the Liquidity Coverage Ratio (LCR). The objective of the LCR is to ensure that a credit union has an adequate stock of unencumbered HQLA that consist of cash or assets that can be converted to cash at little or no loss of value and that meet its liquidity needs for a 30 calendar day stress scenario, by which time it is assumed corrective actions have been taken by the credit union.

Under the current provincial regulatory environment, Credit Union Deposit Guarantee Corporation established minimum LCR requirements of 90% in 2018 and 100% for 2019. Our LCR at year end 2019 was 997.82% and we are proud to say that at no point in the year were we below minimum. This was previously a risk area for DDCU and has been successfully addressed.

Market Risk

Market risk is the exposure to potential loss from changes in market prices or rates and foreign exchange risk. Losses can occur when values of assets and liabilities or revenues are adversely affected by changes in market conditions, such as interest rate or foreign exchange movement. A credit union's market risk is impacted primarily by movements in interest rates specifically from the timing differences that exist between the re-pricing of loans, investments and deposits.

Foreign exchange risk occurs when members change Canadian funds for another currency; which in our case are predominantly US dollars. DDCU has very limited risk in this area, only to the extent that we hold a small supply of US cash on hand.

The Credit Union's exposure to changes in interest rates is regularly monitored by management. DDCU has a well matched loan and investment portfolio with minimal interest rate risk.

Legal & Regulatory Risk

Legal & Regulatory Risk is defined as the risk which arises from potential non-compliance with laws, rules, regulations, or ethical standards.

DDCU operates in a heavily regulated environment. The Credit Union's structure, policies and procedures are based upon compliance with laws and regulations. A risk exists if DDCU is unable to adapt to the rapidly changing regulatory environment. At this time, the Board of Directors and management consider the risk to be minimal. However this risk could be elevated if DDCU is unable to implement its strategies successfully.

Operational Risk

Operational Risk is defined as the risk of loss resulting from inadequate or failed internal processes, people and systems. Exposures to this risk arise from deficiencies in internal controls, technology failures, human error, employee integrity or natural disasters.

One key risk is the failure to hire and retain appropriately skilled people. Attracting and retaining qualified staff and directors is a challenge in many rural Saskatchewan credit unions. 2019 saw two staff members leave our employ and three were hired. As of the end of 2019 DDCU was fully staffed. Efforts to continue to recruit, train staff and directors and if deemed necessary contract temporary resources to bridge any gaps that may occur are always considered.

Another risk is one that was previously identified as an emerging risk. IT/Cyber risk, technological change and associated costs are ever increasing. DDCU will continue to focus on maintaining strong profitability, allowing us to adapt and stay current with these changes.

Emerging Risks

Emerging Risks are considered within the ERM process. Of those identified, the continued system mergers and the resulting increase to costs and diminished system influence is likely the most significant.

Emerging risks will continue to be reviewed and elevated as deemed appropriate through the ERM process.

Capital Management

The fundamental strength of a credit union is the level of capital it holds to protect against normal, anticipated, and unexpected events. Credit Union Deposit Guarantee Corporation (CUDGC) is the provincial regulator of Saskatchewan credit unions and prescribes capital adequacy measures and minimal capital requirements to ensure the strength of the system as a whole.

DDCU recognizes the importance and significance of capital management and has worked diligently to continue to strengthen this area. There is an approved capital plan for the purpose of identifying optimal capital ranges and the plans to reach those goals. Too much capital would not allow DDCU to generate a sufficient return on that capital. Inadequate capital restricts the ability to grow, generate required returns and increases the risk of having insufficient funds to protect against unexpected losses or liquidity needs. DDCU relies on profitability to grow its capital position and holds its total capital in retained earnings. Balance sheet growth and profitability (of DDCU and Shortt Insurance Brokers) affect our capital ratios. A portion of our annual earnings is retained in order to meet our capital objectives.

Capital is managed in accordance with the capital management plan and board approved capital policies with a goal to exceed regulatory minimums, maintain an optimal level of capital, meet operational requirements, absorb unexpected losses, implement long term strategic plans and signal financial strength. The capital plan has been developed in accordance with the regulatory capital framework and is reviewed and approved by the Board of Directors. Regular reporting to the Board of Directors and CUDGC are monitored via the audit process.

Changes in total tier 1 and tier 2 capital during 2019 can be contributed to the Credit Unions profitability, asset growth and reporting changes as a result of IFRS 9. At the end of the year the leverage ratio decreased to 11.37% compared to 11.60% in 2018. Common equity tier 1 capital increased to 16.85% from 15.21% and Risk Weighted Capital increased to 17.65% from 16.43% in 2018. DDCU continues to meet and exceed all regulatory capital requirements.

Regulatory Matters

Regulatory matters, like most financial institutions, are an ongoing concern for DDCU. There are numerous regulatory bodies to which DDCU must comply and adhere to. They include but are not limited to Credit Union Deposit Guarantee Corporation (CUDGC), The Registrar of Credit Unions, Financial Transactions & Reports Analysis Center of Canada (FINTRAC), Canada Revenue Agency (CRA), Insurance Council of Saskatchewan (ICS), Government of Saskatchewan Provincial Sales Tax (PST) and Canadian Payments Association (CPA). Our compliance processes are designed for an organization of our size, and corresponding exposure to such activity. DDCU remains committed to prudent operations.

Corporate Structure and Governance

The governance of DDCU is anchored in the co-operative principle of democratic member control and maintains a professional approach in its operations and accountability to our membership.

Board of Directors

Mandate and Responsibilities

The Board is responsible for the strategic oversight, business direction and supervision of management of DDCU. In acting in the best interests of the Credit Union and its members, the board's actions adhere to the standards set out in *The Credit Union Act 1998,* the *Standards of Sound Business Practice* and other applicable legislation.

The Board is responsible for formation and direction of the Credit Union's annual business plan together with all policies and strategic direction. They also evaluate the performance of the General Manager based upon the success of the Credit Union in comparison to the annual business plan and budgets.

Board Composition

The DDCU Board of Directors is comprised of ten directors, elected by the members of the Credit Union. Each year a certain number of director positions expire and members have the opportunity to nominate candidates of their choice. The Board establishes a nominating committee to ensure that a sufficient number of nominated members have been obtained for each position that has come due and to verify the eligibility of all nominees.

Directors

The Board of Directors consists of the following members:

Name	*Position*	*Board Member since*	*Term Expiry*
Trent Herner	President	2002	2019
Doug Schan		1996	2019
Jordan Swan		2011	2019
Jordan Halter		2012	2020
Patti Turk	Vice President	2003	2020
Corey Kingwell		2006	2020
Cory Turk		2006	2020
Mitchell Joyce		2004	2021
Scott Dipple		2010	2021
Martin McGrath		2005	2021

Committees

The responsibility of the Board of a modern financial services organization involves an ever growing list of duties. DDCU maintains a number of committees comprised of directors. The partitioning of responsibilities enables a clear focus on specific areas of activity vital to the effective operation of the Credit Union.

- ***The Executive Committee*** consists of the President, Vice-President, and one other member of the Board. The committee acts in the capacity of, and on behalf of the Board of Directors between regular and special board meetings on all Board matters except those which the Board may not, in compliance with legislative requirements, delegate. For 2019 the committee members were Trent Herner (chair), Patti Turk and Mitchell Joyce.

- ***The Audit and Risk Committee*** is comprised of four members from the Board of Directors. Their purpose is to ensure an independent review of the Credit Union's financial operations, adequacy of internal controls and adherence to the Credit Union Act, The Credit Union Regulations and The Standards of Sound Business Practice. The system of internal controls is supported by contracting SaskCentral Market Solutions to perform an internal audit function which provides the Audit and Risk Committee with an independent and objective assurance on the effectiveness of the management and control of risk in the Credit Union. For 2019 the committee members remained Patti Turk (chair), Doug Schan, Cory Turk and Scott Dipple.

- ***The Credit Committee*** is comprised of three members from the Board of Directors. Their purpose was to provide a review of credit requests above management limits. The committee members were Corey Kingwell (chair), Trent Herner and Jordan Swan. Due to recommendations from CUDG, in June of 2019 this committee was disbanded as related to the board of directors. It has been replaced by a committee of lenders and management who assess credit requests within assigned lending limits. This change provides a more clear distinction between independence and oversight by the board of directors and accountability for the operations of the Credit Union by management and aligns DDCU operations with others in the province.

- ***The Policy and Conduct Review Committee*** is comprised of three members from the Board of Directors. Their purpose is to ensure that all related party transactions with the Credit Union are fair, compliant, and appropriate and that best judgment is exercised in all matters with related parties. They must also review and amend Credit Union policies. Reviews and amendments are brought to the Board of Directors for approval. For 2019 the committee members were Jordan Halter (chair), Martin McGrath and Mitchell Joyce.

- ***Shortt Insurance Brokers Committee*** is comprised of three members from the Board of Directors and the General Manager. The purpose is to oversee the management and direction of Shortt Insurance Brokers Ltd, review financials, budget and report to the Board of Directors. Any major decisions are handled at the board level. The committee operates in the same manner as the DDCU Board of Directors and is not involved in the day to day operations of the agency. The manager of the insurance agency is hired with the responsibility to oversee the day to day operations and hiring of employees. For 2019 the committee members were Trent Herner, Patti Turk, Scott Dipple and Trent Nienaber.

- ***The Nominating Committee*** is formed each year to ensure that a suitable number of candidates are available to fill all positions for the Board of Directors and to verify that all nominated candidates are eligible to become a member of the Board of Directors. The Nominating Committee members rotate to the directors that were elected in the preceding year. Any member is entitled to nominate a candidate of their choice to run for the position of Director during the nomination period as advertised to the public.

Compensation and Attendance
The Credit Union policies state that directors are reimbursed for services. The Credit Union discloses this information as a separate item in the financial statements. Director remuneration in 2019 totaled $15,900 for attending meetings and training workshops. In addition; mileage, meeting, training and conference costs for the Directors totaled $5,113.

All directors are encouraged to attend at least 75% of the board meetings annually. In any event, a director shall not miss more than two consecutive meetings unless excused for good cause by the Board. In 2019 the Board of Directors held 11 regular meetings and 11 committee meetings. Attendance ranged from 100% to a low of 47% with the average meeting attendance being 82%. All directors, but one met the requirement of the DDCU bylaws by attending at least 6 board meetings. This director was deemed to have had sufficient cause for not attending the minimum number of meetings.

Director Training
DDCU will provide the necessary opportunities for personal and professional development of the Board of Directors and will pay related tuition costs, expenses and remuneration for training and development opportunities, as outlined in the director remuneration policy.

It is acknowledged that the Credit Union Director Achievement (CUDA) program, through CUSOURCE, and the on-line CU Training modules are the starting point for all director development. Individual attendance and completion of the various modules of these programs is encouraged. During 2019, the board completed 98% of the CU Training and compliance training required.

Evaluation
The board will monitor and discuss the board's progress and performance at each meeting as required. As well, the board is in the process of implementing a more formal self-assessment process to ensure that it is functioning as intended.

Executive Management

The management team of DDCU consists of the General Manager, Member Services Manager and Risk Manager. The General Manager has accountability for the overall operations of DDCU, reporting directly to the Board of Directors, while the other two managers have specified areas of responsibility, and report directly to the General Manager. Below is a listing of the current management and staff of DDCU.

Name	*Position*	*Start Date*
Trent Nienaber	General Manager	October 3, 2005
Andrea Calder	Member Services Manager	March 6, 1997
Brad Douglas	Risk Manager	January 8, 2018
Johana Toye	Loans Manager	July 4, 2016
Cory Boutin	Loans Officer II	July 8, 2019
Jessica Wagner	Loan/Business Services Administrator	June 17, 2019
Lea Nakonechny	Accounting & Investment Officer	March 21, 2005
Karleen Pratt	Accounting & Loan Clerk	April 11, 2016
Lisa Sittler	Part-time Member Service Rep	January 4, 2010
Stephanie Hollman	Member Service Rep	November 5, 2018
Brandi Webber	Member Service Rep	May 21, 2019

Corporate Social Responsibility

DDCU has always placed a high priority on being a good corporate citizen and contributing to the wellbeing of our communities that we serve and beyond by providing more than just financial services. This involves not only financial contributions but also staff time and use of equipment to various community organizations.

In 2019 DDCU donated a total of $63,500 to organizations throughout our province that included: Dodsland Museum, Dodsland Library, Dodsland Sports Centre, Dodsland Hall/Dodsland Lions, Dodsland Legion, Dodsland Plenty Clinic, Community Recreation of Plenty, Plenty Legion, Plenty Library, Plenty Museum, Little Legacy Daycare, Kelfield Community Club, Ruthilda Elks Hall, Stranraer Elks, Stranraer Hall, Rosetown Health Foundation, Biggar & District Health Services, KLD Health Foundation, Kerrobert Food Bank, Kindersley Food Bank, Pioneer Haven, Kindersley Aquatic Centre, West Central Crisis Centre, Prairie Sky Recovery Centre, Jim Pattison Children’s Hospital, Ronald McDonald House, STARS Air Ambulance and the Cooperative Development Foundation of Canada.

DDCU is committed to providing a work environment where all employees are treated with courtesy and respect by having policies in place that are committed to the employee work environment.