

Your Community • Your Credit Union

# Investing in our Future

# 2019

## Annual Report



# Mission Vision Values

**Mission** Kingston Community Credit Union's mission is to foster the financial health of members by delivering outstanding and affordable financial services using co-operative principles.

**Vision** To be the most trusted financial service provider and grow the well-being of our community.

**Values** We value: Co-operation: people helping people, Integrity: always doing what is best for our members, Community: commitment to strengthening our community, Sharing: sharing our success with our community and members, Financial Strength: building financial strength with co-operative and sustainable ethics, Education: sharing our expertise, and Respect for All.

## Operating Objectives

**Member Financial Services**

- Offer superior personal service
- Meet financial needs for all life stages
- Provide products for entire wallet
- Use best delivery channels for every generation
- Leverage emerging financial technologies for our member services

**Community & Member Engagement**

- Build strong and co-operative relationships with members and the community
- Engage our community to bank with us
- Engage KCCU and staff in community building
- Create a financial education strategy
- Support our community charities, co-operatives and not-for-profits

**Financial Strength & Long Term Viability**

- Promote our co-operative market differentiation
- Improve operational efficiency
- Seek opportunities for growth
- Improve the diversification of products & revenue sources
- Share our profits with the members and foster the co-operative business model

**Organizational Growth**

- Advance effective recruitment and staff engagement
- Build tomorrow's leaders
- Communicate effectively and co-operatively
- Seek mentorship opportunities
- Seek collaborative opportunities

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## Website, social media & e-mail

Refer a friend, apply for a loan, download the KCCU app, check out rates, see our newest products, and much more... It's interactive! Now, more than ever, you can get information about KCCU on-line! Visit your Credit Union's interactive website at [kccu.ca](http://kccu.ca) or communicate with our staff through e-mail at [kccu@kccu.ca](mailto:kccu@kccu.ca).

Our Social Media websites are also accessible via our website. They will connect you to KCCU on Facebook, Twitter and Instagram. A great way to keep in touch and stay current with happenings at KCCU and across the co-operative system. KCCU encourages members to join the electronic mailing list on our website to receive less paper and help our environment. You may unsubscribe at any time. We encourage members to "Like" us on facebook or follow us on Twitter to receive the latest news and information.



# Board of Directors

Lisa Dirocco, The Bay	Chair	2021
Robert Trentadue, retired, Purolator	Vice-Chair	2019*
Reta McCormick, retired entrepreneur	Secretary	2020
Bram Fisher, retired entrepreneur	Director	2021
Paul Lorenz, retired, City of Kingston – Police Dept.	Director	2019*
Norman Meyers, retired, KGH	Director	2020
Joyce Phillip, retired, Queen's University	Director	2019**
Mary Lowdon, Corporate Secretary		

\*term expires

\*\*retiring one year before end of term



# Report of the Chair of the Board of Directors



Welcome to this our 62nd Annual General Membership Meeting.

As Chair of your Board of Directors, I am pleased to report that your Credit Union is strong, stable, financially healthy and with a positive and sustainable strategic plan. Our forward-looking plan supports a multi-generational credit union providing services to members in the way they prefer to be served.

Our Mission, Vision and Values are at the core of our accomplishments every day. Our community and member engagement, member financial service availability and pricing, short and long-term financial strength are at the forefront of all the decisions your Board makes on your behalf. We consider the member experience very carefully.

We are excited to share some key milestones. In 2019, Kingston Community Credit Union was able to successfully roll out mobile services such as Apple Pay, Google Pay (2020) and Samsung Pay as well as increasing security standards to better protect members against fraud.

The constitution of the Governance Committee has helped us to review and strategize our governance practices to position us for effective risk oversight, continued growth, and future success serving and attracting new and existing members. Other important objectives of governance committee include board succession planning, governance practices and board level policies.

Our management and staff had a busy year in the community creating social awareness and supporting important causes. We have assisted many non-profit, charitable and co-operative organizations. We are proud to assist and advocate for the well-being of all in our community. Highlights include our financial literacy program, helping Kingston Community Health Centre with a new convection oven for their commercial kitchen, and supporting local shelters. Every holiday season our Community Sharing and Christmas Caring Programs makes our hearts full. We are very thankful for being able to support the volunteerism and spirit of our employees, for being able to assist needed community programs and for the generous support from our members.

The wealth management office continues to grow and serve members and the community by providing an ethical and socially responsible approach to investing.

On behalf of the Board of Directors I am pleased to recommend a 5% dividend on member equity shares, and a 1.40% dividend on the Dividend Savings account.

As a Board for Kingston Community Credit Union, we appreciate how our CEO, CFO, managers, supervisors and front-line employees form a talented, dedicated and competent service-oriented team. They exemplify the credit union system and are among the best in the financial services industry. We thank them for their friendliness, dedication and willingness to help keep our Vision and Mission alive and vibrant.

Respectfully submitted,

Lisa Dirocco,  
Chair  
KCCU Board of Directors



## Report of the Chief Executive Officer



Your team at Kingston Community Credit Union is proud to present you with a very successful year of broadly based growth. Our 2019 income before dividends and taxes was \$1,142,000. Our core mission is to foster the financial health of our members. Putting people before profits means that as an organization, we share our success with our members and your board is recommending that we return to you, our members, \$265,000 in dividends. After taxes this enables us to add \$684,000 to our undivided earnings that will continue support our growth plans for member services and to promote KCCU's long-term sustainability.

All key measures show steady growth and sustainability. Our total loan portfolio grew by 10% to \$119.9 million. Our member deposits increased 8% to \$139.2 million. Total assets grew by 7.7%. 2019, like 2018, saw significant changes in accounting rules, this year specifically with respect to the classification and measurement of leaseholds and capital assets. As a result, the leases for our premises are now included on the balance sheet with a deemed capital value and a corresponding obligation, after which our assets now total \$156.5 million. We maintained our strong regulatory capital base now at 9.5% of assets, and 25% of risk-weighted assets.

Our strategic focus on **Community and Member Engagement** is best exemplified by staff-led involvement and support for our community charities, co-operatives, and not-for-profits. Yet again your staff made KCCU a Platinum supporter of the United Way. Other causes they helped support include St. Vincent de Paul Society, Dawn House, Loving Spoonful, the Humane Society, Kingston Community Health Centre and many more. Our relationship and support for our local hospitals continued with the last of our five-year \$60,000 commitment to KGH. Elsewhere in this annual report you will find listed all the organizations that we supported in 2019. Finally, but not least, the staff Christmas Caring program collected presents, food and funds for those of our members that unfortunately fell into need during the course of the year, as well as for youth



that were in need, lonely patients at Extencicare and families that were in shelters over the December holiday season.

Our second core strategic priority is **Excellence in Member Financial Services** and we had another busy year in 2019. Our affiliate \*KCCU Wealth Solutions located at Unit 5, 795 Gardiners Road provides advanced financial planning, retirement advice, life insurance and investments, complementing our in-branch investment and mutual fund services. \*KCCU Wealth Solutions added an administrative assistant in 2019. Offering comprehensive and the most appropriate financial planning for every stage of life has enabled us to more than double the investments managed for our members to a total of \$36 million in the past two years.

There were a number of product developments in 2019, including Apple Pay, Samsung Pay and as of March 2020 Google Pay. Whether by phone or debit card, the overwhelming majority of member purchases are now done by tap, in place of the insert-and-pin method.

We have launched a very competitive High Interest Savings Account. We have introduced Canada Border Service Agency direct payments to support our small business members and importers. To improve your online security, new banking balance and activity alerts were introduced. Sent to you by text or email these can

alert you to transfers, deposits and withdrawals, or send you your current balances at an interval of your choice. The new balance and activity alerts complement the already existing alerts that could track logins to your account, changes to your profile, and changes to your bill payment accounts. The recent addition of Interac e-Transfer Autodeposit will also improve your online security by eliminating the use of email accounts to accept transfers. When it comes to member services we are, however, proud to combine technology with a stubborn insistence on old fashioned personal and direct service. Our greatest job satisfaction comes from dealing with you face to face, and it is a great testament to your wonderful staff at KCCU that 65% of all the new memberships we opened in 2019 cited referrals, staff and service as the reason for joining KCCU.

Our third core strategic focus on **Financial Strength and Long Term Viability** governed a strong push to further diversify our sources of new business and of revenue, so that we are well positioned to meet both external economic challenges and the need for further investments in new technology. The very broad base for the growth recorded in the 2019 financial statements attest to the progress we have made, and we are preparing for major investments in new technologies and products to ensure that KCCU will be well positioned to continue to provide state of the art banking services and meet the challenges of continual digital transformation. Our success requires that we are firmly focused on the future. We are investing in our corporate capacity, both on the management side and in board governance. On the management

side we are building new business analytics capabilities. The Board has instituted a standing Governance Committee to ensure renewal in oversight and best practices becomes a continuous and permanent process. It is in this spirit of creating capacity that the Board is at this annual meeting seeking your support in expanding the number of directors on the Board.

Our annual general meeting of Kingston Community Credit Union is the ideal time for us to celebrate the uniqueness of our credit union. Members and staff, together we have built a world class yet uniquely local community financial institution. In surveys as well as unprompted, the members tell us that what they love most about KCCU is the staff. To support and sustain the success of your staff, **Organizational Growth** is the key fourth strategic priority. It is to my 40 colleagues on the staff that we owe our success and strong growth in 2019. Their dedication to you, to service and to our community is exemplary. On your behalf I offer them my humble thanks!

Respectfully submitted,



Jon Dessau, CEO

\*KCCU Wealth Solutions is a program provided by Credential Financial Strategies Inc. offering financial planning, life insurance and investments to members of credit unions and their communities. Trade-mark(s) of KCCU Wealth Solutions are used under licence by Credential Financial Strategies Inc. Mutual funds, other securities, and securities-related financial planning services are offered through Credential Securities, a division of Credential Qtrade Securities Inc. Credential Financial Strategies Inc. and Credential Qtrade Securities Inc. are subsidiaries of Aviso Wealth Inc. Credential Securities is a registered mark owned by Aviso Wealth Inc.



## Report of the Chief Financial Officer / Credit Manager



Change is inevitable and healthy. Generational composition determines which services we have, and their popularity is determined by demand. KCCU is eminently aware of this and has been carefully planning strategies to ensure members of all ages get the services they need and expect at competitive prices. We see this as critical to member growth and retention. In 2019, KCCU had another record year in terms of dollar growth in the credit portfolio. We had strong mortgage growth from both existing members and from new referrals. We underwrite all loans and mortgages with a consistent, yet individually tailored end-to-end process. The credit portfolio is now over \$120 Million and growing quickly! Once again our commercial portfolio growth exceeded budget expectations (61% annual growth!). This was accomplished with the utmost prudential oversight with updated credit policies, procedures and administration to meet the need for more sophisticated analysis. Our audit results and low lending loss provisions confirm our ability to safely engage in commercial lending to improve yield and diversification. In short, assets and liabilities are closely managed with an eye to long-term sustainable and balanced growth.

New products like enhanced business services, more advanced commercial lending, new mortgage products, the High Interest Savings Account and our enhanced wealth management offering are now all critical parts of our strategic plan and are key to our continued success and growth.

This year the Credit Union's overall credit portfolio grew by 10.3% (\$11.23 Million) compared to 7.8% growth last year (\$7.84 Million) and 8.2% in 2017 (\$7.69 Million). Personal Loans and Lines of Credit increased by \$852,000 (6.5% growth) as we continued with the successful pre-approved loan campaign. In the two prior years they decreased by \$850,000 and \$360,860 respectively. Mortgages again led our growth in 2019, up \$8.51 Million (compared to just over \$7 Million in each of the past two years). The breakdown for mortgages is a \$9.46 Million increase in Fixed Mortgages and \$956,000 decrease in Variable Mortgages and Home Equity Lines. The credit department is to be congratulated for the overall excellent results.

In 2019 personal loan bad debts were 0.67% (0.48% after recoveries) compared to 1.04% (1.06% after recoveries) in 2018. In 2019, mortgage bad debts were 0.0% the same as 2018 and 2017. Write-offs on the commercial portfolio continue to be zero, same as the previous year. As a percentage of the entire credit portfolio (\$120.1 Million), write-offs after

recoveries this year were 0.05% compared to 0.13 and 0.14% (in 2018 and 2017). Data from the past ten years shows an average of 0.21% before recoveries and 0.15% after. As of December 31st 2019 there were 25 delinquent loans over 90 days in arrears representing \$108,592 after security. This compares to 21 loans (\$153,838) last year and 17 loans (\$145,832) two years ago.

There were no rate changes in 2019 after three ¼% rate increases in 2018. Credit losses before recoveries were \$94,196. This compares to \$148,733 in 2018 and \$185,261 in 2017. Recoveries were below last year's level at \$32,135 (vs. \$56,700 in 2018). Losses after recoveries were at \$62,061, very low compared to our peers and industry. This is in no small part due to the increase in mortgages and commercial loans as a percentage of the portfolio. Personal loans always carried higher losses historically.

Total deposits grew from \$128.5 Million to \$138.8 Million. Deposit growth was up this year by 8% (\$10.3 Million) compared to \$6.0 Million in 2018 and \$11 Million in 2017. Deposit growth is becoming a challenge we are dealing with through products that attract business deposits and new members to offset the increasing popularity of off-book deposit vehicles such as mutual funds and other securities during the long sustained low interest rate environment. We are very excited about our new High Interest Savings Account. It will be a great savings vehicle for our members in uncertain economic times.

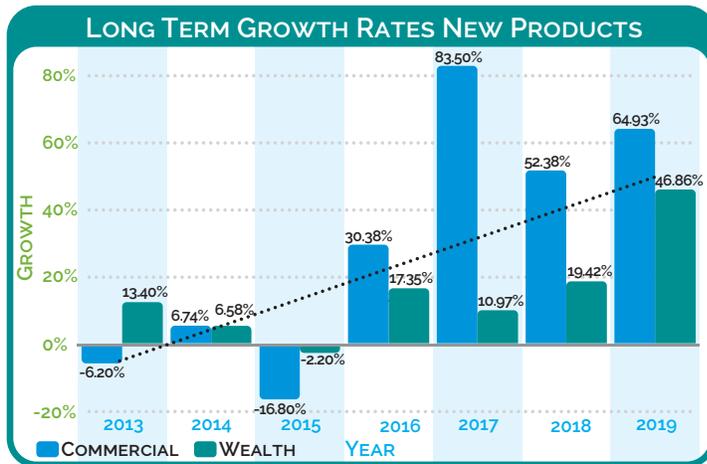
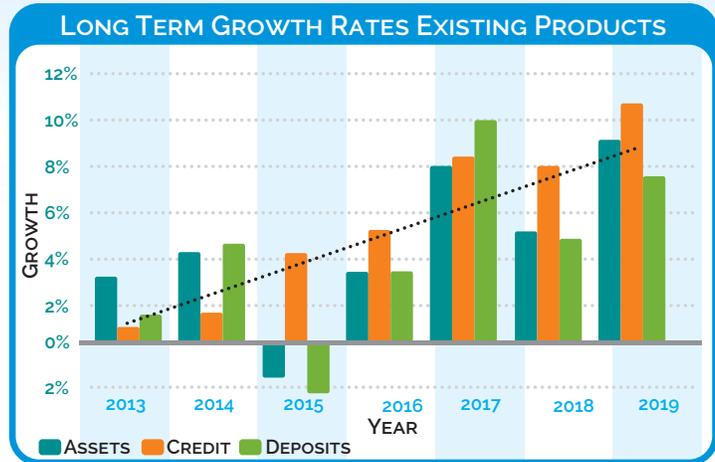
The breakdown shows Term Deposit growth of \$2.46 Million (compared to decreases in each of the past four years). Registered Deposits increased by \$1.91 Million (compared to a decrease of \$837,000 last year).

Demand deposits increased by \$5.93 Million (compared to increases of \$7.7 Million in 2018). This indicates to us that the days of inexpensive liquidity are past as demographic challenges impact deposit acquisition and we made a strategic decision to pay higher rates to fund growth.

The total combined off book wealth assets under administration grew by 47% and now exceed \$36 Million. The two previous years the increase was 19% and 11% respectively. The KCCU Wealth Solutions\*\* office now has \$18.6 Million of assets under administration (compared to \$8.7 Million as at the end of 2018). We are building the KCCU Wealth

Solutions office and brand with a fully integrated system for determining the optimal financial planning needs of each investor. We added an administrative assistant and longer open office hours in 2019. Canadian market performance was fair in 2019 and negative in 2018 unlike the previous several years. This affected portfolio size and member preference at year end.

Our future together includes a cooperative and multi-generational offering of competitive services, mobile options and personal service for new and existing members. In the short run



we are improving profitability to enable investment in technology and capacity. Our trend lines show we are managing the balance between growing new and existing products which bodes well for our credit union serving existing and new members into the future.

Respectfully Submitted,

David S. Bull, B.A.  
CFO/Credit Manager

"The best ideas are common property".  
-Seneca (5 BC - 65AD)

	2019	2018
<b>Consolidated Loans</b>		
Personal Loans and Lines of Credit	14,040,163	13,187,498
Commercial	4,746,474	2,881,531
Fixed Mortgages	91,079,634	81,614,725
Variable Mortgages	10,269,804	11,225,628
Total Loan Applications Received	1,197	1,245
Total Loan Applications Declined	503	582
<b>Deposits</b>		
Term Deposits	21,364,428	18,906,472
Savings/Chequing	91,020,764	84,928,837
Registered Deposits (RRSP, RRIF, TFSA)	26,429,935	24,521,010
Wealth Management AUM*	36,165,171	24,649,078
<b>Other</b>		
Assets	156,528,693	143,754,858
Member Ownership (Equity Shares)	1,127,176	1,141,209
Members	12,461	12,402
<b>Approved Loans</b>		
Personal Loans	444 7,092,903	421 5,921,921
Lines of Credit	97 2,483,540	103 2,041,500
Mortgages	153 30,289,269	139 24,860,616
Total Approved Credit	694 39,865,711	663 32,824,037



\*AUM refers to Assets under Administration. \*\*KCCU Wealth Solutions is a program provided by Credential Financial Strategies Inc. offering financial planning, life insurance and investments to members of credit unions and their communities. Trade-mark(s) of KCCU Wealth Solutions are used under licence by Credential Financial Strategies Inc. Mutual funds, other securities, and securities-related financial planning services are offered through Credential Securities, a division of Credential Qtrade Securities Inc. Credential Financial Strategies Inc. and Credential Qtrade Securities Inc. are subsidiaries of Aviso Wealth Inc. Credential Securities is a registered mark owned by Aviso Wealth Inc.

## Report of the Audit Committee



The Audit Committee is established by the Board of Directors and is composed of members appointed by the Board from among its Directors. The Committee meets at minimum quarterly and is an integral part of the overall framework of corporate governance and oversight.

Together with senior management, internal and external auditors, the Audit Committee provides oversight that fosters an environment where:

- Risks are assessed and adequately mitigated;
- Reporting is accurate, timely and relevant;
- Assets and member interests are safeguarded;
- Positive ethics are upheld; and
- Compliance is assured.

The Audit Committee's oversight responsibilities include the review of financial reporting, risk management and controls, audit activities and compliance activities. The Committee maintains open communication between internal and external auditors, management and the board. The Committee reports directly to the Board of Directors following each meeting.

During the four times the Audit Committee met during the 2019 fiscal year the following key activities were undertaken:

- Review of the Audit Committee Charter to ensure compliance with the Act, the Regulations and any other applicable legislation;
- Review of annual Audit Committee Work Plan;
- Review of the annual audited financial statements and year-end results with the external auditors;
- Review of all audit Examination Findings and the auditor's Management Letter;
- Review with auditors the scope and plan of internal and external audit activities;
- Review and recommendations to the board regarding the effectiveness of credit union's internal audit practice, degree of independence of internal auditor, mandate, work plan, performance of internal auditor and any problems or issues raised relating to the performance of the audit or auditor;
- Review the performance of auditors, their proposed engagement letters and recommendation to the board about the engagement and remuneration of internal and external auditors;
- Review of all other audit findings, responses from management and/or action plans;
- Review of all regulatory filing to ensure timely submissions;
- Review of the effectiveness of the Audit Committee in carrying out its duties;
- Review of the credit union's policies, procedures, and controls in place for legislative compliance;
- Review of the Business Continuity Plan;
- Monitoring to safeguard credit union's assets;
- Monitoring the adherence of Directors, Officers, and employees with the Credit Union's policies and code of conduct;

- Review of any material legal issues;
- Review of any material complaints;
- Review of any accounting issues;
- Reporting any significant changes in accounting principles and practices to the board; Review and assessment of CU staff to ensure adequacy to fulfil accounting and financial responsibilities;
- Review of Director and Officer expense claims;
- Annual performance review of the CEO;
- Review of Director's DICO Training and Qualification self-assessments and identifying training gaps. Share results with Board.
- Development of an effective Director Training and Growth Plan and review of progress to plan throughout the year;
- Review of IT security committee and IT steering committee activities;
- Review of the Enterprise Risk Management framework which includes ongoing identification and monitoring of significant risks to the credit union and recommendations for actions when necessary.

The Audit Committee, through its oversight role, helps ensure KCCU operates in a safe and prudent manner and adheres to the Standards of Sound Business and Financial Practices. Our focus is excellence in service to members with strong oversight. The Audit Committee has observed another sound year exemplified by outstanding audit results, strong controls, solid financial performance and effective risk management. Through improved efficiencies, strong controls and good management KCCU has continued to create capacity in 2019. This capacity will allow us to continue to grow and to develop new products, services and technology to better serve our members.

On behalf of my fellow Committee members, Lisa DiRocco and Reta McCormick, I can confirm that the Committee is conducting its activities in accordance with the Act and Regulations and that management has implemented all Committee recommendations. There are no other matters which are required to be disclosed pursuant to the Act or the Regulations.

I would also like to take this opportunity to express my appreciation to the committee members for their diligence and attention in the significant work the committee completed throughout the past year.

Respectfully Submitted,

Robert Trentadue  
Audit Committee Chair

# International Co-operative Alliance Statement on Co-operative Identity

## Definition

A co-operative is an autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly-owned and democratically controlled enterprise.

## Values

Co-operatives are based on the values of self-help, self-responsibility, democracy, equity and solidarity. In the tradition of their founders, co-operative members believe in the ethical values of honesty, openness, social responsibility and caring for others.

## Principles

The co-operative principles are guidelines by which co-operatives put their values into practice.

### 1st PRINCIPLE:

#### Voluntary & 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.

### 2nd PRINCIPLE:

#### 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.

### 3rd PRINCIPLE:

#### 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 of the following purposes: developing their co-operative, possibly by setting up reserves, part of which at least would be indivisible, benefitting members in proportion to their transactions with the co-operative, and supporting other activities approved by the membership.

### 4th PRINCIPLE:

#### Autonomy & Independence

Co-operatives are autonomous, self-help 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.

### 5th PRINCIPLE:

#### Education, Training & 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 cooperatives. They inform the general public — particularly young people and opinion leaders — about the nature and benefits of cooperation.

### 6th PRINCIPLE:

#### 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.

### 7th PRINCIPLE:

#### Concern for Community

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

# 2019 In Our Community

**Cooperation, Community, Education and Sharing** are core values of Kingston Community Credit Union. We strongly believe in building cooperative relationships with our members and our community. For over 60 years KCCU has made a positive impact in our local community with charitable giving, volunteerism and financial education. We have a proud tradition of cooperative business ethics and a commitment to continually demonstrate our mission, vision and values.

As part of the credit union philosophy of People Helping People, KCCU is committed to building, strengthening and enhancing the lives of those in our community. We were proud to support the following organizations in 2019:

- Afro Caribe Community Foundation of Kingston
- Almost Home
- Amherst Island Radio
- Alzheimer's Society KFLA
- Big Brothers/Big Sisters Teddy Bear Picnic
- Circles Kingston
- Corus Clothes for Kids
- CUPE 1974
- Dawn House
- Dress for Success Kingston
- Domino Theatre
- Extencicare Kingston
- Girls Inc. Kingston
- HARS HIV Aids
- Heart & Stroke Foundation
- Ice Wolves
- Independent Living Centre Kingston
- International Credit Union and Co-op Week
- JG Simcoe Public School Food Program
- Junior Gaels Football
- KCCU Christmas Caring Program
- KCCU Community Sharing Program
- KCCU Cooperative Leadership Scholarships
- KCVI – DECA
- KHSC Walk for Comfort and Care
- Kidney Foundation of Canada
- Kingston Health Sciences Centre
- Kingston Community Health Centre
- Kids for Kids Hockey Tournament
- Kingston Canadian Film Festival
- Kingston Humane Society
- Kingston Police Association
- Kingston Pride
- Kingston School of Art
- Kingston Seniors Association
- Land Conservancy
- Limestone Genre Expo
- Loving Spoonful
- Loving Spoonful Night Market
- Memorial Centre Farmers' Market
- One Roof (Kingston Youth Hub)
- Ontario Credit Union Charitable Foundation
- Partners in Mission Food Bank
- Sheba's Haven
- Skeleton Park Arts Festival
- St. Vincent de Paul Kingston
- The United Way of KFLA
- University Hospitals Kingston Foundation
- Well Suited Kingston
- YMCA
- 350 Kingston

**Our Community.** We also support our local community charities, co-operatives and not-for-profits by offering a no fee account (for qualifying members) and in 2019 we introduced a new low fee Community Account for clubs, teams and organizations.

You will see us out and about in our community. We welcome opportunities to engage with people at local events such as the Teddy Bear Picnic, Kingston Pride, Big Paws and Memorial Centre Night Market to name just a few. Our staff are certainly noticeable in their new bright and colorful People Helping People t-shirts! In 2019 we retired our little Yaris and replaced it with a

new Nissan Qashqai complete with a personalized wrap and KCCU license plate. We also have a new event tent branded with our Bank Local theme. These are great tools to let people know about the credit union difference and invite them to bank with us.



**Our Financial Literacy Initiatives.** We are committed to educating our members and our community. We regularly share our experience and knowledge with local schools, groups and organizations by providing financial literacy sessions on topics such as budgeting, saving, credit, predatory lending and investing. KCCU Wealth also provides regular educational segments on Global Kingston's Morning Show as well as seminars out in our community. We have built a strong library of information segments on both the KCCU website (It's a Money Thing) and the KCCU Wealth Solutions site. Please take some time to check them out. They are a fun and light way to learn about financial products and provide answers to your financial life questions.

If you know of a group or organization who would be interested in receiving financial literacy training, please contact us at [kccu.ca](http://kccu.ca).

**Our Staff are Terrific!** They are engaged in supporting events and fundraisers. Our staff Social and Fundraising Committee is instrumental in planning and executing many of our events such as BBQs, sock drives, book and bake sales that help to raise both funds and awareness for many community organizations. The Committee is also responsible for our Christmas Caring program and Community Sharing program along with planning staff events including family BBQs, Christmas party, showers, birthday celebrations, casual days and spirit days (pink shirt day, wear plaid for dad, etc.).



**Scholarships.** Since 1989, KCCU has been awarding scholarships to deserving local youth. The KCCU Leadership Through Cooperation Scholarship is awarded to the student at each local high school as well as St. Lawrence College, who, in the eyes of his/her peers has selflessly exhibited cooperation to bring people together to accomplish a common goal. Over the past twenty-seven years some 390 of these silent heroes have received scholarships and made a significant positive influence on their peers. In addition to receiving a \$250 scholarship, each recipient's name is proudly displayed on the Award Plaque with the emblem of their school as well as posted on our website. Congratulations to all our 2019 winners!



**Credit Union Difference.** Being part of a credit union means doing more with your money. It's making the choice to keep your dollars local, and putting your own health, the health of your community, and your local economy ahead of someone else's bottom line. It's about putting your interests first, aligning your money with your values, putting people above profit and choosing co-operation over competition.



Thank you for being part of our cooperative!

# In Memoriam 2019

Allen, Marjorie  
 Andress, Adriene  
 Arsenault, Richard  
 Barber, Patricia  
 Bevins, George Frederic  
 Brushett, Joshua  
 Chartier, Linda  
 Clancy, George  
 Coffey, Brian  
 Crawford, Shirley  
 Depever, Joan  
 Desormeaux, Marilyn  
 Fabbro, Delfina  
 Fenn, Ronald  
 Fowler, Wayne  
 Frizzell, Joyce  
 Gartenburg, Mary  
 Giddy, Richard  
 Gordon, Gerald  
 Green, Elmer  
 Harris, George  
 Healey, Walter  
 Henwood, Muriel Ann  
 Hepburn, William  
 Hulme, Frederick  
 Hulme, Heather  
 Judge, Brian  
 Kelly, Joey  
 LaBranche, Elizabeth  
 LaRocque, Marilyn  
 LaRush, Paul  
 Levesque, Norma  
 Little, Gary Stephen  
 Marsh, John Albert

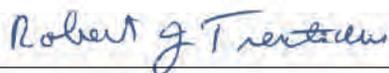
Martin, Albert  
 McCarthy, Edwin  
 McKenzie, James R.  
 Needham, Sheila  
 Neilson, Gary  
 Nicholson, Donna  
 Nielsen, Brian  
 O' Connor, John Jr  
 O'Donoghue, Celeste  
 Pacheco, Jose  
 Perry, James  
 Peters, Frank  
 Platt, John  
 Renton, Margaret  
 Revell, Steve  
 Reynolds, Charles  
 Robins, Faye  
 Roff, William  
 Rogers, John  
 Ross, Scott  
 Scott, Duncan  
 Slater, Eric  
 Sloan, Gregory Charles  
 Sramek, Rudolf  
 Stafford, Patricia  
 Stover, Kenneth  
 Velocott, Jo  
 Webb, Jean Edna  
 Westlake, Sally  
 Wilde, Gerrit  
 Williams, Ronald  
 Zink, Roger

# Balance Sheet

Kingston Community Credit Union Limited Statement of Financial Position

December 31	2019	2018
<b>Assets</b>		
Cash and cash equivalents (Note 2)	\$ 7,304,230	\$ 10,299,051
Investments (Note 3)	26,960,066	24,086,500
Member loans (Note 4)	119,890,172	108,744,246
Property, plant and equipment (Note 5)	2,258,748	481,201
Other assets (Note 6)	64,903	51,982
Deferred income tax (Note 7)	50,574	60,763
	<b>\$156,528,693</b>	<b>\$143,723,743</b>
<b>Liabilities and Members' Equity</b>		
<b>Liabilities</b>		
Member deposits (Note 8)	\$139,176,652	\$128,826,706
Other liabilities (Note 9)	761,582	699,466
Dividends and interest rebate payable	265,438	287,659
Obligations under capital lease (Note 10)	1,745,312	-
Membership shares (Note 11)	1,127,176	1,141,209
	<b>143,076,160</b>	<b>130,955,040</b>
<b>Members' Equity</b>		
Reserves and members' equity	13,452,533	12,762,310
Accumulated other comprehensive income	-	6,393
	<b>13,452,533</b>	<b>12,768,703</b>
	<b>\$156,528,693</b>	<b>\$143,723,743</b>

On behalf of the Board:

 \_\_\_\_\_ Director

 \_\_\_\_\_ Director





We celebrate our success, as together we have built more than just a credit union.  
We have built a foundation of cooperation and friendship.

