



EAGLE RIVER

2017  
**Annual Report**



**Eagle River Credit Union, having financial stability will promote social and economic development by providing quality financial service in a democratic and cooperative environment.**

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## **Rules of Order**

1. The Meeting shall be called to order at 19:15.
2. Members wishing to speak, shall, after recognition by the Chair, state their names.
3. If a member, while speaking, be called to order, he shall, at the request of the Chair, take his seat until the question of order has been decided.
4. Should two or more members rise to speak at the same time, the Chair shall decide who is entitled to the floor.
5. No member shall interrupt another, except on a point of privilege.
6. A member shall not speak more than once upon a question until all who wish to speak have an opportunity to do so.
7. Any member, who upon request from the Chair, refuses to take his seat, shall be subject to suspension for the remainder of the meeting.
8. Any motion presented becomes the property of the Credit Union and may be withdrawn only with the consent of the assembled members.
9. Speeches shall be limited to three minutes, excluding a motion.
10. Questions have to be decided upon by a show of hands, except where the Chair is in doubt; a roll call shall be ordered, and voting will be conducted by ballot.
11. A motion to reconsider shall not be entertained unless made by a delegate who voted in the majority and the motion received a majority vote.
12. When a motion is pending, no motion shall be in order except:
  - to postpone a certain time (debatable)
  - to refer (debatable)
  - to postpone indefinitely (debatable)
  - to amend (debatable)
  - to adjourn (not debatable)
  - to table (not debatable)
  - to put the previous question (2/3 not debatable)which motion shall have precedence in the order listed.
13. A roll call shall require a demand for same by at least (20) members.
14. When a roll call has been ordered, no adjournment shall take place until the results have been announced.
15. The Chair shall be entitled to debate on the subject after calling a Vice Chair to the Chair.
16. On items where the count is required, (i.e. By-law Issues), the count will be recorded so that the Minutes will show the number of votes cast for and against.
17. When provision is not made in the RULES OF ORDER, and it is not in conflict with the By-laws, Robert's Rules of Order shall apply.

## **Annual General Meeting & Banquet**

March 27, 2018

6:00 – 6:30 p.m.  
Registration

6:30 p.m.  
Welcoming & Introductions  
Banquet

7:15 p.m.  
Annual General Meeting

Entertainment  
9:30 p.m.

### **Agenda**

#### **Annual General Meeting**

- Call to Order
- Greetings from the Chair
- One Minute of Silence for the Deceased
- Proof of Proper Call
- Rules of Order and Voting
- Welcome – Special Guests
- Approval of Agenda
- ERCU AGM Minutes, April 11, 2017
- Business Arising from the Minutes

#### **Presentation of Reports**

- Report of the Board of Directors
- Report of the Chief Executive Officer
- Tabling of Auditor's Report
  - Review of Financial Statements for 2017
- Report of the Audit, Risk and Conduct Review Committee

#### **New Business**

- Approval of Dividend and Patronage Rebates for 2017
- Appointment of External Auditor for 2018
- Election of Directors
- Other New Business

#### **Messages from Guests**

#### **Adjournment**

Door Prizes  
Entertainment

EAGLE RIVER CREDIT UNION, LIMITED  
Minutes - 33rd Annual General Meeting  
April 11, 2017

**CALL TO ORDER**

The Thirty-Third Annual General Meeting of Eagle River Credit Union was called to order by the Chair, Bert Belben at 7:35 p.m.

**ESTABLISHMENT OF QUORUM**

Pursuant to section 11.05 of Eagle River Credit Union By-laws, a quorum will be met when a minimum of 20 members are present and entitled to vote provided that employees and directors are not included in the minimum requirement. The Corporate Secretary advised that the registration desk had confirmed as of 7:15 p.m. there were 89 voting members, (including 17 staff and directors), 19 non-voting members and 9 guests in attendance for a total of 117; therefore, declared the meeting formally called to order.

**RECOGNITION OF DECEASED MEMBERS**

The Chair called for a minute of silence to honor the memory of former directors and members of the credit union.

**GREETINGS FROM THE CHAIR**

Mr. Bert Belben, Chair, on behalf of the Board of Directors, welcomed members and guests to the thirty-third Annual General Meeting of Eagle River Credit Union.

**RULES OF ORDER AND VOTING**

The Parliamentarian, Rick Parker, advised those in attendance that the Rules of Order contained in the AGM booklet shall apply to the meeting. When provision is not made in the Rules of Order, and it is not in conflict with the By-laws, Roberts' Rules of Order shall apply. The method of voting will be by displaying voting cards. For regular motions, votes will be registered "for" or "against" by raising the green (for) or red (against) colored voting card issued to each voting member upon registration.

The Chief Scrutineer, Brian Scammell, will ensure that the vote is conducted in an orderly fashion and confirm the count of any votes required by the Chair.

**WELCOME – SPECIAL GUESTS**

The chair welcomed 3 guests from Leading Edge Credit Union – Gary O'Brien, Barry Simms and John Healey. He also welcomed Mike Leonard - CEO of Atlantic Central, Brendan Doyle - Credit Union Deposit Guarantee Corporation, Tom Fraize – Fraize Law Office, and Brian Scammell – CA CBV.

**MESSAGES FROM GUESTS**

Mike Leonard, President and CEO of Atlantic Central and League Savings and Mortgage Company brought greetings on behalf of both companies. He briefly described what Atlantic Central and League Savings and Mortgage Company does for the Credit Union System. Mr. Leonard noted that the Credit Union system in the Atlantic Provinces has \$8 billion in mortgage loans and deposits. He commended the work of Eagle River Credit Union and the CEO, Alvina O'Brien.

Brendan Doyle brought greetings on behalf of Minister of Services NL, and the Credit Union Deposit Guarantee Corporation. He emphasized that the Credit Unions are provincially regulated and that they ensure Credit Unions are in compliance with the Credit Union Act and Regulations. He noted that there are 9 Credit Unions in Newfoundland and Labrador with 37 branches and 60,000 members. The Credit Union system in Newfoundland and Labrador has seen a 1.88% Asset Growth and a 2.05% Loan Growth during 2016. He also noted that all Credit Unions in Newfoundland and Labrador were profitable for 2016.

### **APPROVAL OF THE AGENDA**

The Chair wished to be granted the discretion to change the order of the Agenda if necessary.

**MOTION -2017 AGM - 01** that the Agenda be approved as presented and the Chair have the discretion to change the order of the agenda if necessary.

MOVED BY Robin Spence, SECONDED BY Gail Flynn

**MOTION CARRIED**

### **MINUTES FROM THE 32nd ANNUAL GENERAL MEETING**

The Chair asked if there were any corrections to the Minutes of the Annual General Meeting held April 05, 2016. None were noted so the Chair declared the Minutes accepted as presented and printed in the meeting booklet.

### **BUSINESS ARISING FROM THE MINUTES**

There was no business arising from the Minutes.

### **PRESENTATION OF REPORTS**

#### **A. REPORT OF THE BOARD OF DIRECTORS**

Chair, Bert Belben, called upon Vice-Chair, Bradley Hancock, to assume the meeting's Chair position while the reports of the Board of Directors and the Chief Executive Officer were presented.

Chair Belben presented the report on behalf of the Board. During 2016, the Credit Union continued to experience significant growth and success. In 2016, a member satisfaction survey was completed with an overall satisfaction rating of 86.78%. As well, the Board of Directors received positive feedback from Information Sessions that were held with two branches in 2016. There was a discussion about the structure of future AGM's. The Board of Directors continued to be upskilled by participating in a regional Director's Forum, self-directed training and webinars.

The Chair noted the way in which ERCU does business today requires continued focus and change in order to remain relevant and sustainable in the future.

#### ***Question from the floor:***

A member raised a question on the future of ERCU AGM's – are they going to cease? The Chair responded that there is no intention to cease Annual General Meetings; however, since ERCU services members over a wide geographical area, we may look at different options for the AGM for greater engagement of all members which may include live streaming, podcasts, etc.

**B. REPORT OF THE CHIEF EXECUTIVE OFFICER**

Alvina O'Brien, Chief Executive Officer (CEO) reported on the overall financial and operational results for the past year.

The CEO highlighted the value of being a member of ERCU, including access to the latest in technology, new and improved products and services, and the Choice Rewards loyalty program offered on Global Payment Cards. Over the past year, members have also enjoyed low interest rates on loans and mortgages.

*Questions/Comments from the floor:*

A member raised a question about the CEO retiring and whether there was someone currently being groomed as a replacement. The CEO responded that, as with all positions at ERCU, there is someone being cross-trained in the event of emergency; however, once a retirement is announced, the position is generally advertised.

A member commented that they are proud to be a member of ERCU and how much the Credit Union has grown. There was a question about the voting process and how the votes were tallied. The CEO noted that this will be disclosed by the Chief Scrutineer further along on the Agenda under "Board Elections".

A member questioned an increase in a specific service charge which was answered to the satisfaction of the member. The CEO further noted that we have invested in technology to allow members to have access to online, self-serve services that our members can avail of which is lower than in-branch services. She also noted that our service charges are still very competitive with other Financial Institutions.

Vice-Chair, Bradley Hancock, returned the Meeting Chair's position back to Mr. Belben.

**C. REPORT OF THE AUDITOR & REVIEW OF THE FINANCIAL STATEMENT FOR 2016**

Mr. Brian Scammell, CA CBV, reviewed the Auditor's Opinion on the 2016 Financial Statement as contained in the Financial Statements booklet, a copy of which forms part of these Minutes.

Shanti Samaroo, Chief Operating Officer (COO) provided an overview of the Audited Financial Statement for 2016. She noted that assets have increased \$5.8 million. She also noted that Net Income was lower in 2016 due, in part, to lower yielding loans and the increase in Bad Debt write-offs for 2016.

*Questions/Comments from the floor:*

A member raised a question with regards to the increase in 'Meeting Costs' for 2016. The COO explained that it was due to two Branch Information meetings and the Strategic Planning Session.

**D. REPORT OF THE AUDIT, RISK AND CONDUCT COMMITTEE**

The Chair of the Audit, Risk and Conduct Review Committee, Amanda Barney reported on the key activities of the Committee during the past year.

**E. REPORT OF THE CSR COMMITTEE**

The Chair of the CSR Committee, David Evans, reported on the role of the CSR Committee. He noted that Corporate and Social Responsibility at ERCU is guided by the Six Pillars.

Lynn Hunter-Murphy, Director of Organizational Effectiveness, gave a more in-depth report on the CSR Committee highlighting what was accomplished in 2016 and what we are working on for 2017. She noted that Financial Literacy for our members is very important for ERCU. One program that we have implemented to help them achieve this is the “Each One Teach One” Program. We currently have 13 employees who are certified to deliver this program. ERCU is also implementing the “We Care” Program. We will work with members who might not have a good credit record or beacon score to get back on track so that they will be able to meet their future financial goals.

She went on to present how we support employees in terms of training and development and provided testimonials from employees and members about their experiences with ERCU. The Branch Manager of the L’Anse au Loup Branch, Janice Butt also spoke about her positive experience and promotion to the position of Branch Manager in 2016.

**MOTION – 2017 AGM-02** to acknowledge receipt of all reports as presented. MOVED BY Eben Humber, SECONDED BY William Roberts

**MOTION CARRIED**

## **NEW BUSINESS**

### **APPROVAL OF DIVIDEND AND PATRONAGE REBATES FOR 2016.**

**MOTION – 2017 AGM-03** to ratify the payment of 1% dividend on Non-Equity Shares, 10% dividend on Equity Shares, 1.5% patronage rebate on loan interest and a 1.5% bonus on deposit interest for a total of \$171,370

MOVED BY Randell Flynn, SECONDED BY Sophie Roberts

**MOTION CARRIED**

### **APPOINTMENT OF EXTERNAL AUDITOR FOR 2017**

Amanda Barney, Chair of the Audit, Risk and Conduct Committee recommended that Brian T. Scammell, CA CBV, be re-appointed as the external auditor for Eagle River Credit Union for the fiscal year 2017 at a remuneration to be determined by the Board.

**MOTION — 2017 AGM-04** to approve the recommendation and re-appoint Brian T. Scammell CA CBV the External Auditor for the fiscal year 2017.

MOVED BY Gail Flynn, SECONDED BY Elsie Barney

**MOTION CARRIED.**

## **ELECTION OF DIRECTORS**

Brian Scammell, CA CBV reviewed the Electronic Voting Process with the members. The process for an electronic vote was put in place, with a call for nominations from December 2, 2016 to January 20, 2017. Voting was open from March 7, 2017 and closed on March 28, 2017. All votes were anonymous, and members could only vote once. He noted that of the 7,331 eligible voters, 549 members voted (7.49%).

There were 6 candidates for the 3 vacant positions. Elected for a 3-year term:  
Bradley Hancock, Dawn Pilgrim and Gaius Trimm

The Chair thanked David Evans for his years of service on the Board of Directors. He also thanked Keith Penney



and Johnathon Earle for their interest in serving on the Board.

**GREETINGS FROM GUESTS**

Gary O'Brien – Chair of Board of Directors brought greetings on behalf of Leading Edge Credit Union. Additionally, the CEO read a message that was sent from Lisa Dempster, MHA - Cartwright-L'Anse au Clair and a second message from Yvonne Jones, MP – Labrador.

***Questions from the floor:***

A member raised the question about the “head office” and all the Corporate Staff that are now working from the Deer Lake location. In response to clarification on the location of the “head office” and staffing, the CEO responded that the Registered Address for the Corporate Office of Eagle River Credit Union is 8 Branch Road, L'Anse au Loup, NL. With respect to staffing, employees are no longer required to be located at any one area or region and we currently have corporate office employees working from all of our branch locations, as well as, home offices. As CEO, her responsibility is to ensure that we are meeting member financial needs and providing the appropriate level of service to meet those needs. She further indicated that over the past several years, we have not received any applications from individuals in the local area of L'Anse au Clair – Red Bay.

A member raised the question as to why the results of the vote could not be released until the AGM. The Chair noted that this was a Board decision to release the results at the AGM and that this would be the process going forward.

**ADJOURNMENT**

**MOTION – 2017 AGM-05** to adjourn the meeting at 10:10 pm.

MOVED BY David Evans.

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CHAIR

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CORPORATE SECRETARY

## Report of the Board of Directors

2017 was a very good year for Eagle River Credit Union, with strong growth, and profitability ahead of budget. ERCU's Board of Directors and employees believe that our continued success rests in maintaining our commitment to member service excellence – making a positive impact on our members' lives through proactive, needs-based advice and financial solutions. This means really understanding what our members need and want, by having more meaningful conversations, listening carefully and providing professional advice to help members set and reach their financial goals. Additionally, we are committed to partnering with and supporting local community initiatives and projects that support social and economic growth.

The financial services industry is changing as consumers (members and nonmembers alike) seek quicker, more convenient access to their money through self-serve digital technology. ERCU continues to invest heavily in new technology to support the innovation of new products and services to meet current and future demands. This will enable us to remain relevant and competitive in the rapidly evolving financial services industry.

The economic environment in which we operate also continues to challenge us: we are seeing a slight increase in interest rates after years of record lows; competition no longer has boundaries as a result of the rise and adoption of technology by young and old alike; we have a shrinking population in Atlantic Canada - (Atlantic Canadians getting older 2 ½ times faster than the rest of the country) - with the stats for the ERCU service area even more alarming than that; younger people gravitating to larger urban areas; and, larger projects which contributed to recent economic growth and prosperity are starting to wind down. It has never been more critical that your Board remains forward thinking and focused on ways and means to ensure future sustainability and relevance.

We continue to be challenged in recruiting directors who have the time to dedicate to the Board of Directors. The skillsets required to fill the role of a director today is much different than in the past in that we need to be more "tech savvy" and have the ability to grow with the use of technology. Additionally, a commitment to continuous learning is key to success. If you have the time, an open mind

and willingness to learn, then your Credit Union needs you to consider how you might be able to contribute in the future. We have included a chart in the annual report which outlines the meetings held and attendance record for the past year. While this will give you an indication of the commitment required, it is important to note that there is additional time required to prepare for those meetings by reading and understanding the material presented. Directors must continue to influence change, embrace opportunities and address critical challenges facing our credit union and the credit union system. Our goal must always be to remain transparent, communicate and act in the best interest of the entire membership.

We are taking steps on many fronts to ensure your credit union's sustainable future, and to improve our ability to meet and exceed your expectations, including continued investments in technology, and collaborating with credit unions and other system partners to better manage costs and improve efficiencies.

We cannot underestimate the value that system partners play in the overall success of ERCU. Not only are we able to avail of products and services that would otherwise not be available to us, we also benefit financially through commissions and annual rebates. For 2017, more than \$250,000 was realized from rebates alone. This contributed approximately 45% of our net profit for the year and no doubt plays a significant role in our ability to declare dividends and rebates to our members.

I would like to thank my colleagues on the Board for their time commitment and willingness to step forward to represent our membership. Thank you to our executive management, under the leadership of the CEO, for guiding us on the path towards success, the staff of Eagle River Credit Union, who are working to serve you each and every day, and of course, my thanks to you, our Members for your unwavering trust and support.

On behalf of the Board



Bert Belben, President

## Report of the CEO

Credit unions have been facing unprecedented changes and challenges in many areas such as extended low interest rates and resulting decline in margins; ever escalating regulatory scrutiny and compliance expectations; economic and political uncertainties; and new competitor entrance and disruption from the FinTech area. (FinTech is an industry that uses new technology and innovation to compete with traditional financial institutions and intermediaries in the delivery of financial services and is changing the way people do their everyday banking).

These challenges are contributing to the changing environment that credit unions find ourselves in today. The credit union foundational model and value proposition that was forged in the early 1900's may not necessarily be the same model and value proposition in the 2020's and credit unions need to embrace these changing expectations if we wish to remain relevant to our members. Eagle River Credit Union has always been proactive in adopting new technology that supports new and enhanced products and services. While we have experienced great success since our inception, and in many respects have been a leader in our province and region, we realize just how much we need to collaborate and find creative solutions to the challenges we face today. Currently, we are sharing our IT services, Wealth Management Services and our clearing function with Leading Edge Credit Union. This allows us to share the costs associated and to be able to reinvest savings that are realized in products and services that will further benefit members. We will continue to work with other credit unions and system partners where it is deemed to be beneficial to our operations and the credit union system.

We place a great deal of emphasis "building relationships" on a regular basis at ERCU not because these are buzz words but because we truly mean it. From the people who became members, to the staff we recruit, to the executive management team I proudly work beside, there is a genuine sense that what happens outside these walls is just as important as the bottom line.

Our work to design a conscientiously better member experience has been a high priority and a highlight for this concentration has been on how we interact and

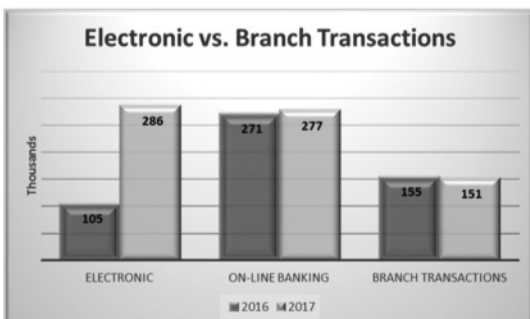
communicate with members. As part of our member relationship strategy, our branch and member-facing staff have transitioned to a portfolio management approach in engaging with members.

Through an Each One Teach One program whereby 13 of our employees have received certified training, in 2017 25 financial literacy sessions were facilitated with more than 310 participants. Additionally, 110 financial health checks were completed with the goal of assisting members with budgeting and financial planning. In 2017 we also commenced a "We CARE" program aimed at assisting members to repair previous credit issues and supporting them get back on track in re-establishing credit.

Throughout the years you would have noticed that ERCU has always proudly demonstrated strong support for our members and communities – from financial and in-kind contributions to organizations such as the public library, economic development boards and other local organizations, scholarships, local festivals, and foodbanks, etc. One of the past year's highlights was our decision to support the Early Childhood Development Association (ECDA) in Happy Valley-Goose Bay. However, as noted in the CSR report there are lots of good news stories related to community involvement throughout our branch network. It is so encouraging to see our employees align with our credit union values and make a difference – once again volunteering more than 1,500 hours in 2017 to projects, initiatives and local organizations that make the communities we live in even better. Additionally, 5,500 meals were served to students and elders; and \$28,000 in financial contributions were made to local community groups and organizations.

Just like the donations we make in our communities, we understand the importance of investing in the services we provide our members in their day-to-day banking. We have established a strong foundation for our members to receive the traditional and expected banking services they have come to expect from our branch network. Going forward it will also be about growing the convenience and efficiencies.

We have always embraced and adopted new technology that allows members easier access to accounts and financial transactions. We are always looking for ways to improve our member experience and these tools, combined with a dedicated staff are helping to guide those advancements into everyday banking



\*\*Electronic Transactions – Interac Flash; Deposit Anywhere; Interac On-line; Mdi

During 2017 ERCU provided members with 873 new consumer and commercial loans totaling \$22.6 million. However, we have been experiencing a decline in internal loan portfolio over the past several years and as a result have sought other ways to ensure that our financial position is not impacted negatively. We have been successful in working with system partners to find solutions such as investments in mortgage pools as well as syndication loans. This past year we also saw a significant reduction in loan losses, which is of course good news for ERCU and our members.

Deposit growth was positive at \$9.4 million or 6.94% with the highest concentration of growth being realized in three of the six branches. While net membership decreased slightly, 330 new members joined Eagle River Credit Union during 2017 – 83% invested in deposit products while 17% received lending services. In total, more than \$7 Million in new business was the result of acquiring these new members.

Profitability improved in 2017 over the previous year; and exceeded budget. Interest rates increased modestly in the second half of 2017, which is anticipated to result in an improvement in our

financial margin going forward. Once again, ERCU maintained its healthy financial position with regulatory capital of 5.92% which is in excess of statutory requirements.

We have been so fortunate to be experiencing success each year since our inception in 1984. I am very aware that this success does not, and will not, happen without the support of the membership. This is your credit union and what happens to it is up to you. Through active membership, dedicated and loyal employees, and a strong forward-thinking board, Eagle River Credit Union has a bright future ahead. I strongly encourage you to continue to be strong advocates for the financial institution that you so proudly brought to being and have supported for the past 34 years. I look forward to your continued support.

I wish to express my sincere thanks to our staff for their time and commitment to delivering a positive member experience by truly embracing our vision and values in all they do. I would like to acknowledge the efforts and dedication demonstrated by the senior management team and administrative staff at corporate office who have worked endlessly to not only meet, but in many cases, exceed the goals presented to them and who are so responsive to the needs of the individual branches through support, direction and guidance. Finally, I would like to thank Eagle River Credit Union's Board of Directors and various committees of the Board for their leadership and support and for the trust you place in us to deliver on the credit union vision.

Respectfully submitted,

Alvina O'Brien  
Chief Executive Officer

**Eagle River Credit Union Limited**

Financial Statements

Year End December 31, 2017

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## INDEPENDENT AUDITOR'S REPORT

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To the Members of Eagle River Credit Union Limited

I have audited the accompanying financial statements of Eagle River Credit Union Limited, which comprise the balance sheet as at December 31, 2017 and the statements of comprehensive income, retained earnings and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.


An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of Eagle River Credit Union Limited as at December 31, 2017 and its financial performance and its cash flow for the year then ended in accordance with International Financial Reporting Standards.

St. John's, NL  
March 13, 2018

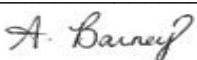
  
Brian T. Scammell Professional Corporation  
Chartered Professional Accountant

**EAGLE RIVER CREDIT UNION LIMITED****Balance Sheet****December 31, 2017**

	2017	2016
<b>ASSETS</b>		
Cash and cash equivalents <i>(Note 4)</i>	\$ 11,549,985	\$ 13,364,292
Investments <i>(Note 5)</i>	40,117,901	31,033,664
Loans and mortgages receivable <i>(Notes 6, 7)</i>	99,966,367	97,074,106
Income taxes recoverable	-	34,285
Property, plant and equipment <i>(Net of accumulated amortization) (Note 8)</i>	3,038,500	3,216,384
Other assets	1,219,896	1,432,827
	<b>\$ 155,892,649</b>	<b>\$ 146,155,558</b>
<b>LIABILITIES AND MEMBERS' EQUITY</b>		
Accounts payable and accrued liabilities	\$ 1,373,269	\$ 1,408,881
Income taxes payable	34,007	-
Dividends and patronage refunds payable <i>(Note 9)</i>	165,845	175,657
Members' deposits <i>(Note 9)</i>	147,024,809	137,605,142
	<b>148,597,930</b>	<b>139,189,680</b>
<b>MEMBERS' EQUITY</b>		
Corporate social responsibility reserve <i>(Note 10)</i>	64,699	64,894
Retained earnings	7,230,020	6,900,984
	<b>7,294,719</b>	<b>6,965,878</b>
	<b>\$ 155,892,649</b>	<b>\$ 146,155,558</b>

**ON BEHALF OF THE BOARD**

  
\_\_\_\_\_  
Director

  
\_\_\_\_\_  
Director

**EAGLE RIVER CREDIT UNION LIMITED****Statement of Comprehensive Income****Year Ended December 31, 2017**

	2017	2016
<b>FINANCIAL REVENUE</b>		
Members' loans and mortgages <i>(Note 12)</i>	\$ 4,857,943	\$ 5,251,088
Investment income	578,823	475,943
	<b>5,436,766</b>	<b>5,727,031</b>
<b>COST OF FUNDS</b>		
Interest on members' deposits <i>(Note 13)</i>	775,845	820,364
<b>NET FINANCIAL MARGIN (86%; 2016 - 86%)</b>	<b>4,660,921</b>	<b>4,906,667</b>
<b>FEES</b>		
Service charges	1,489,301	1,329,884
Card services	478,448	471,219
Other	448,058	525,216
Commissions	259,256	243,041
Rebates	143,808	129,392
	<b>2,818,871</b>	<b>2,698,752</b>
<b>EXPENSES</b>		
Salaries and benefits	2,774,480	2,838,071
Electronic processing and hardware maintenance	740,498	740,532
Choice rewards	640,409	614,931
Commissions and service charges	621,800	624,716
Credit Union Deposit Guarantee Corporation assessment	344,332	375,960
Bad debts	253,644	438,659
Amortization	244,750	190,016
Occupancy	241,231	215,762
Foreign exchange	224,514	292,222
Business tax	151,068	133,833
Travel	117,907	68,744
Professional fees	112,124	135,726
Board governance	105,510	93,318
Office and stationary	89,383	96,862
Insurance	80,547	75,623
Telephone	65,567	78,380
Advertising and promotion	59,016	56,841
Miscellaneous	39,142	78,278
Meetings	9,804	38,686
Gains (losses) on disposal of assets	-	42,923
	<b>6,915,726</b>	<b>7,230,083</b>
<b>INCOME BEFORE INCOME TAXES</b>	<b>564,066</b>	<b>375,336</b>
<b>INCOME TAXES</b>		
Current <i>(Note 14)</i>	60,894	16,817
Future	(3,130)	7,136
	<b>57,764</b>	<b>23,953</b>
<b>NET INCOME</b>	<b>\$ 506,302</b>	<b>\$ 351,383</b>



**EAGLE RIVER CREDIT UNION LIMITED****Statement of Retained Earnings****Year Ended December 31, 2017**

	<b>2017</b>	2016
<b>RETAINED EARNINGS - BEGINNING OF YEAR</b>	<b>\$ 6,900,984</b>	\$ 6,735,702
NET INCOME FOR THE YEAR	<b>506,302</b>	351,383
	<b>7,407,286</b>	7,087,085
DIVIDENDS <i>(Note 9)</i>	<b>(153,530)</b>	(171,370)
TRANSFER TO CORPORATE SOCIAL RESPONSIBILITY RESERVE <i>(Note 10)</i>	<b>(23,736)</b>	(14,731)
<b>RETAINED EARNINGS - END OF YEAR</b>	<b>\$ 7,230,020</b>	\$ 6,900,984

**EAGLE RIVER CREDIT UNION LIMITED****Statement of Cash Flow****Year Ended December 31, 2017**

	2017	2016
<b>OPERATING ACTIVITIES</b>		
Net income	\$ 506,302	\$ 351,383
Items not affecting cash:		
Amortization of property, plant and equipment	244,750	190,016
Loss on disposal of property, plant and equipment	-	42,923
Deferred income taxes	(3,130)	7,136
Interest revenue	(5,436,766)	(5,727,031)
Interest expense	776,058	820,599
Current income taxes	60,894	16,817
Provision for impaired loans and mortgages	253,644	438,659
	<b>(3,598,248)</b>	<b>(3,859,498)</b>
Changes in non-cash working capital:		
Accounts payable and accrued liabilities	(35,612)	12,715
Income taxes received	7,398	44,890
Change in loans and mortgages receivable	(3,098,736)	(75,291)
Change in members' deposits	9,442,949	5,905,830
Other operating assets	216,060	(864,182)
Interest received	5,443,825	5,733,205
Interest paid	(799,340)	(894,671)
	<b>11,176,544</b>	<b>9,862,496</b>
Cash flow from operating activities	<b>7,578,296</b>	<b>6,002,998</b>
<b>INVESTING ACTIVITIES</b>		
Purchase of property, plant and equipment	(66,865)	(244,777)
Proceeds on disposal of property, plant and equipment	-	104,317
Increase in investments	(9,138,465)	(5,577,283)
Payments from corporate social responsibility reserve	(23,931)	(27,594)
Cash flow used by investing activities	<b>(9,229,261)</b>	<b>(5,745,337)</b>
<b>FINANCING ACTIVITY</b>		
Dividends paid	(163,342)	(350,823)
<b>DECREASE IN CASH FLOW</b>	<b>(1,814,307)</b>	<b>(93,162)</b>
Cash - beginning of year	13,364,292	13,457,454
<b>CASH - END OF YEAR</b>	<b>\$ 11,549,985</b>	<b>\$ 13,364,292</b>

## **Report of the Audit, Risk, & Conduct Review Committee**

The Audit Committee is a very integral component of internal control procedures, and is a key liaison with auditors. The committee has the overall responsibility to review the financial position of the credit union, as well as to review any recommendations made by internal auditors, external auditors, and other audit or examination reports received by the credit union.

The Audit, Risk, and Conduct Review Committee have separate mandates. The Audit component of the committee is responsible to ensure the integrity of the Credit Union's financial statements, including monitoring the system of internal controls. The primary function of the Risk Committee is to oversee risk management on an enterprise wide basis. The Conduct Review Committee is primarily responsible to ensure management has developed procedures to review the organization's related party transactions and other conflict of interest situations.

To fulfill its mandate, the following were the key activities of the Audit Committee during the past year:

- Reviewed interim and audited financial statements;
- Ensured the independence of the external auditor from the Board, Management, and Staff;
- Monitored compliance with respect to legal and regulatory requirements as prescribed in the Credit Union Regulations under the Credit Union Act;
- Monitored the Enterprise Risk Management Framework including procedures for identifying risks, measuring those risks, and developing appropriate risk management policies.

- Reviewed various management reports including the Asset / Liability Management Report, Delinquency Reports, and reports on source deduction remittances to Canada Revenue Agency;
- Reviewed the results of the internal audit reports completed by Brian Scammell CA;
- Met with the external auditor, Brian Scammell CA, to review the 2018 Audit Plan and discuss the results of the 2017 Audit.

During the past year, the Audit, Risk and Conduct Review Committee met as required under legislation, and requested information necessary to fulfill its mandate. We are satisfied that Eagle River Credit Union operated in accordance with the Credit Union Act and Regulations and its internal policies.

On Behalf of the Committee,



Amanda Barney, Chair

## Report of the Co-operative & Social Responsibility Committee (CSR)

At Eagle River Credit Union (ERCU), we embrace co-operative and social responsibility (CSR) as an essential part of what we do; and, we work diligently at making it a core part of our strategic vision and business plan. We believe in putting our members and communities first. As a result, we have a strong commitment to the communities we serve that extends beyond the financial and economic role we play in the province. Our integrated CSR approach has us assigning resources, communicating our intentions regularly, setting goals, holding board and employees responsible for being champions of CSR, and assessing and improving our performance year-over-year.

### Our Co-operative and Social Responsibility Mission Statement

Through our commitment to co-operative social responsibility, we will act with integrity to improve the quality of life of our employees, our members, and the communities we serve.

### Our Co-operative and Social Responsibility (CSR) Framework

The six pillars, and their related activities, reflect the co-operative principles and our corporate values.



### Community Leadership

At ERCU, we are committed to being leaders in our community. We do this by seeking to understand community concerns and needs; actively engaging on local committees, boards, and associations to support regional issues; by supporting financial and social inclusion; and, by providing credit union resources to support innovative solutions.

### Engagement on Not-for-profit and Non-profit Boards & Committees in Our Local Communities -

Whilst working on local boards and committees, our employees are working collaboratively with other like-minded people to move local issues and concerns forward; and in so doing, they are gaining tangible knowledge and skills that they are applying back on the job, building their confidence, and raising their credibility in their communities. To support their leadership efforts, we annually provide employees with two-paid days off work to support participation in community leadership initiatives and events. Currently, we have 58% of our management team and 14% of our employees actively working on volunteer boards or committees in their local communities.

### Health Care

Eagle River Credit Union partners with agencies and community organizations to increase the quality, availability, and effectiveness of health-related facilities. Furthermore, we will collaborate with our employees and managers to protect the safety, health, and well-being of all employees in the workplace through the promotion of healthy initiatives.

**Fundraising Projects** - Our employees have committed to raising funds to support the Health Care sector in their local area. The multi-year projects include: Harbourview Manor, Labrador Grenfell Health Curtis Memorial Hospital, and Western Health Rufus Guichards Health Care Centre.

**ERCU Healthy Workplace Initiatives** - In 2013, we embarked on what we knew would be an evolving and multi-year creation of a Healthy Workplace Program that would meet the needs of employees. Over the past four years, our initiatives have focused on education and support for employees to make healthier lifestyle choices and have greater harmony and work/life blend. Collectively, from the initiatives that employees have participated in we have lost 231 lbs. Furthermore, from 2015 to 2017, we reduced our sick leave usage by 12.8%.

### **Education**

Eagle River Credit Union sees education as a main driver for economic stability in our communities. We support youth development, the pursuit of higher education, and increased financial literacy for all members in our communities as a means of empowerment.

***The Eagle River Credit Union Scholarship Program*** - Our Scholarship Program recognizes the contribution of our community builders of tomorrow. The growth of Eagle River Credit Union exemplifies the achievements of people working together in their own communities. We hope to encourage those qualities of good citizenship and co-operation through this Scholarship Program. Annually, ERCU awards five scholarships in the amount of \$500 each to graduating grade 12 students who will be attending post-secondary schooling. Since 1994, we have paid \$31,500 in scholarship funds to support graduates in their post-secondary studies.

***Junior Achievement*** - Junior Achievement transforms students and gives them the knowledge and confidence they need to succeed in school, business and life. ERCU employees have been actively engaged in Junior Achievement for over 20-years with the CEO in past years having sat on the Board. Several employees annually participated in the Junior Achievement Program and have given back to the school age youth (grades 7 – 9) of our communities in which we live.

***The Each One Teach One (EOTO) Financial Literacy Program*** - In partnership with Van City and Credit Unions across Canada, the EOTO Program was established based on the belief that financial well-being depends on an individual's ability to understand and use financial information in a way that helps them make good decisions in their daily lives and for the future. Our employees fully supported the concept and by early 2017 we had 13 employees trained to deliver financial literacy workshops to interested community groups and since the fall of 2016 we have facilitated 27 sessions to over 325 participants.

### **Environmental**

Eagle River Credit Union is committed to enhancing environmental sustainability in our communities. This means being environmentally conscious in our operations through energy efficiency, recycling, and the selection of green building materials in our facilities.

***Energy Efficiency*** - Over the past two years, we have invested over \$27,000 to continue our efforts to reduce our carbon footprint in our workplaces. We have installed LED Lightbulbs with an exceptionally longer life span and 90% more efficient – they have reduced maintenance costs and are healthier option because of the very low mercury content compared to florescent. We had programmable thermostats installed in all branches with benefits that include temperature control, energy savings, increased comfort and financial savings. And, we went to a No Print Policy and moved to tablets for our Board of Directors. All Board and Committee packages are now accessed electronically generating a cost of paper savings.

### **Charitable Giving**

Returning profits to the communities we serve through social responsibility initiatives is a guiding principle for ERCU. We provide donations of funds, time, resources, and in-kind services to charitable, non-profit, and/or community initiatives with the intention of 'giving back' from our profits for the greater common good of our communities. In addition to providing monies, our employees give their time and talent to support local not- and non-profit organizations as well as individuals in the community.

***Volunteering*** - In the last three years our employees have spent 3,036 hours of their time volunteering with organizations, events, sports teams and boards within their communities.

***Donations*** - We are committed to supporting the communities we serve. Over the past three years we supported 43 non-profit organizations with donations of more than \$70,000.

## Financial and Social Well-being

Strong individuals, families, and communities are the building blocks for a strong Newfoundland & Labrador. At ERCU we promote economic and social well-being by working collaboratively with other co-operatives, government agencies, policymakers, and community members to maximize the potential benefits of various programs, services, and policies designed to improve the well-being of all members of the communities that we serve.

**Financial Inclusion** - Our desire to have the products and services that ensure financial inclusiveness had us in 2017 create a new Program and Loan Product offering. Our We CARE Program – Credit Advice, Repair and Education and the Helping Hand Loan are supported and sponsored through our CSR strategy and fund. Designed to enable people to fix or establish a credit rating, and to get on the path to financial success, in 2017, we collaborated with 102 members through our We CARE Program.

**Troubled Debt Restructuring** - Often through no fault of their own, members can find themselves in financial difficulty. Extensions, deferrals, modifications, renewals and rewrites of loans are some of the methods used by ERCU to help members overcome temporary financial difficulties. In the last two years, we have supported our members through various concessions amounting to 105 members that we've helped and a total restructuring of \$1,684,303.

**Partnerships and Collaboration** - Eagle River Credit Union is always seeking partnerships with local cooperatives, not-for-profits, non-profits, and other community organizations. Additionally, we continue to focus on our branches being locally involved in supporting the goals and the future visions of the communities where they live and work. Our current community partners include: Deer Lake Salvation Army, Deer Lake Food Bank, Early Childhood Development Association, and the Kids Eat Smart Program.

Here is what our partners are saying about ERCU.

"We are truly humbled and grateful to Eagle River Credit Union for their financial support of our Kids Eat Smart Breakfast Clubs. Since 2009 they have donated over \$26,000 to Kids Eat Smart Foundation NL that is 26,000 breakfasts! Employees at Eagle River Credit Union go beyond their financial commitment by volunteering to serve breakfast in their local KES Clubs. Credit Unions, including Eagle River Credit Union, combine their annual contributions to be one of our annual Platinum Partners."

- Celina Stoyles, Executive Director

"Without the help of Eagle River Credit Union, the Deer Lake Food Bank would struggle to keep going and would probably be still operating out of someone's basement, or not operating at all. The number of people using the Food Bank continues to grow as we see changes in the current economy and we are pleased to never have to turn anyone away."

- Pearl King, Deer Lake Food Bank

"On behalf of the Deer Lake Salvation Army Community Family Services, I want to give a huge thank you to the volunteers from Eagle River Credit Union who take time out of their busy schedules to help serve our meals, at our weekly Community Souper Wednesday Fellowship event. Your willingness to help with this venture makes the entire program run so smoothly from week to week."

- Brian Snow, Salvation Army Deer Lake Citadel

"ERCU was one of the first community partners to offer their financial, as well as local branch volunteer support of ECDA's efforts to secure the necessary resources to construct our new regional child care facility. ERCU did not hesitate in responding favorably to our request for assistance and partner to ensure the ECDA reached its fundraising target. It is only through the support of community partners like ERCU, that the ECDA has been successful in raising the funds needed to advance our project and construct the impactful infrastructure that will support the delivery of community child care programs into the future."

- Colin O'Brien, Vice-President, ECDA

## **Board, Management and Staff**

### **Board of Directors**

Bert Belben, President  
Bradley Hancock, Vice President  
Amanda Barney  
Ginger Ryland  
Terri Gilbert  
Bradley Sheppard  
Robin Spence  
Gaius Trimm  
Dawn Pilgrim, Corporate Secretary  
Alvina O'Brien, Treasurer

### **Corporate Office**

Alvina O'Brien, Chief Executive Officer  
Shanti Samaroo, Chief Operations Officer  
Lynn Hunter-Murphy, Director, Organizational Performance  
Jay Vattathoor, Senior Accounting Officer  
Brenda McCarthy, Manager, Operations  
Sandra Pye, Manager, Retail Credit & Collections  
Luke Simms, Information Technology Specialist  
Laquita Normore, Commercial Member Solutions Associate (On Leave)  
Samantha O'Brien, Commercial Member Solutions Associate  
Haseeb Ahmad, Product & Data Analysis Coordinator  
Evelyn Russell, Human Resources Coordinator  
Bernadette Normore, Administrator, Accounting  
Muhammad Umair, Accounting Specialist  
Mandy Russell, Marketing & Community Relationship Administrator  
Cindy Perry, Collections Officer  
Lucinda Lee, Telephone Receptionist Administrator  
Christina Levus, Administrator, Operations  
Jeannette Yetman, Internal Auditor  
Gus Rumbolt, Facilities Maintenance Technician

### **L'Anse au Loup Branch**

Janice Butt, Branch Manager  
Stefanie Kao-Fowler, FSR II  
Claudia Normore, FSR I  
Ashley Best, FSR I

### **Mary's Harbour Branch**

Jackie Rumbolt, Branch Manager  
Deanne Rumbolt, FSR II  
Nicole Rumbolt, FSR I

### **White Hills Branch**

Beverly Patey, Branch Manager  
Cheryl Patey, FSR II  
Deena Eddison, FSR I  
Roberta Hillier, FSR I

### **Tri-Town Branch**

Carolyn Spence, Branch Manager  
Sonya Ryan, FSR II  
Stacy Patey, FSR I  
Candace Rose, FSR I  
Megan Diamond, FSR I

### **Labrador Savings Branch**

Mary Jane Hudson-Cabot, Branch Manager  
Leanne Hill, FSO  
Abdul Ahad, FSR II  
Awais Akhtar, FSR I  
Umer Farooq, FSR I

### **Humber Valley Branch**

Amanda Ball, Branch Manager  
Crystal Feltham, Loans Administrator  
Tara Bennett, FSR II  
Andrew Crocker, FSR I  
Bridgette Lavers, FSR I

\*FSO – Financial Services Officer

\*FSR (I & II) – Financial Services Representative

## Organization – Board and Committees

### Corporate Governance

Our Board of Directors is responsible for overseeing the management of the business and affairs of the Credit Union and for providing effective leadership and direction with the objective of enhancing customer-owner value. The directors are responsible for maintaining a high standard of governance and ensuring the ongoing review and assessment of our governance system.

The Board meets monthly and at other times when matters requiring its approval are raised which cannot wait for the next regular meeting. The Board of Directors met fourteen times in 2017, including the AGM and Board Planning Session.

### *Committees of the Board*

The Board has established four standing committees: Executive-Human Resource; Audit, Risk, and Conduct Review; Co-operative Social Responsibility (CSR); Governance.

### *Executive Committee –Human Resource*

The Executive Committee consists of three members including the Board Chair, Vice-Chair and Corporate Secretary. This committee is responsible for addressing matters between scheduled Board meetings that require immediate attention, along with other responsibilities authorized by the Board. This committee also reviews and recommends to the Board, changes on policy, plans and compensation.

*Committee Members:* Bert Belben (Chair), Bradley Hancock (Vice-Chair) and Dawn Pilgrim (Corporate Secretary).

### *Audit, Risk and Conduct Review Committee*

The Audit, Risk and Conduct Review Committee is comprised of three members appointed by the Board of Directors of the credit union. It is composed of not less than three members of the credit union, none of whom can be employees of the credit union, officers of the credit union, or members of the Management Committee, and the chairperson of the committee shall be a director.

The Audit, Risk and Conduct Review Committee is responsible to ensure that management has designed and implemented an effective system of financial management and related internal controls. It reviews and reports on the audited financial statements and ensures compliance with certain regulatory and statutory requirements; oversees risk management on an enterprise-wide basis; and ensures management has developed procedures to review the credit union's related party transactions and other conflict of interest situations. It is also responsible to meet periodically with internal and external auditors.

*Committee Members:* Amanda Barney (Chair), Bradley Sheppard, and Robin Spence

### *Co-operative Social Responsibility Committee*

The Co-operative Social Responsibility Committee is composed of three directors and three management/staff appointed by the Board of Directors and is responsible to develop and support clear and precise policy statements for consideration by the Board that help define our belief in social well-being and sustainability; and recommend priorities for philanthropic and corporate contributions to the Board.

*Committee Members:* Terri Gilbert (Chair), Dawn Pilgrim, Robin Spence, Alvina O'Brien, Lynn Hunter-Murphy, and Mandy Russell

### *Governance Committee*

The Governance Committee is composed of three directors appointed by the Board of Directors and the CEO is an ex-officio member of the Committee. The responsibility of the Governance Committee is to provide support, advice and recommendations to the Board on issues related to Eagle River Credit Union policies and assist the Board in fulfilling its obligations relating to quality and integrity.

*Committee Members:* Dawn Pilgrim (Chair), Bert Belben, Gaius Trimm, Ginger Ryland



## Organization – Board and Committees (con’t)

### Mandate of the Board of Directors

While the Board’s fundamental responsibility is to supervise the management of the business and affairs of Eagle River Credit Union, any responsibility that is not specifically delegated to the CEO remains with the Board. In particular, the Board oversees the Credit Union’s strategic direction to ensure it serves the organization, its members, and employees. The Board assumes overall stewardship with respect to Eagle River Credit Union’s mission and values, its long-term objectives and the approval of corporate strategies. Specifically, the Board is responsible to:

- Establish the corporate mission, objectives and policies for the direction of the credit union
- Review mission, objectives and policies on a regular basis
- Establish and maintain the organization of the Board, including clearly described responsibilities, authorities, and relationships
- Select the CEO; establish job description, approve work plan, appraise performance, decide compensation and approve development plans for the CEO
- Establish the organizational structure to operate the credit union; approve and monitor personnel policies, salary structure and personnel programs
- Approve and monitor the financial structure, policies and budgets
- Establish comprehensive plans for services and facilities
- Identify key performance areas for the credit union in the components of people, money and development
- Analyze and evaluate progress toward achieving the credit union’s objectives and goals
- Maintain effect relations with other co-operatives and credit unions, with the community and with governments

Board/Committee Attendance – 2017

Director	Board Meetings	Board Planning	Executive/HR Committee	Audit, Risk and Conduct review Committee	CSR Committee	Governance Committee
Bert Belban	11/13	1/1	3/3	-	-	4/4
Bradley Hancock	13/13	1/1	3/3	-	-	-
Dawn Pilgrim	12/13	1/1	2/2	-	5/5	2/3
Amanda Barney	13/13	1/1	-	3/3	-	-
Ginger Ryland	12/13	1/1	-	-	-	4/4
Bradley Sheppard	12/13	1/1	-	3/3	-	-
Terri Gilbert	13/13	1/1	-	-	4/5	-
Robin Spence	13/13	1/1	-	2/3	2/2	-
Gaius Trimm	5/8	1/1	-	-	-	2/3

## Steering Committee & Past Board Members

### Steering Committee

Emile Cabot, 1984  
 Reg Hancock, 1984  
 Mary Smith, 1984  
 Reg O'Brien Jr., 1984

Lori O'Brien, 1998 – 2004  
 Dean Flynn, 1998 – 1999  
 Caroline Davis, 1999  
 Jamie Snook, 1999 – 2000  
 Cleon Moores, 2000 – 2001  
 Pius Walsh, 2002 – 2005 & 2013  
 Jamie Pye, 2003 – 2005  
 Lisa Davis-Ryland, 2004 – 2016  
 Heather Normore, 2005 – 2009  
 Shawn Warren, 2005 – 2012  
 Darcy Hancock, 2006 – 2011  
 Darren Butt, 2006 – 2009  
 Terry Casey, 2006 – 2014  
 Agnes Cabot, 2012  
 Chad Letto, 2013 – 2014  
 Dave Evans, 2001 – 2017

### Past Board Members – Years of Service

Claude Rumbolt, 1984 – 1985  
 Gilbert Linstead, 1984 – 1987  
 Mary Smith, 1984 – 1994 & 1996 – 1999  
 Reg Hancock, 1984 – 1989  
 Reg O'Brien Jr., 1984 – 1993  
 - President, 1987 – 1989  
 Ruby O'Brien, 1984 – 1989  
 Stan Pike Sr., 1984 – 1995  
 Steve Letto, 1984 – 1987  
 Wilfred Letto, 1984 – 1987  
 - President, 1984 – 1987  
 Ronald O'Brien, 1986 – 2005  
 Frank Flynn, 1987 – 1991  
 Tim Jordan, 1987 – 1997  
 - President, 1989 – 1995  
 John Dumaresque, 1988 – 1990 & 1995 – 1998  
 Milton Hancock, 1988 – 2012  
 Woodrow Lethbridge, 1989 – 1992  
 Dennis Normore, 1990 – 2012  
 - President 1995 – 2003  
 Randy Cahill, 1993 – 1994  
 Dorothy Earle, 1994  
 Joe Fowler Jr., 1995 – 1996  
 Lester Letto, 1995 – 1998

### In Memoriam

William Normore, 1986 – 1989  
 Randy Earle, 1997 – 2004  
 William Horwood, 1991 – 2003  
 Paul Pye, 1992 – 1994  
 Kirk Dumaresque, 2000 – 2005

## Working at Eagle River Credit Union

Being a good employer is more than just providing a salary and traditional benefits. We work hard to promote a positive, inclusive, and engaging environment; and, to ensure our employees can make a difference socially and environmentally. Some of the areas we focused on in 2016/2017 to improve the well-being of our workforce included:

**Diversity** – We are a diverse organization with a continuing commitment to an open workplace for all people, based on fair and equitable treatment. Our recruitment in the past five years has seen 50% of our new hires being international from 7 different countries. We have worked with these new recruits to arrange housing, and in some cases, offer housing subsidies, we covered travel and relocation expenses, provided interest free loans for purchase of household furnishings, and provided immigration support.

**Employee Collaboration** – When at all possible, we include employees in changes at the ground level. Over the last two years, we have had several major initiatives designed to support increasing member value. Before we could begin these initiatives, we needed to first get an understanding of what our members as well as our employees thought about ERCU. Along with surveying our members, we conducted employee surveys and focus groups to gauge overall satisfaction levels. These results indicated an overall employee satisfaction rating of 85%.

In 2016/2017 as part of the Member First Initiative we had various opportunities for our employees to engage in special projects including a competition where teams of employees worked to enter a Member Commitment Promise with the winning submission being chosen by the Board. Additionally, in 2017, we had a group of employees working on identifying general/core competencies relevant to all positions within the organization. Over the past two years, all employees have participated in one or more special initiatives or projects allowing them to collaborate with others, learn new skills and provide input into the future of the Credit Union.

**Employee Development** – Training not only improves business performance, it directly supports employee's confidence and morale. Our employee training and development efforts focused on training employees on member relationship building, our compliance regime, service standards, and product and system knowledge.

In 2016/2017 the following achievements were made:

- \$81,832 spent on training.
- An average of 195 hours of formal training per employee.
- 22 employees completed or continue to work towards formal designations.
- 13 employees certified to deliver financial literacy EOTO workshops in our communities.
- 57% of employees promoted or on career development secondments or special projects.
- 22 employees trained and skilled to meet with members regarding loan applications.

**Benefits and Rewards** – We offer a comprehensive benefits package that includes – health and dental, short- and long-term disability, a registered pension plan, and EAP services. We support the need for employees to balance work and life with a very generous leave allotment that includes: three-weeks' vacation, paid personal days, medical travel days, volunteer days, as well as your Birthday Off!

**Employee Recognition** – Weekly we host two 'all staff meetings' during which time we highlight the previous weeks' business results as well as team/branch and individual successes. We are quick to recognize results that underpin and support our commitment to member excellence.

Being part of committees helps provide me with the perfect opportunity to grow and develop as a professional. It made me realize that ERCU is a place where I can recognize and utilize my potential.  
- Umer

Knowledge is confidence.  
-Stacy

Working on committees is very empowering.  
-Cheryl

I love learning new things. It keeps my job interesting.  
-Evelyn

I have learnt it is not about the sale, it is about the relationships we build.  
-Cindy

Love the new approach working on individual portfolios; keeps us focused.  
-Carolyn

I love working with our members and helping them reach their goals.  
-Bridgette

Our learning has us focused on building strong relationships with members. This equals success for everyone.  
- Candace



## Co-operative Principles

### 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, equality, 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.

- ***Voluntary and Open Membership***

Co-operatives are voluntary organization, 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-help organizations controlled by their members. If they enter to 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.





**Corporate Office**

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Fax: 1-709-927-5018  
erinfo@ercu.ca

**L'Anse au Loup**

8 Branch Rd, L'Anse au Loup

**Mary's Harbour**

10-12 Hillview Rd, Mary's Harbour

**White Hills**

2 East St, St. Anthony

**Tri-Town**

104 RR 430, Port Saunders

**Labrador Savings**

328 Hamilton River Rd, Happy Valley-Goose Bay

**Humber Valley**

1 Church St, Deer Lake

[eaglerivercu.com](http://eaglerivercu.com)