



# 2023 ANNUAL REPORT

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VALLEY CREDIT UNION LTD.

CREDIT UNIONS BELIEVE IN PEOPLE OVER PROFITS  
[valleycreditunion.com](http://valleycreditunion.com)



# CORE VALUES

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At Valley Credit Union, our commitment to you goes beyond banking. We're dedicated to being truly member-centric, ensuring that every decision is made with your best interests in mind. Our members are our shareholders, meaning your success is our priority. With local governance, personalized service, and a strong focus on community support, we're here to empower you on your financial journey, every step of the way. We are building a brighter future for our community, one member at a time.



**Local full-service banking  
and financial advice,  
made easy.**



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2023 VALLEY CREDIT UNION

# SERVICE AWARDS

As we commemorate meeting milestones, it's time to applaud our incredible staff whose dedication and hard work fuel our success.

**10 YEARS**

Alissa Baker

**15 YEARS**

Kristi Hewitt

**20 YEARS**

Bev Misner  
Glenn Jordan

## HIGHLIGHTS:

### MEMBER DIRECT USAGE:

Interac Flash: 1,129,490

E-Transfers: 382,213



**+42%**

102,771 - Mobile Wallet

### APPROVED CREDIT:



Residential Mortgages

**\$110,623,785 +9%**

Commercial Mortgages: \$4,040,555

Personal Loans: \$13,165,256

Personal LOC: \$15,228,463

Commercial Loans/LOC: \$98,052,028

# AGENDA

- 1 Call to Order
- 2 Motion to Approve Minutes
- 3 Introduction to the Board of Directors
- 4 Report on Registration
- 5 Adoption of Minutes
- 6 Business Arising from Minutes
- 7 Message from the Chair of the Board of Directors
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- 16 Adjournment

# 2023 ANNUAL GENERAL MEETING MINUTES

Valley Credit Union, Annual General Meeting  
Berwick Lions Hall, Berwick, NS  
April 27, 2023

## **Call to Order**

The Annual General Meeting of the membership of Valley Credit Union Limited was held at the Berwick Lions Hall in Berwick, NS on Thursday, April 27, 2023. The meeting was called to order by the Chair of the Board, Andrea Martin at 5:30 p.m.

The National Anthem was played. A moment of silence was observed to remember deceased Credit Union members and friends.

The Chair, Andrea Martin, welcomed everyone to the first in person only meeting in three years.

## **Motion to Approve the Agenda**

Moved by Wayne Fowler, seconded by James Bell, THAT the Agenda for Valley Credit Union's Annual General Meeting held on April 27, 2023, be approved. **Motion Carried.**

## **Introduction of the Board of Directors**

The Chair of the Board, Andrea Martin, introduced the Board of Directors to the Membership.

## **Report on Registration**

There were 46 members registered and 3 guests reported. Twenty-five members are required to establish a quorum, therefore Andrea Martin, Chair of the Board, declared a quorum present.

The Chair, Andrea Martin, introduced the three guests: Jen Murray from Atlantic Central, Colin Lewis from Concentra, and Kim Williams from CUMIS. Mike Hurley, CEO CUDIC, sent his regrets.

## **Adoption of Minutes - April 28, 2022**

Moved by Christy Bishop, seconded by Tyson Slauenwhite, THAT the minutes of the 2022 Annual General Meeting held on April 28, 2022, be accepted as included in the AGM meeting package. **Motion carried.**

## **Business Arising from the Minutes**

NIL

Chair, Andrea Martin, turned the meeting over to the Vice-Chair, Rick Graham. Rick Graham introduced Andrea Martin, Chair of the Board.

### **Message from the Chair of the Board of Directors**

Andrea Martin, Chair of the Board, gave her report to the membership which was included in the Annual Report for 2022.

The Chair welcomed everyone to the AGM.

The Chair highlighted the major activities the Board performed during the 2022 year.

- Acknowledged the years of commitment from the previous Board Chair, Martin Gillis. Martin was Chair of the Board for over 14 years and she thanked him for his guidance and knowledge.
- Acknowledged CEO, Leigh Doucette's first full year with VCU and thanked him for all his assistance during this time.
- The new Flower Cart facility was finally breaking ground, after delays because of COVID. The VCU Board has committed \$250,000 towards the well-deserved project.
- The Middleton branch moved to a new location. A large and bright space for staff and members to enjoy.

The Chair thanked the staff for their continued dedication and the membership for their continued support, all of which helps make Valley Credit Union a success.

Moved by Jennifer DeAdder, seconded by Christy Bishop, THAT the Chair's report be approved as presented for Valley Credit Union's Annual General Meeting. **Motion Carried.**

The Vice-Chair, Rick Graham, turned the meeting back over to the Chair, Andrea Martin.

### **Message from the President & CEO**

Andrea Martin introduced Leigh Doucette, President & CEO.

The President & CEO reported on some of the highlights of 2022. His full report is in the Annual Report for 2022

- The CEO commented on the lingering impacts COVID has had on the World's workforce. VCU continues to modernize and find new and creative solutions to attract and retain staff.
- Sped up by COVID, VCU began investing heavily in upgrading and investing in our IT infrastructure. This is to help our members access services and solutions electronically.
- Important to the IT infrastructure is the continued upgrading of our Cyber Security. In 2022 we introduced the 2-step verification for our online banking and mobile systems.
- VCU was excited to finally open a new Middleton branch. The CEO thanked the staff and members for their patience and support during the transition to the new large and bright space.
- Another year where staff were very involved in organizing, raising funds, or donating to various organizations and events. VCU has a strong belief that we need to do more in our community than simply just give money.

- The Leadership Team and the Board of Directors updated the Strategic Plan. The most paramount focus is for us to all be better at what we do in order to better serve our members.

The CEO thanked the Board and staff for their dedication and devotion to the membership. He thanked the Members for being loyal and patient during these challenging times.

Moved by Jenna States, seconded by James Bell, THAT the President & CEO report be approved, as presented, for Valley Credit Union's Annual General Meeting. **Motion Carried.**

### **Credit Committee Report**

Rick Graham gave the Credit Committee report as included in the AGM package.

Highlights:

Loan portfolio growth was approximately \$29 million or 14.4%. Loan loss provisions amounted to 0.04% of the total portfolio. Delinquency levels ended at 0.40% for the fiscal year end.

Moved by Wayne Fowler, seconded by Reginald Rose, THAT the Credit Committee report be approved, as presented, for Valley Credit Union's Annual General Meeting. **Motion Carried.**

### **CSER Committee Report**

Wayne Fowler gave the CSER Committee report as included in the AGM package.

Highlights:

Wayne acknowledged that the CSER Committee was the best committee to be a part of as the Committee is able to give supportive funds out. The asks have grown and the full \$12,000 budget was allocated to very deserving groups in 2022. The full list of 16 groups is included in the AGM package.

Moved by Brian Sturney, seconded by Jennifer DeAdder, THAT the CSER Committee report be approved, as presented, for Valley Credit Union's Annual General Meeting. **Motion Carried.**

### **Audit Committee Report**

Martin Gillis gave the Audit Committee report as included in the AGM package.

Highlights:

The Committee met three times in 2022. PricewaterhouseCoopers LLP ("PwC") was invited to the meeting in March 2023 to review their annual audit. It was a clean audit and Valley Credit Union is in a good position.

Moved by Rick Graham, seconded by Reginald Rose, THAT the Audit Committee report be approved, as presented, for Valley Credit Union's Annual General Meeting. **Motion Carried.**



### **Review of Financial Statements**

Ian Wilkie, Vice President Finance, gave a brief overview of the Consolidated Financial Statements for Valley Credit Union for the year ended December 31, 2022.

Moved by James Bell, seconded by Wayne Fowler, to approve the Consolidated Financial Statements for the year ended December 31, 2022, as included in the Annual Meeting package, and as presented.

**Motion carried.**

### **Appointment of Auditors**

Martin Gillis, Chair of the Audit Committee, recommended PricewaterhouseCoopers LLP to be the Auditors for the year ended December 31, 2023.

Moved by Wayne Fowler, seconded by Jen DeAdder, that the firm PricewaterhouseCoopers LLP be appointed as the auditing firm, for Valley Credit Union, for the 2023 year. **Motion carried.**

### **Nomination Committee**

Martin Gillis, of the Nomination Committee, gave the report.

Three Directors' terms were up for renewal: Andrea Martin, Brian Sturney, and Reginald Rose. All are reoffering. There is one new nomination: Mike Bishop.

The Bylaws state the Board can consist of up to 12 members and the nominations bring the Board to 10, so there is no need for a vote and all nominees are in by acclamation.

Moved by Jenna States, seconded by Christy Bishop, to accept the Nomination Committee report, as presented, for Valley Credit Union's Annual General Meeting. **Motion carried.**

### **New Business**

NIL

### **Adjournment**

Moved by Jen DeAdder, seconded by Sam Parker, that the April 27, 2023, Annual General Meeting be adjourned at 6:05pm. **Motion carried.**

2023 VALLEY CREDIT UNION

# BOARD OF DIRECTORS

Our Board of Directors are members, just like you!



**Andrea Martin**  
Chair, 10/10



**Richard F. Graham**  
Vice Chair, 10/10



**Reginald Rose**  
Secretary, 9/10



**Martin Gillis**  
Past Chair, 8/10



**Carol Tobin**  
Board Member, 10/10



**Brian Sturney**  
Board Member, 10/10



**Wayne Fowler**  
Board Member, 8/10



**James Bell**  
Board Member, 9/10



**Nancy Roscoe-Huntley**  
Board Member, 9/10



**Mike Bishop**  
Board Member, 6/6

ANDREA MARTIN

# CHAIR'S REPORT

We are committed to community.



Andrea Martin  
Chair

On behalf of the Board of Directors, I would like to start by thanking Valley Credit Union's management and staff for all their hard work in 2023. This hard work and dedication are evident in our growth. Our assets are now over \$300 million, which is a growth of \$100 million of assets in just 4 years! This is a milestone of which we should be proud and the Board would like to recognize this achievement.

Our staff's commitment to our community is demonstrated in the considerable amount of time and effort spent volunteering. No matter what is happening in our area, we can be sure to see representatives of Valley Credit Union in attendance with their smiling faces. The Board would like to acknowledge this volunteer time and let you know it is appreciated. As mentioned last year, Valley Credit Union had made a large donation in the past to The Flower Cart's new building in New Minas. We were very happy to see the completion of their project in the fall and many directors and staff were able to tour their beautiful new facility. We also continue to support the Credit Union Centre in Kingston as well as other local organizations. In cooperation with 14 other Nova Scotia Credit Unions, we were proud to make a donation to VON Nova Scotia's digital health transformation project. These are just some of the examples of our commitment to our communities.

In November, we held a public information session in Bridgetown in response to the announcement of the closure of another financial institution in that community. The presentation was well received by those in attendance and has resulted in increased membership. I would like to thank our CEO Leigh and his team for leading the presentation at this meeting and letting citizens of the community know that a Credit Union can meet their financial needs. I would also like to thank Leigh and his team for always keeping the Board informed and assisting us in our duties.

During 2023 the board had 10 regular meetings, 4 Executive meetings as well as numerous meetings of the various Board Committees. Our directors are committed to the Credit Union system and the cooperative movement. We have had directors attend Atlantic Central meetings, plus the combined World and Canadian conferences in July. We have a director that sits on the Board of Atlantic Central as well as the Board of League Savings and Mortgage, plus I personally am a member of the Regional Credit Union Chairs' Association. We promote cooperation amongst the other Credit Unions in the region and encourage management to do the same. All directors are continually maintaining their training so that they are able to be effective directors for your Credit Union. Being a director is a large commitment, but personally very rewarding.

I would like to thank each of the directors for their dedication in 2023. I have appreciated the occasionally spirited discussions and support for decisions made. When deciding our goals, we keep our members' needs in the forefront of our thoughts. We would like to thank all of our members for their continued support and also thank new members for choosing Valley Credit Union. **Without you our Credit Union would not be as successful – you are the reason we exist.**

LEIGH P DOUCETTE, PRESIDENT & CEO

# CEO REPORT

**We're back in the community  
in a very big way.**

**Leigh P Doucette**  
President & CEO



2023 was another strong year for Valley Credit Union. We achieved a milestone of \$300 MM in assets. This occurred in a difficult economy where inflation remained stubbornly high and had a negative effect on affordability across the board, from food to housing. Property values, and demand for those, also remained high. But we continued to grow our book. We remain the 4th largest credit union in Nova Scotia, and we have almost moved into 3rd place. We can be very proud of that, and it's thanks to all of you.

I believe our biggest success in 2023 was the continued stabilization of our workforce. When COVID occurred it really impacted the workforce in the world and, in the Valley, we weren't exempt from that. Over the last several years we had made changes to our business in some ways due to the inability at times to hire workers. But 2023 really changed that. We have finally gotten back to having full-time lenders across our branch network. We have also hired strong individuals into key roles at the senior manager and executive level as well as other integral roles, and customer facing roles in our branches. We are very happy with the quality of our additions to the team in 2023 to join what was already a very strong workforce, and we're really looking forward to 2024. Thanks to our HR team and leaders for all their work on this.

We're back in the community in a very big way. You are probably seeing us everywhere. We had a very successful year in 2023 in our communities whether it was in-person, or through financial support. Our earliest event was in mid-January and our last event was in mid-December, so we're busy all year throughout the Valley. To name a few of the events and entities that we support or partner with: the Flower Cart, the Valley Regional Hospital Foundation, VON, Valley Exhibition, the Credit Union Rec Complex, and the Credit Union Centre. We also presented several financial wellness events in 2023. You probably even saw us at several parades last year throughout the Valley. I'm so proud to see everyone at these great partnerships. Thanks to staff, the Kindness Crew and the CSER Committee, for your hard work. Please refer to our CSER and Community Support reports for more information.

We have a key message to deliver. It comes from a situation in the Western part of the Annapolis Valley where banks continue to close their branch network. By the fall of 2024 we will be the only financial institution left in 4 of our 7 branch markets. As the banks continue to close branches, the ability to do banking is becoming more difficult for people in the Valley – our friends, our family, our neighbours. So, we did 2 very specific things in 2023 in this regard to help in our markets. In February 2023 we moved our Middleton branch to a new location. It's a fantastic new branch and speaks well to our commitment to the Western part of the Valley. Also, in mid-November of 2023 we reached out proactively to our Western communities. We spoke with Government, business,

not-for-profits, and people. Then we held a community forum. At that forum we listened to what the community had to say. Then we announced that we would be re-opening (on a full-time basis) our 2 most western branches, in Middleton and in Bridgetown, starting in February 2024. So, our key message is this: The banks have left. They aren't coming back. But we're still here. We continue to show our loyalty to the Annapolis Valley. The banks are counting on you to do nothing about them leaving. It's time to show them that you care. And you're going to be hearing a lot more of this type of messaging from us.

Because of our focus, loyalty, and dedication to the Valley, starting in November 2023 we began seeing positive membership growth in our business at a time when the national and regional trends are negative. And this is very good news for us.

We are continuing to work on our strategic plan, which currently runs from 2023 to the end of 2025. In a nutshell it's about us being better at what we do to be able to better serve all of you. It's about having the right people in the right roles and having good conversations and providing proactive solutions and truly giving value to members. We are making very good strides and we will continue to evolve and search for ways to serve our communities and make everyone proud to work and deal with us.

System conversion is coming in 2024. Although there have been some delays in this massive project across the system in Atlantic Canada, our local impact has been small. At Valley Credit Union this means instead of preparation and conversion taking place between the late fall of 2023 and early Spring of 2024, it's now taking place between now and the Fall of 2024. We are currently working on data-readiness, training, and communication, amongst other things. And you will be hearing more from us on this.

Thanks to our members for their continued loyalty to Valley Credit Union. Thanks to the Board for their support of our work, and our team. I especially want to extend a huge thanks to all of our fantastic staff for persevering in a tough economy, and showing the entire Valley who THE financial institution of choice is.



Best regards,  
Leigh P Doucette, President & CEO

### 2023 ASSETS UNDER MANAGEMENT

 **\$301,337,806** +7%

<b>2022</b>	\$280,109,831
<b>2021</b>	\$260,410,443
<b>2020</b>	\$232,571,751
<b>2019</b>	\$199,525,526
<b>2018</b>	\$176,898,469
<b>2017</b>	\$171,591,058
<b>2016</b>	\$154,151,945
<b>2015</b>	\$152,503,506
<b>2014</b>	\$141,389,505

RICHARD F. GRAHAM

# CREDIT COMMITTEE REPORT

**As a standing committee of your Board of Directors, the Credit Committee's mandate is as stipulated in the Credit Union Act; that being to "ensure the compilation, clarity and accuracy of the data required by the Act, while recommending policies and procedures for approving and granting credit at the Valley Credit Union".**

For fiscal 2023, your Credit Committee, consisting of Rick Graham (Chair), Brian Sturney, Reg Rose, and Jim Bell and assisted by Glenn Jordan (Manager of Credit Risk), met six (6) times; where loan activity was examined, reviewed and compared to budgets and targets, while ensuring the ratio of personal, mortgage and business lending in the credit portfolio is maintained within the concentration ranges as approved by your Board. In addition, our regular reviews included examination of delinquency causes and remedial actions undertaken so to:

- Identify trends that may be reflective of the economic uncertainties, and
- Ensure Members are assisted in managing their obligations,
- While concurrently ensuring that our efforts are demonstrated to be timely and diligent, so to protect your Credit Union's assets.

**We are pleased to report the following:**

- While we did experience increased loan activity during the year, net growth was unfavorably impacted by repayments of several significant loan syndications;
- The impact of increasing interest rates on our overall financial situation has thus far been positive. However, it does require enhanced monitoring so to attend to any mismatching situations that may arise across the portfolio;
- Loan loss provisions in 2022 amounted to 0.07% of the total portfolio and 107% of the approved budget for the year;
- Delinquency levels remained at 0.24% on average for the year and 0.31% as at fiscal year end;
- Our liquidity position remains strong and as such, we have ample capacity to continue with our growth strategy and meet our Members' needs.

In all and as evidenced by the above, our lending portfolio remains of very good quality. All staff are to be congratulated on our lending and loan management successes in 2023; through continuous focus on our Members and appropriate levels of Risk Management, with continued investment in staff skill development through 2024.

On behalf of the Credit Committee

**Rick Graham**  
Chair, Credit Committee



WAYNE FOWLER

# CSER COMMITTEE REPORT

The Corporate Social and Environmental Responsibility (“CSER”) Committee comprises representatives from both the Board of Directors and Valley Credit Union staff. This collaborative approach ensures a diverse range of perspectives, expertise, and insight into the unique needs of the communities within our service area.

## Executive Summary:

The Valley Credit Union (“VCU”) CSER Committee is pleased to present the Annual Report for the year 2023. The CSER Committee focused on remaining steadfast in its commitment to supporting community development, education, sports and health and wellness initiatives.

The CSER Committee acknowledges the dedication and efforts of its members who adapted to virtual meetings, ensuring that the annual mandate set by the VCU Board of Directors was fulfilled. The Committee continued to prioritize the long-term well-being of VCU Members and the communities it serves.

## Committee Composition:

The CSER Committee comprises representatives from both the Board of Directors and VCU staff. This collaborative approach ensures a diverse range of perspectives, expertise, and insight into the unique needs of the communities within our service area.

## Focus Areas for 2023:

In alignment with its mandate, the CSER Committee focused on three key support criteria:



**EDUCATION:** Sponsoring events and activities that support youth and life-long education.



**SPORTS:** Supporting community strength and healthy living through sports-related initiatives.



**HEALTH AND WELLNESS:** Supporting organizations and events that benefit the community's health and wellness.

The CSER Committee allocated financial support to various community-minded organizations, contributing a total of \$24,000 in 2023.

**The funds were distributed to the following organizations:**

1. Canning Library - \$1,000
2. Kingston Farmers Market - \$1,000
3. Northville Heritage Centre - \$1,000
4. Raising HEC- Highbury Education Centre - \$1,500
5. Western Kings Community Fair - \$250
6. Village of Canning Refugee Support - \$1,000
7. MICCL - \$1,000
8. Middleton Daycare - \$1,500
9. Arlington Forest Protection Society - \$500
10. Kings Historical Society - \$600
11. Sunken Lake Scouts Camp - \$1,000
12. Kings County - Michelle Obama Bus - \$1,000
13. Kingston Lion's Club - \$600
14. Red Spruce Mental Health Centre - \$2,500
15. AVRCE School Board Meals Campaign - \$1,500
16. Valley Jets - \$1,000
17. Western Valley Minor Hockey Association - \$1,000
18. Three Rivers Community Centre - \$1,000
19. Town of Kentville (Rec Team) - \$1,500
20. Stockings Were Hung - \$1,000
21. Valley and District Soccer Association - \$550
22. Arlington Forest Protection Society and SOOF STOCK Festival - \$1,000
23. Coldest Night of the Year - \$1,000

**OUR IMPACT**  
**\$24K**  
**23 LOCAL ORGANIZATIONS SUPPORTED**

**Conclusion:**

The Valley Credit Union CSER Committee is proud to have contributed to the well-being and development of our communities in 2023. The financial support provided to various organizations reflects our commitment to making a positive impact on education, sports, and health and wellness within our service area.

We express our gratitude to the VCU Board of Directors, the CSER Committee members, and the supported organizations for their collaboration and dedication. Looking ahead, we remain committed to building stronger, healthier, and more resilient communities.

*We remain committed to supporting community development, education, sports and health and wellness initiatives.*

**Wayne Fowler**  
 Chair, CSER Committee





MARTIN GILLIS

# AUDIT COMMITTEE REPORT

The Audit Committee is pleased to report to the members of Valley Credit Union that your credit union continues to meet the requirements within the policies established by the Board of Directors and is well positioned for 2024.

The 2023 Audit Committee consisted of Nancy Roscoe-Huntley, Wayne Fowler, Mike Bishop and the Chair, Martin Gillis. We were supported in our duties by Ian Wilkie. The Committee met four (4) times in 2023 and also in March 2024 with MNP to review the 2023 audit. All meetings were held virtually.

In October the Committee met to review the letter of resignation from PricewaterhouseCoopers ("PwC") and consider a proposal from MNP LLP ("MNP"). The Committee's recommendation to the board was to accept the MNP proposal for the 2023 audit. The Board accepted the recommendation.

The Committee has the responsibility to review the financial position of the Credit Union. The Committee met twice with MNP to review the audit plan and to receive the results of the yearly audit including any recommendations which the auditor may make.

The Committee also reviews the results of internal audits, both operational and Anti-Money Laundering and any recommendations made to address deficiencies. The Committee also reviews any CUDIC audits and addresses any issues arising from these audits.

We have adopted a mandate which covers all the duties specified to be performed by the Audit Committee in the Credit Union Act, 1994.

I would like to thank Ian Wilkie and his staff for their support over the past year.

The Audit Committee is pleased to report to the members of Valley Credit Union that your Credit Union continues to meet the requirements within the policies established by the Board of Directors and is well positioned for 2024.

[Click to View Financial Package](#)

**Martin Gillis**  
Chair, Audit Committee



KINDNESS CREW

# COMMUNITY SUPPORT REPORT

Our committee, comprising representatives from all branches, is dedicated to supporting the community year-round.

We're deeply rooted in our communities, making decisions that directly benefit our members and our community. Our profits stay local, supporting businesses and initiatives, while our staff actively participate in events, fundraising and volunteering. We're committed to empowering youth through free financial literacy and wellness programs in local high-schools. **We are dedicated to Doing Some Good, follow us as we share our impact and community story.**



OUR IMPACT  
**\$100K**

SUPPORTING  
ANNAPOLIS VALLEY  
FROM HANTSPORT  
TO BRIDGETOWN





# Our Impact



VALLEY

# Banking that goes further.



Phone  
902-538-4510  
or 1-866-990-4044



Email  
[vcu.admin@valleycreditunion.com](mailto:vcu.admin@valleycreditunion.com)



Website  
[valleycreditunion.com](http://valleycreditunion.com)



7 Branches from Hantsport to Bridgetown  
**Find a Branch / ATM**



VALLEY

