

2024 Annual Report

Crossroads Credit Union

Photo Credit: Coreen Buchinski
2024 Crossroads Country Calendar Winner



| A Direction Worth Choosing!

Message from the Chair and CEO

Crossroads Credit Union 2024



In 2024, Crossroads Credit Union continued to push boundaries and positively impact our communities. Our vision focused on increasing members' financial confidence, and we executed this by having life-changing conversations, one member at a time.

Key Strategic Initiatives:

1. **Staff Support & Development:** We invested in staff training and development to ensure they could provide exceptional advice and adapt to new ways of working, uncovering new opportunities and strengthening our culture.
2. **Technology Investments:** We expanded our digital banking platforms to meet the growing demand for convenience, with over 72% of members using digital services for daily banking. The launch of our first advice center in Sturgis exemplified our commitment to providing expert financial advice.
3. **Financial Support for Members:** We provided financial assistance to our members, whether they were buying their first home, starting a business, or saving for retirement. Our staff's dedication to offering tailored advice was central to our success.
4. **Community Impact:** We gave back over \$90,000 through sponsorships, donations, scholarships, and community investments, reinforcing our role as a community-driven organization.

Financial Performance:

- We ended 2024 with healthy financials, including assets rising to \$373 million and a steady income of \$3.2 million.
- Over \$478,000 will be paid out to members in patronage in 2025, demonstrating our commitment to sharing profits with those who matter most—our members.

Employee Experience:

- We prioritized improving the employee experience, using feedback to guide positive changes that enhance both the employee and member experience.

Board & Governance:

- In 2024, our board continued its strong leadership, supporting key strategic initiatives like creating an advice-driven service environment and advancing our virtual branch services. We also bid farewell to Murray Bottcher, who retired after 25 years of service, and welcomed Myrna Daviduk.

Looking Ahead to 2025:

As we close 2024, we anticipate interest rates will continue to stabilize, and we will remain adaptable to any economic changes. Our focus for 2025 will continue to be on offering members the advice and services they need, expanding our digital services, and maintaining financial strength while giving back to our communities.

Betty Tomilin, Board Chair

Jeff Bisschop, CEO

Business Environment

Though we operate in Saskatchewan, the past year has shown that most businesses are affected by events across the country and around the world. As a financial institution, Crossroads is influenced by issues such as:

- financial markets, interest rates and the value of the Canadian dollar
- Bank of Canada's monetary policy
- developments in the financial service sector or credit union system
- changes in regulation or legislation



The Canadian economy grew 1.5% in 2024, which is within the Bank of Canada's target for inflation triggering five interest rate reductions in the year. Unemployment sits at 6.5% as employers continue competing for staff.

Saskatchewan's economy grew slightly better than the Canadian economy at 2.4% in 2024 and continues to have one of the lowest unemployment rates in the country at 5.9%.

Saskatchewan farms had another strong year with Farm Cash Receipts down from last year's record setting year. This was mainly due to grain prices coming down and average crops (in east central Saskatchewan) on all major crops.

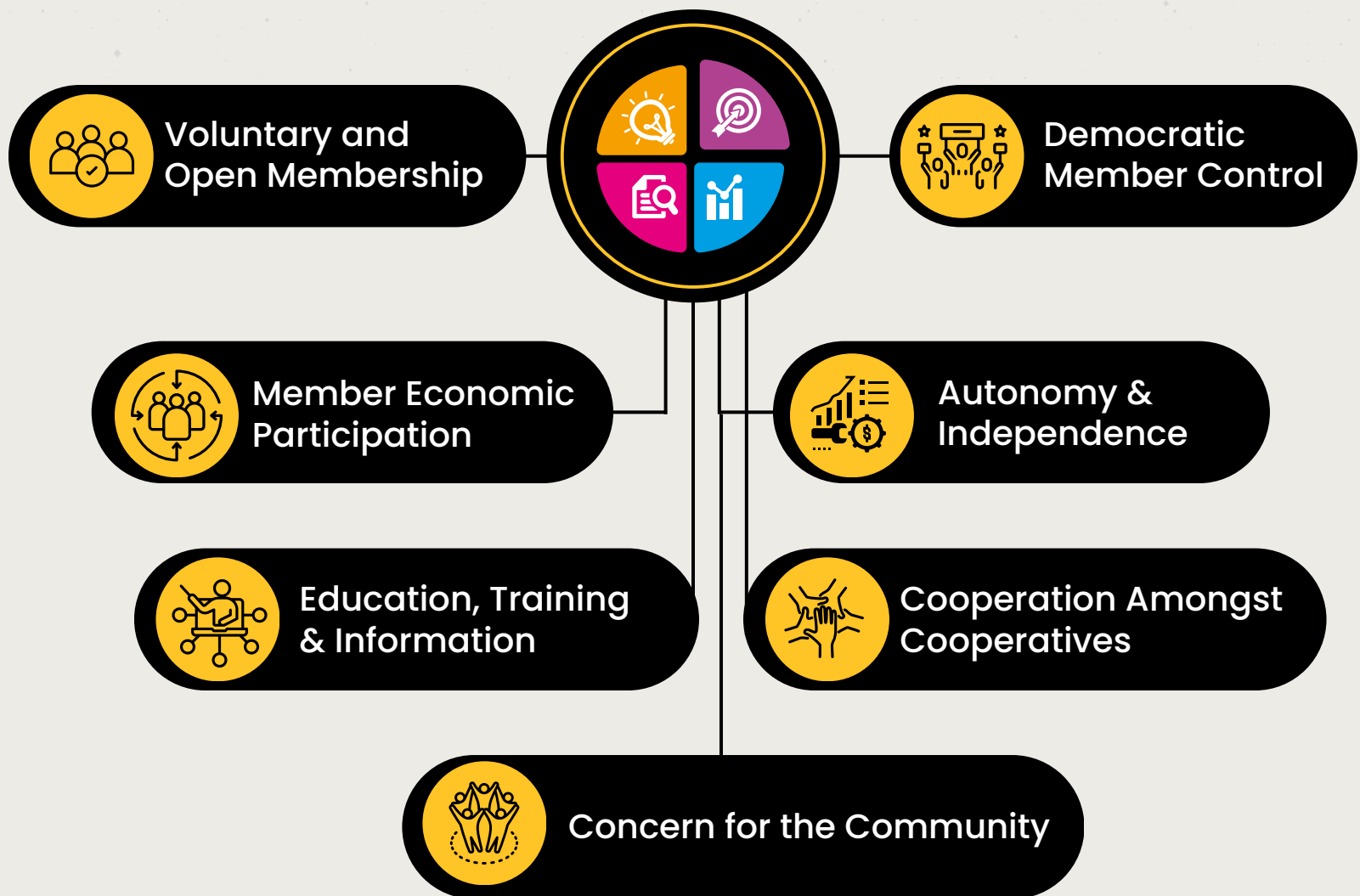
Closer to home, the economy in our trading area did fairly well. Our trading area continues to show growth in population and new business. Our main economic driver is agriculture and that sector performed well in 2024. The lower cost of living in our small towns was a benefit to anyone whose income was affected.

Market Code

Crossroads Credit Union voluntarily adheres to a Credit Union Market Code, jointly developed by Saskatchewan Credit Unions, SaskCentral and Credit Union Deposit Guarantee Corporation to ensure the protection of credit union members. The code sets out guidelines in the following areas:

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

CREDIT UNION CO-OPERATIVE PRINCIPLES



Crossroads Country

Not just a place, it's a feeling.

A close knit community of people, regardless of physical location, who through all seasons are united by prairie values.

Vision

Everyone in Crossroads Country has the financial confidence to succeed in any direction they choose.

Mission

Life changing conversations, one member at a time.

Value Proposition

We differentiate ourselves through service. Our goal is to make meaningful connections with each member, taking time to build rapport that changes every transaction into a superior experience.

Building Relationships!



Knowing our members better than anyone else.

Converting each transaction into a superior experience.



We simplify our members' financial lives by offering a range of solutions to fit their unique needs.

Crossroads Core Values

Grassroots

We are deeply rooted in people helping people, we continue to think outside the box. We believe in local decision making, we are small enough to understand and large enough to make a difference.

Integrity

Our members are our story; we are committed to seeing them achieve their goals, it's our job to be fully transparent with our members about their finances.

Passionate

We love being on a first name basis with our members, it is our goal to know our members better than anyone else, because in doing so we can provide tailored and accessible service and advice.

Reputable

Our goal is to provide financial literacy that enables confidence, which leads to better communities and economies.

Quality

We aim to never stop enhancing what we have to offer, we are always improving to make things better and easier for our members every day. Our goal is to prepare our members for the next chapter of their stories.

2024 YEAR IN REVIEW

640+ Volunteer Hours
Personal & CU Time



\$19K+
Donations & Sponsorships

72+
Organizations
& projects
supported



18
Learning Events

\$5K^{IN}

Scholarships



\$66K+ Allocated
through the
Community Investment Fund

22 Non-profit
organizations
supported



Member Satisfaction Index 89%



WHO WE ARE

Crossroads Credit Union is a provincially regulated co-operative financial institution, deeply rooted in the Canora, Preeceville, Sturgis, and Wadena areas. Offering a full range of financial services, including mortgages, loans, investments, and daily banking. Members benefit from ownership, participation in our democratic process, and our Member Patronage Program, which returns profits to our member owners.

Crossroads manages more than \$373 million in assets with a staff of 57 professionals.

Volunteering and helping our communities is part of our identity. In 2024, our staff volunteered 640+ hours and we contributed more than \$66,000 to local community projects thru the Community Investment Fund.

A 10-person volunteer Board of Directors is elected to govern our operations. It provides strategic direction and oversight to a management team responsible for day-to-day operations.

We serve individuals, non-profit, farm and commercial members with highly personalized service.

Crossroads provides wealth management services through Wealth Experts at the branches as well as through a personal financial planner at our *Aviso Wealth Aviso Insurance® office.

We complement our personal service with the convenience of online and mobile banking, as well as, our Virtual Branch.

**Aviso Insurance Inc. is an indirect wholly-owned subsidiary of Aviso Wealth Inc., offering financial planning, life insurance and investments to members of credit unions and their communities. Mutual funds and other securities are offered through Aviso Wealth, a division of Aviso Financial Inc.*

Strategic Direction

We aspire to make it easy and beneficial for members to have a full relationship with us. Achieving this requires:

- Being member-centric
- Building long-term sustainable operations
- Making it easy for our members and staff to succeed
- Reducing friction
- Collaborating internally and with other like-minded organizations to achieve mutual goals
- Being principles-based to lead by example

Crossroads' Board of Directors and Management Team meet each year to set the strategic direction that brings that mission to life. An operational plan aligns management's activities with that strategic direction.

Strategic Pillars

Members



- We will deepen member relationships to provide value to all our membership.
- We will continue to build capacity and our member's financial confidence by moving to advice-based service.
- Our branches will create an environment that supports advice-based service and member experiences.

People



- We will enable continuous learning in a way that supports development and empowers our people.
- Enable a culture where we have the right people, doing the right things at the right time.

Community



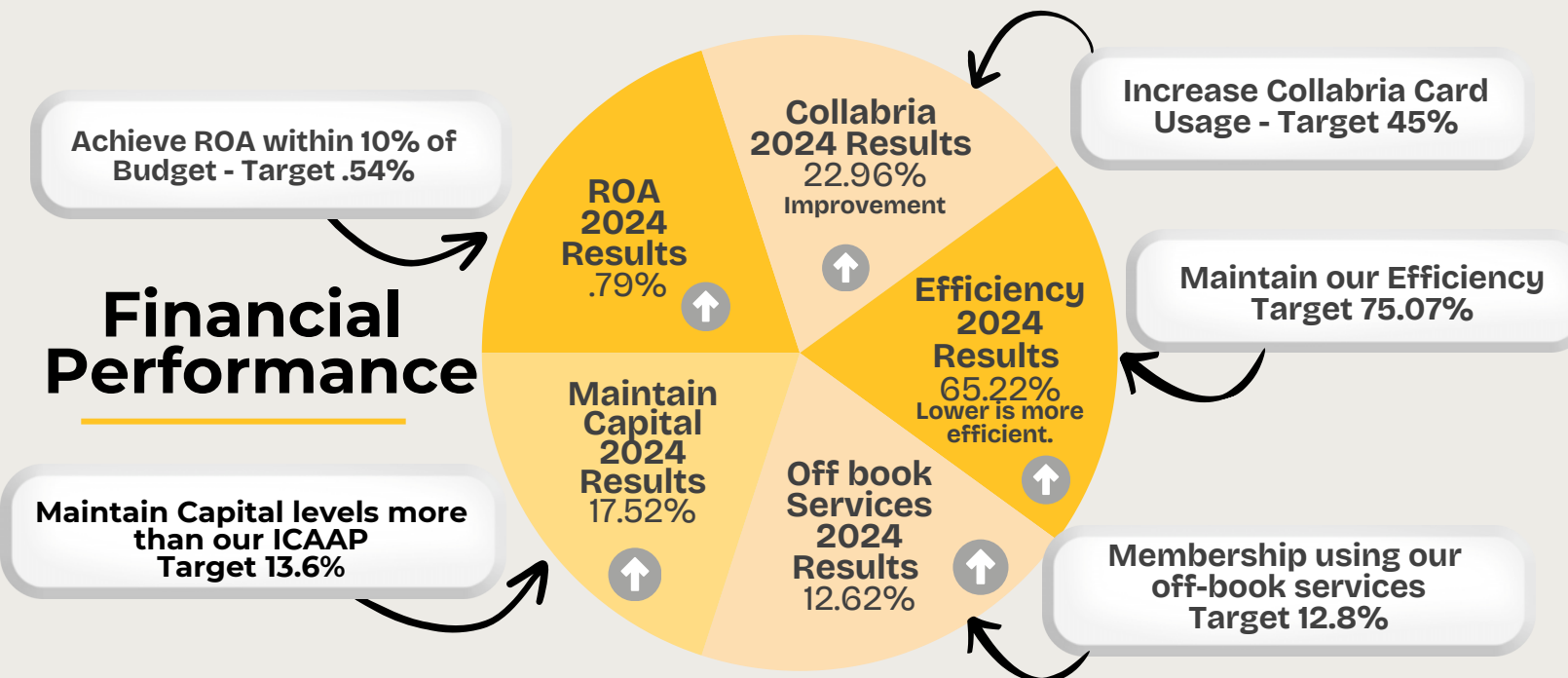
- We will disperse our community outreach dollars in an impactful way to ensure our local communities benefit from our presence

Financial



- We will grow our off book to increase non-interest revenue because of shrinking margins and revenue.
- We will enhance our ability to make data driven decisions.

Financial Performance



A balanced scorecard helps Crossroads set business goals, monitor progress and measure results. Financial and non-financial measures extend the credit union's vision and strategy into objectives across four balanced perspectives: members, staff, community and financial.

Growth

2024 was another successful year for Crossroads in many ways. Strong loan growth and a solid net interest margin provided for another profitable year and strong capital. This allowed us to allocate a patronage payment to our members.

Loan growth slightly exceeded budget of 4.0% and ended the year at 4.16%, which brought our loan portfolio up to \$272.5 million.

Rate decreases continued throughout the year; Prime rate went from 7.2% to 5.45%. Inflation is currently close to the Bank of Canada's target rate of 2.0%. Total assets grew 6.91% or \$24 million, which ended the year at \$372.9 million. We continued to see strong deposit growth of 6.79% in 2024 bringing it to \$327.4. million.

Due to our year over year loan growth, our loan to asset ratio was 73.26%. This is very close to our target range of 75-80%.

Off balance sheet assets saw growth of 14.35%, which comes primarily from our off-book wealth portfolio.

Profitability

Profits allow our credit union to build capital, manage growth and invest in strategic initiatives. In 2024 Crossroads earned \$3.23 million in income. Profitability was .86% which is significantly higher than 2023. 2024 continued to see a few interest rate decreases from the Bank of Canada. Due to this, we were able to gain a slight increase to our interest margin, which also contributed to our profitability.

Efficiency ratio is a measure of how much revenue is spent on operating costs. A low ratio indicates efficient use of resources. Our ratio was at 65.22% in 2024.

Financial continued

Regular audits – All aspects of our operations are regularly reviewed through a combination of internal and external audits. In addition, every three years our regulator, Credit Union Deposit Guarantee Corporation of Saskatchewan (CUDGC), conducts a supervisory review.

Capital Management – A capital plan guides our approach to managing capital, ensuring we meet or exceed regulatory standards. The plan forecasts our ability to support operations, growth and risk over time. Our capital plan considers our corporate tolerance for risk and demonstrates how Crossroads will balance the appropriate quantity and quality of capital for the credit union.

Capital is a limited resource for credit unions. We are restricted to raising capital through profits from our operations. We keep this in retained earnings or share it with members through patronage payments. Crossroads allocates earnings in the following order:

1. Capital until capital standards are met
2. Additional capital to support growth, development, safety and financial soundness
3. Member patronage allocations or dividends

We set minimum capital levels for our credit union well above regulatory standards to maintain enough capital to meet our needs even in times of significant loss or unplanned growth. Current policy is to ensure we maintain the optimal amount of capital indicated by our internal capital adequacy assessment process (ICAAP). This allows us to:

- meet regulatory and operational requirements
- allow flexibility for changes in business plans
- signal financial and capital strength
- co-ordinate our growth with our capital management requirements
- provide member patronage options

Regular Audits - Each year we perform a comprehensive internal audit of our operations and a third-party review of specific aspects of our organization. In 2024 that review focused on Credit, Regulatory Compliance, Asset – Liability Management and Internal Controls. We also regularly review several areas internally, including privacy, wealth management, deposit services, information technology, corporate governance, AML, human resources and payroll administration.

	Provincial Standard	CCU Target
Common equity tier 1/ risk weighted assets	7%	11.9%
Total tier 1 capital/ risk weighted assets	8.5%	11.9%
Total eligible capital/ risk weighted assets	10.5%	13.5%
Leverage Ratio	>5%	6.5%

Crossroads also pays close attention to ensuring we comply with all relevant policies, standards and legislation. All staff and directors are trained each year on the topics of money laundering and terrorist financing.

Looking to the future – As we head into 2025, we can expect to face many of the same challenges that were experienced in 2024, until inflation comes down to target levels, and interest rates start to decrease throughout the year. We are expecting to see normal levels of deposit growth and a bit more aggressive loan growth.

Financial continued

Enterprise Risk Management

As a financial institution, Crossroads Credit Union must manage the risks it faces to achieve its business objectives. We use an enterprise risk management process to articulate the degree of risk the credit union is willing to accept to optimize value to the organization and its stakeholders. Enterprise risk management helps us identify, analyze, and systematically address the risks inherent in our business.

The process is required by our primary regulator, Deposit Guarantee Corporation of Saskatchewan, and is an important element of our governance and strategic planning. Risks are analyzed through our Internal Capital Adequacy Assessment Process (ICAAP) and are addressed in our capital plan. All moderate and high severity risks are reported to the Audit & Risk committee and board of directors on a quarterly basis.

Risk Philosophy

Navigating uncertainty effectively will help to strengthen our corporate performance, creating and preserving value by ensuring that we deliver quality member services and products. Proactively managing risk ensures that we respond to uncertainty, reducing unexpected outcomes and strengthening the confidence of our many stakeholders.

Risk Philosophy Statement

Crossroads Credit Union is willing to take on only those risks that it fully understands and can manage within acceptable levels.

Risk Philosophy Categorization

Crossroads uses industry standard categorization to identify and group key risks.

Risk Commitment

Crossroads Credit Union's Board and management committee are committed to establishing a risk-informed decision-making culture. A risk informed culture enables us to optimize the risk/reward trade-off and more effectively exploit opportunities we identify. Our risk framework aligns with ISO international best practices and ensures risk management is a core capability and integrated into our decision-making processes.

Risk Mandate

Our risk framework mandate is to ensure known and emerging risks are identified and managed within acceptable risk appetites and tolerances set out by the Board. Our risk framework applies to all key decisions and business processes. It is consistent with the Standards of Sound Business Practice set out by Deposit Guarantee Corporation of Saskatchewan.

Objectives:

- to ensure we do not take on more risk than we can afford to handle.
- to achieve tangible benefits resulting from the risk appetite process
- to ensure capital is protected.

Financial continued

Risk Appetite

Our risk appetite includes qualitative statements and quantitative measures. Together, they describe the amount and type of risk we're willing to accept in pursuit of our strategic objectives. Qualitative risk appetite statements provide balanced thought and action. Collectively, they describe a forward-looking view of the acceptable risk profile of the credit union.

Risk Category	Appetite	Definition
Strategic Risk	Moderate	Risk arising from an inability to implement appropriate business plans, strategies, decision-making, resource allocation and adapt to changes in the business environment.
Credit Risk	Moderate	Risk arising from a counterparty's inability or unwillingness to fully meet its on and off-balance sheet contractual obligations.
Market Risk	Modest	Risk arising from: <ol style="list-style-type: none"> 1. movements in interest rates, primarily from timing differences in the repricing of assets and liabilities 2. changes in the market price of an asset or liability 3. movements in foreign exchange rates
Legal and Regulatory	Modest	Risk arises from potential non-compliance with laws, rules, regulations, prescribed practices or ethical standards.
Liquidity Risk	Modest	Risk arising from the inability to generate or obtain necessary cash or equivalents in a timely manner, at a reasonable price, to meet on and off balance sheet commitments as they come due, without incurring unacceptable losses.
Operational Risk	Modest	Risk arising from problems in the performance of business functions or processes, which can result from deficiencies or breakdowns of internal controls or processes, technology failures, human errors or dishonesty, or natural catastrophes.

Financial continued

Liquidity Risk

Managing liquidity is essential to maintaining the safety and soundness of our credit union. Crossroads Credit Union does this by adhering to a liquidity management framework, minimum targets and strategies documented in a Liquidity Plan that is approved by the Board annually.

The principles of Crossroads' liquidity management framework include:

- Maintain a stock of liquid assets.
- Maintain a strategy, policies and tolerances that are approved annually by the Board.
- Measure, monitor and manage liquidity.
- Conduct regular stress testing and contingency planning.
- Ensure internal controls are in place to manage the liquidity risk process.
- Manage market access to funding sources.

Adequate levels of liquidity are required to meet regulatory requirements and the day-to-day cash needs and loan demands of our members. Crossroads must be able to generate or obtain sufficient cash or cash equivalents in a timely manner and at a reasonable price to meet commitments as they come due, even under stressed conditions.

SaskCentral is the statutory liquidity manager for the Saskatchewan credit union system. Credit unions are required to hold 10% of member deposits in statutory liquidity funds and adjust those figures quarterly. We hold a line of credit with SaskCentral to help manage clearing and settlement and unforeseen funding needs.

An important measure of liquidity risk Crossroads employs is the Liquidity Coverage Ratio (LCR). The objective of the LCR is to ensure that a credit union has an adequate stock of unencumbered high-quality assets that:

- consists of cash or assets that can be converted to cash at little or no loss of value
- meets its liquidity needs for a 30-day calendar stress scenario, by which time it is assumed corrective actions have been taken by the credit union
- Crossroads has met and exceeded the minimum LCR requirements established by Credit Union Deposit Guarantee Corporation.

Liquidity Coverage Ratio			Change	
	2024	2023	\$	%
Stock of Level 1A Weighted Assets	35,913,796	17,954,862	17,958,935	100.02%
Stock of Level 2A Weighted Assets	600,134	1,370,837	-770,703	-56.22%
Stock of Level 2B Weighted Assets	1,943,531	2,228,927	-285,396	-12.80%
High Quality Liquid Assets (HQLA)	38,457,462	21,554,626	16,902,836	78.42%
Retail Deposit Run-Off	6,914,107	12,861,168	-5,947,061	-46.24%
Unsecured Wholesale Funding Run-Off	6,111,756	7,752,065	-1,640,310	-21.16%
Additional Requirements	1,418,569	1,741,259	-322,690	-18.53%
Total Prescribed Outflows	14,444,432	22,354,492	-7,910,060	-35.38%
Total Prescribed Cash Inflows	2,135,554	1,976,769	158,785	8.03%
Net Prescribed Cash Outflows	12,308,877	20,377,722	-8,068,845	-39.60%
Liquidity Coverage Ratio (LCR)	312.44%	105.78%		

Financial continued

Credit Risk

Regulatory guidelines require Crossroads to provide additional disclosures regarding our residential mortgage portfolio. The guideline reaffirms the need for credit unions to have a stress-testing regime that considers unlikely but plausible scenarios and their impact on the residential mortgage portfolio. Crossroads performs stress testing, which is considered in the internal capital adequacy assessment process (ICAAP).

Residential mortgages are secured by residential properties. As the residential mortgage portfolio is secured by residential properties, which are subject to a decrease in market value in an economic downturn. Crossroads Credit Union ensures prudent practices surrounding security, including maximum LTV (loan-to-value) ratios consistent with regulatory guidelines for residential mortgages (80%). Individual maximum LTV ratios are determined based on a risk assessment of the mortgage.

Insured residential mortgages are mortgages in which our exposure to default is mitigated by insurance through Canada Mortgage & Housing Corporation (CMHC).

In line with the Residential Mortgage Underwriting Guideline, Crossroads will continue to review its mortgage underwriting practices and documentation to ensure it meets the standards. Crossroads does not believe it has undue risk in its uninsured mortgage portfolio or underwriting practices and that current risk weighted asset-based concentration provisions in the ICAAP sufficiently address risk in the residential portfolio.

Residential Mortgage Loan Portfolio by Amortization 2024

Amortization Period	Number	Balance	% of Portfolio
10 Years or Less	214	9,835,308	15.6%
More than 10 up to 15 Years	143	13,324,069	21.2%
More than 15 up to 20 Years	135	15,562,169	24.7%
More than 20 up to 25 Years	149	24,234,855	38.5%
	641	62,956,401	100.0%

Residential Mortgage Loan Portfolio						
	2024	%	2023	%	Change	%
Insured	\$ 14,459,417.57	22.97%	\$ 14,335,985.00	23.02%	\$ 123,432.57	
Uninsured	\$ 48,496,983.32	77.03%	\$ 47,933,980.00	76.98%	\$ 563,003.32	
Total	\$ 62,956,400.89		\$ 62,269,965.00		\$ 686,435.89	1.10%

Members

Our members are at the heart of everything we do. We envision a future where everyone in Crossroads Country feels empowered to achieve their financial goals. To realize this, we're dedicated to building strong, beneficial relationships with our member-owners, making their financial journey seamless.

In 2024, we reinforced this commitment by delivering 18 financial literacy workshops, directly boosting our members' financial confidence.



**We're proud to report a
member satisfaction index
of 89% for the year.**

Looking ahead to 2025, we'll sharpen our focus on enhancing member experience through: streamlining processes for effortless service, investing in technology that supports our members' needs, and deepening our understanding of their financial goals to provide tailored support.



See our Community pages for how we support our members in our communities.



People

Crossroads launched an employee experience program in 2023, focusing on culture, engagement, training, and development for better member service. In 2024, we restructured our management to better support employees, helping them deliver exceptional service. We refreshed our technology strategy to enhance employee effectiveness and improve member relationships through new software and a customer relationship management tool.



Educated, inspired, and empowered staff who make it easy and beneficial for our members to have a relationship with us.

Our employees are are our top asset!!

Our managers prioritize change management and leveraging technology to build employee capacity, enabling focused conversations with members about their financial choices. Throughout the year, we made several improvements without a formal approach to continuous improvement:

- Investing in modern technology and tools that streamline workflows and reduce manual tasks.
- Virtual Branch
- Live Chat
- Digital Banking experience
- Enhancing wellness programs to support employees' physical and mental health. (Including introduction of reduced work time trials)
- Offering continuous professional development opportunities through workshops, seminars, and online courses.
- Implementing flexible work arrangements to support diverse work-life balance needs.
- Mobility for Advisors
- Conducting regular employee satisfaction surveys to gather feedback for informed improvements.

Community

As a cooperative financial institution, we believe in the power of working together. Our cooperative roots drive us to prioritize the needs of our members and the community. We are small enough to care and big enough to make a difference. This balance allows us to be a reliable partner in community development and a driving force for positive change.



When our community succeeds, so does Crossroads Credit Union. We are committed to investing in our communities, helping to build a strong foundation and enhance the quality of life for the people in Crossroads Country. Giving back isn't just something we do - it's at the heart of who we are. Crossroads Credit Union is more than a financial institution; we're your partners in building a community that thrives.

Our ongoing efforts to support local initiatives, invest in community development, and foster economic growth demonstrate our unwavering commitment to making Crossroads Country a better place for everyone. We look forward to continuing this journey together, building a brighter future for the communities in Crossroads Country.

Your money. Your community. Your future.

Our Annual Member Experience Survey revealed that members value our community support.

84% of respondents agree that Crossroads:

- makes a difference in our communities.
- demonstrates social leadership through community involvement.
- demonstrates economic leadership through its donations, sponsorships, scholarships, and the Community Investment Fund.
- is viewed as a community partner.



Community continued

Donations & Sponsorships

In the past year, Crossroads has demonstrated its commitment to community support through substantial donations and sponsorships. We contributed over \$19,000 to more than 72 organizations and projects within Crossroads Country.

Our commitment goes beyond monetary contributions. We also hosted 18 enriching learning events, providing valuable opportunities for personal and professional growth. Our dedicated staff went above and beyond, volunteering over 640 hours of their time, both personally and through the credit union, supporting initiatives that matter to our members and our communities. This remarkable effort highlights our unwavering dedication to fostering a vibrant, supportive community. Together, we are building a brighter future for everyone in Crossroads Country.



Community Investment Fund (CIF)

The Crossroads Community Investment Fund (CIF) allows Crossroads Credit Union to make an impact within Crossroads Country by offering direct financial funding towards community projects, programs or initiatives that are on a larger scale. These projects, programs and initiatives must benefit as many people in Crossroads Country as possible and provide long-term sustainability, helping to build a solid foundation and enhance the quality of life for the people living in Crossroads Country. The fund was established in 2009 and since that time, has allocated over \$610,000 to more than 170 community projects and initiatives!

The fund opens for nominations in June of each year. Final selections are made by the CIF Committee in September and announced on Credit Union Day (October).

Community continued

2024 CIF Recipients

- **Canora Composite School**
\$2,000 towards Nutrition Program
- **Canora Royal Legion Hall**
\$4,000 towards new chairs
- **Sturgis Read Club**
\$3,000 towards concrete pad
- **Stenen Recreation Board**
\$2,500 towards play structure
- **Trakkers Snow Club**
\$2,500 towards warmup shelter upgrades
- **Preeceville School**
\$5,000 towards outdoor learning space
- **Kuroki Community Club**
\$2,500 towards mop room
- **Preeceville Arena**
\$5,000 towards dressing room project
- **Canora Elementary School**
\$1,500 towards Nutrition Program
- **Rama Recreation Board**
\$3,000 towards program funding
- **Sturgis Rural Fire Co-op**
\$4,000 towards Jaws of Life equipment

- **Town of Canora Leisure Services**
\$6,000 towards pickleball net system
- **Hamlet of Crystal Lake**
\$2,500 towards public washrooms
- **Invermay School**
\$1,500 towards Nutrition Program
- **Wadena Elementary School**
\$1,500 towards Nutrition Program
- **Wadena Player's Club**
\$5,000 towards outdoor stage
- **Canora Community Childcare Centre**
\$5,000 towards summer program initiative
- **Sturgis Composite School**
\$1,500 towards Nutrition Program
- **Preeceville Recreation Board**
\$4,000 towards repurposing tennis courts
- **Wadena Composite School**
\$1,500 towards Nutrition Program
- **Preeceville School**
\$1,500 towards Nutrition Program
- **SPE Family Resource Centre**
\$3,000 towards Cooking with Kids Program
- **Canora Minor Hockey**
\$2,500 towards Hockey Day in SK



Community continued

Investing in our Youth

Education is a foundation of the success of our communities, and at Crossroads Credit Union, we are proud to play a role in supporting the youth of Crossroads Country. Through our scholarship programs, we help young individuals reach their goals and achieve their dreams.

High School Graduate Scholarships

Each year, Crossroads Credit Union awards one \$500 High School Graduate Scholarship to a deserving student in each of the schools within our trading area, which includes Canora, Preeceville, Sturgis, Invermay, and Wadena. Candidates for these scholarships are selected based on their community involvement, extra-curricular activities, integrity, leadership, volunteer work, and academic achievement. To be eligible, students must have a minimum average of 80% in core subjects and electives and must be attending a post-secondary institution within the same calendar year. The final selection is made jointly by the high school's scholarship committee and Crossroads Credit Union's selection committee.

Post-Secondary Scholarships

In addition to our high school scholarships, Crossroads Credit Union offers three \$1,000 Post-Secondary Scholarships to full-time students who are members of our credit union. These scholarships are available to students who have completed at least one year of studies at an approved post-secondary institution and are continuing their education.

Through these initiatives, Crossroads Credit Union demonstrates its commitment to fostering educational opportunities and supporting the future leaders of our communities. We are proud to contribute to the growth and success of our youth.

High School Scholarship Recipients

- **Josh Rock:** Canora Composite
- **Cassidy Paterson:** Preeceville School
- **Bryker Smith:** Sturgis Composite
- **Brooks Prevost:** Wadena Composite



Post-Secondary Scholarship Recipients

- **Skylar Ryczak:** Northern District
- **Hallie Pozniak:** Western District
- **Emily Owchar:** Central District

Governance

Crossroads Credit Union operates under provincial legislation in the province of Saskatchewan.

We are regulated by the Credit Union Deposit Guarantee Corporation (CUDGC) of Saskatchewan and the Financial and Consumer Affairs Authority. We are required to comply with the Corporation's Standards of Sound Business Practice as well as:

- The Credit Union Act, 1998
- The Credit Union Regulations, 1999
- The Credit Union Insurance Business Regulations
- Our own credit union bylaws and policies
- Other applicable provincial and federal laws

We regularly report to the Credit Union Deposit Guarantee Corporation and are subject to periodic risk-based examinations. The Corporation promotes responsible governance by individual credit unions as well as the strength and stability of the credit union system as a whole. It also guarantees the full repayment of all funds held in Saskatchewan credit unions. There's no limit to the size of deposits covered. The guarantee is made possible through a comprehensive deposit protection regime and a focus on prevention.

Crossroads uses an "agency" model of governance in which:

- The members elect the Board of Directors.
- The Board appoints the CEO.
- The CEO hires the employees and engages suppliers.

Our governance practices are based on the Credit Union Governance Principles set out by the World Council of Credit Unions.

Governance continued

Committees:

Audit and Risk Committee

This committee safeguards the integrity of financial reporting, ensures the effectiveness of internal controls, and oversees compliance with relevant legislation and standards. They also manage enterprise risk to optimize risk mitigation and enhance shareholder value.

Conduct Review Committee

To protect the credit union's interests, the Conduct Review Committee rigorously evaluates related party transactions, ensuring they are fair and compliant with all applicable laws, industry standards, and internal policies.

Executive Committee

Acts on behalf of the board of directors between regular or special board meetings. Committee members consist of the President, 1st Vice President and 2nd Vice President.

Nominating & Governance Committee

This committee oversees the integrity of director elections and ensures the board of directors maintains a high level of expertise through comprehensive education programs.

Community Investment Fund Committee

The Community Investment Fund (CIF) Committee supports non-profit organizations by donating funds to community-led projects. Member organizations may apply annually. The CIF Committee meets to consider candidate requests and approve disbursement of funds.

Board of Directors

Our Board of Directors (Board) is committed to governance excellence and is representative of the members we serve. Made up of our members and elected by our members – our Board provides leadership and ensures that members' views are represented.

The election of Crossroads' Board of Directors is a key component of democratic co-operative governance. By participating in the democratic process, our members have a say, and shape and direct the future of Crossroads. Our members elect our Board of Directors through a one member, one vote process following our bylaws. Our Board is composed of 10 directors, elected to serve the interests of our membership.

The Board's Nomination & Governance Committee is responsible for overseeing the nomination process, recommending candidates, and the election of directors per provincial legislation. Voting is done by electronic ballot. We announce election results annually at our Annual General Meeting (AGM).



Compensation and Attendance - The Board meets at minimum 11 times each year. Each director serves on one or more Board committees.

In 2024, Crossroads paid \$34,171 to directors in per diems for attendance at Board, committee, and other related meetings. The Executive Committee reviews director compensation every two years to ensure it remains competitive and appropriate. Director compensation includes:

- per diems for attendance at Board and committee meetings or events related to Crossroads and the credit union system
- reimbursement for travel costs to attend meetings.
- reimbursement for out of-pocket expenses related to meetings.

Board of Director Training - Ongoing professional development helps the Board stay on top of changes in the industry and the changing role of a director. Participation in the Credit Union Director Achievement program (CUDA) is mandatory. The program provides a series of courses specifically designed for credit union directors. Directors typically take part in other credit union system and in-house educational sessions. They complete an annual survey to help identify other opportunities for director education.

Board of Directors

TEAM PLAYERS



Chris Balyski | Northern District

Term ending: 2027

Chris was born and raised in Preeceville. He has been in retail for 30+ years and is currently the Home Centre Manager at Gateway Co-op (Preeceville Branch) and also a Board Member Trustee for the Good Spirit School Division. Chris and his wife Amanda have 2 children. He and his family are very active and enjoy being involved in the community. Chris joined the Board in 2021.

Board Meeting Attendance: 10/11

Committee Meeting Attendance:

Audit and Risk Committee: 3/3

Conduct Review: 1/1

Nominating & Governance: 2/2



Arlette Bogucky | Central District

Term ending: 2027

1st Vice President

Arlette is from Canora and owns and operates AB Classics. She also served on the Canora Leisure Services Board for the Town of Canora. Arlette joined the Board in 2016.

Board Meeting Attendance: 11/11

Committee Meeting Attendance:

Community Investment Fund: 3/3

Conduct Review: 1/1

Nominating/Governance: 2/2

Executive Committee: 4/4

Audit and Risk Committee: 6/6

COMMITTED



Myrna Daviduk | Western District

Term ending: 2027

Myrna is a retired librarian with the Wadena Elementary School. She is very actively involved with the Margo community including the Margo Recreation Board, Margo Advisory Board for the RM of Sasman, the representative for the Parkland Library, and working casually as an Educational Assistant in Wadena. Myrna joined the Crossroad Board in 2024.

Board Meeting Attendance: 8/8

Committee Meeting Attendance:

Community Investment Fund: 3/3



Calvin Homeniuk | Central District

Term ending: 2026

Calvin has lived in Canora for most of his life. He is married to his wife Simone and they have 3 daughters. He is involved with the Senior hockey team as President and General Manager. He served on Canora town council back in the 90s. Calvin joined the Board in 2020.

Board Meeting Attendance: 10/11

Committee Meeting Attendance:

Community Investment Fund: 3/3

Audit & Risk Committee: 2/3

Conduct Review: 1/1

Nominating/Governance: 2/2



Duane Karcha | Northern District

Term ending: 2026

Duane, lives with his wife Sharon on a farm near Preeceville. They have four married children and six grandchildren. They operate a grain trading company serving local producers. Duane is also the secretary of the local Gateway Coop Board. Duane believes in local economic growth and supports what Crossroads Credit Union offers to both our members and community.

Board Meeting Attendance: 10/11

Committee Meeting Attendance:

Nominating/Governance: 3/4

Conduct Review: 0/1

Board of Directors

DIVERSE SKILLS



Shannon Leson | Central District

Term ending: 2025

Shannon is a fully licensed Funeral Director, Embalmer and Salesperson. He and his wife Shawna are owners of Leson's Funeral Home. Shannon is also a board member trustee for the Good Spirit School Division. He is very involved in the community and professional industry and participates in many local and area activities. Shannon joined the Board in 2022.

Board Meeting Attendance: 11/11

Committee Meeting Attendance:

Community Investment Fund: 3/3

Nominating/Governance: 1/1



Marcel Michaud | Central District

Term ending: 2026

Marcel was born and raised in a small town near North Battleford. His teaching career took him to Germany for four years to teach for the Department of National Defence and later to become a Superintendent of Schools and Director of Education. He worked for the Ministry of Advanced Education for several years supporting good governance practices for boards at regional colleges. Marcel has a national designation in governance as a Professional Director with Governance Solutions Inc. from Ontario. He currently owns and manages a small farm north of Canora.

Board Meeting Attendance: 11/11

Committee Meeting Attendance:

Nominating/Governance: 1/1

Audit & Risk: 3/3



Duane Sweatman | Western District

Term ending: 2026

2nd Vice President

Duane farmed in the Kelliher area with his wife Wanda for 22 years, raising four children. They moved to Wadena in 1996 when they bought Wadena Meats. He enjoys bowling, golf and his grandchildren. Duane joined the Board in 2017.

Board Meeting Attendance: 10/11

Committee Meeting Attendance:

Audit and Risk: 5/5

Conduct Review: 1/1

Executive: 4/4



Betty Tomilin | Central District

Term ending: 2025

President

Betty is a retired teacher from Buchanan and currently works as a substitute teacher for the Good Spirit School Division. She's a member of the Buchanan Housing Authority and the Buchanan Black Box Players. Betty joined the Board in 2016.

Board Meeting Attendance: 11/11

Committee Meeting Attendance:

Audit and Risk: 6/6

Executive: 4/4

Community Investment Fund: 3/3

Conduct Review: 1/1

Nomination & Governance: 2/2



Veronica Wilgosh | Northern District

Term ending: 2025

Veronica is presently the CEO of National Consulting Limited and has been employed in the credit union system for the last 35 years. The way we do business today is radically changing and having products and services that meet members changing needs while providing a positive member experience is critical to the overall success and growth of credit unions today. Veronica joined the Board in 2022.

Board Meeting Attendance: 10/11

Committee Meeting Attendance:

Audit and Risk: 5/6

Conduct Review: 1/1

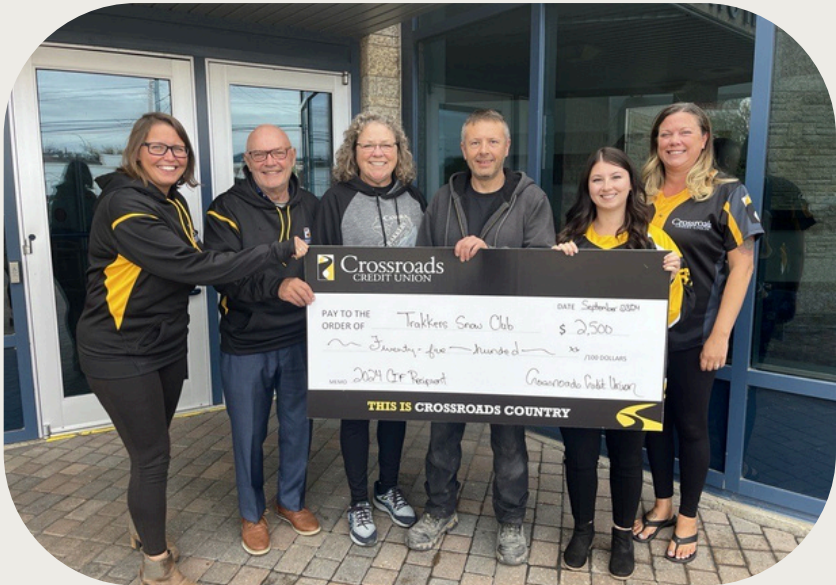
Executive Committee: 1/1

Nominating & Governance: 2/2

EDUCATED

Board of Directors

Supporting our Communities!



Executive Leadership Team



Cindy Balaberda

Chief People Experience Officer (CPEO)

As the Chief People Experience Officer, Cindy is dedicated to responsible financial management and progressive people practices. She is committed to serving, supporting, and developing the organization, guiding our strategic direction through oversight and operational planning. Her focus is particularly on areas within the Corporate Services umbrella, including Human Resources, Marketing, Governance, and IT.



Jeff Bisschop

Chief Executive Officer (CEO)

Jeff is our Chief Executive Officer. He is passionate about making a difference in the lives of Crossroad's members and feels very fortunate to lead an organization that has been around since 1959, when a group of community leaders saw a need. The purpose to this day aligns with Jeff's own core values. It will always be about members helping members. Jeff believes in community and is deeply rooted in prairie values, grassroots, and co-operation.



Rhonda Fullawka

Chief Finance Officer (CFO)

As part of the senior management team, Rhonda translates the areas of finance and risk into solutions that influence strategy and decisions that allow Crossroads to remain sustainable now and into the future.



Gerard Kiefer

Chief Member Experience Officer (CMEO)

Gerard's journey in the credit union world began in 2003 at Quill Lake Credit Union. He then joined Canora Credit Union/Crossroads in 2006, and from 2009 to 2013, he was with Spectra Credit Union, which later merged with Affinity Credit Union. Gerard has been dedicated to the credit union system, serving in various roles including Consumer, Ag and Commercial Lender, Branch Manager, and Advice Centre Manager and this past year he joined Crossroads Credit Union as our Chief Member Experience Officer.

Sturgis Advice Centre

Crossroads Credit Union has always been committed to enhancing the services we provide to our member-owners. As a financial service provider, we are dedicated to adapting to the ever-changing financial landscape and focusing on the best ways to serve our members now and in the future.

We were thrilled to announce the grand opening of our first-of-its-kind Sturgis Advice Centre in Sturgis, in 2024! This innovative Advice Centre is designed to offer personalized and accessible lending, wealth management, and financial planning solutions to our valued members.

Our Grand Opening was held on October 17th, 2024, coinciding with Credit Union Day. Members joined us for a ribbon-cutting ceremony, a tour of the Advice Centre, and enjoyed cake and coffee.

Over the past several months, our dedicated advisors have been meeting with members at the Sturgis Advice Centre, providing tailored advice and support. The Advice Centre has also been a hub for presentations to students and community groups. We are excited to continue expanding these services, including making the Advice Centre available for community groups and small business owners to hold meetings.

We look forward to welcoming you to the Sturgis Advice Centre and continuing to support our community and members with exceptional service and advice!



Virtual Branch

Just over 3 years ago, on March 28, 2022, Crossroads Credit Union proudly launched our Virtual Branch to extend service options to our members. Recognizing the need for more flexible and accessible services, our Virtual Branch complemented the existing offerings Crossroads had to offer.

Members access our Virtual Branch by calling 1.877.535.1299, emailing, texting, sending a secure message through Digital Banking or utilizing our live chat feature.

Our Virtual Branch has been a huge success with a team now of 5 part-time staff who are able to assist our members with a variety of different services some which include:

- Fraud Awareness Education and Solutions
- Investment RRSP's, TFSA's and Flex term transactions
- General Wealth & Lending Inquires
- Credit Card Applications
- Digital Banking
- Troubleshooting
- Wire Transfers
- Advice Based Service & Solutions
- Birthday calls: We like to reach out and check in on your special day!
- Questions and more!

We understand that life is busy, and our Virtual Advisors are ready to assist members at a time that fits their schedule.

- Monday - Friday: 8am to 7pm
- Saturday, Sunday & STAT Holidays*: 9:30am to 2:30pm

*Closed: Easter Sunday and Christmas Day



**In 2024 our Virtual
Advisors handled
16,161 calls**



Get social with us!



www.crossroadscu.ca



1.877.535.1299

THIS IS CROSSROADS COUNTRY