

CORPORATE GOVERNANCE REPORT FROM THE BOARD OF DIRECTORS

2020



COASTAL COMMUNITY
CREDIT UNION

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CORPORATE GOVERNANCE REPORT FROM THE BOARD OF DIRECTORS

Coastal Community Credit Union's (CCCU) Board of Directors continues to be committed to the highest standards of Corporate Governance in order to demonstrate our stewardship to members, employees and the communities we serve. Good governance is essential to the effective operation of CCCU and its ongoing success.

Corporate Governance Framework

Directors have a responsibility to our membership, our employees and our communities to maintain the balance between economic and social goals and between individual and collective goals. The corporate governance framework mandates the efficient use of limited resources and accountability for the stewardship of those resources by the Board of Directors.

The term "corporate governance" has come to mean many things. In our Credit Union, it describes:

- the processes by which the Board of Directors direct and control the Credit Union,
 - the processes and procedures by which the Credit Union complies with legislative and regulatory requirements, and
 - the processes by which fiduciary responsibilities are carried out on behalf of the Credit Union's membership.
- For greater clarity, board fiduciary duties are described as including:
- **Duty of Care:**
Discharge of duties in good faith, in a manner that is in the best interest of the credit union. Devoting the resources to understand and oversee the affairs of the credit union.
 - **Duty of Loyalty:**
Requires the director to set aside personal or conflicting interest and act solely in the best interest of the credit union when making a decision or acting on behalf of the credit union.
 - **Duty of Obedience:**
Requires the director to obey all laws and regulations pertaining to the credit union and act in furtherance of the credit union purpose.

The corporate governance framework details the processes and procedures for making decisions on Credit Union affairs. It also provides the structure through which the Board of Directors set objectives, as well as the means of attaining and monitoring the achievement of those objectives. The corporate governance framework encompasses the principles of fiduciary duty and accountability.



Principles of Corporate Governance

The Board of Directors has established a number of principles to guide corporate governance policies and procedures. These principles will provide direction as corporate governance policies and procedures are refined and developed, and as the Credit Union and the Board of Directors evolves and develops. These principles are as follows:

1. **Accountability** – we are accountable to our members for our actions, decisions and behaviour.
2. **Communications** – we are committed to timely, open and respectful communication as it is paramount to the effective operation of our team.
3. **Contribution** – we are each committed to making a constructive contribution to the Board of Directors and the Credit Union, and are recognized for our contribution through our remuneration.
4. **Diligence** – we are conscientious in carrying out our responsibilities and exercise a high standard of care and attention in recognition of the important role that our members have entrusted in us.
5. **Equality** – we will have equal access to the information, tools, and training necessary for each of us to excel as a Director.
6. **One Voice** – we believe the strength of a Board of Directors and the quality of decisions come from the sharing and expression of diverse views and opinions; however, once the Board of Directors makes a decision, the Board of Directors speaks with one voice outside the boardroom.
7. **Partnership** – we work together with our President & Chief Executive Officer, Corporate Secretary and management team in governing and leading the Credit Union each with our own distinct, but complementary roles.
8. **Prudence** – we exercise prudence in all that we do and always act in the best interests of the Credit Union and our members.
9. **Representation** – we represent the collective interests of our members, not any individual or group of members.
10. **Responsibility and Initiative** – we take personal responsibility and initiative as individuals for our learning and development and for acquiring and sharing information with the Board of Directors.

Board Mandate

The Board of Directors is expected to act in a fiduciary manner that protects and enhances the value of the Credit Union in the interest of all its members and stakeholders by overseeing the management of the organization. The Board carries out its stewardship and oversight responsibilities by:

- Succession Planning - selecting the President and Chief Executive Officer to lead the organization,
- Strategic Planning - approving the organization's strategic direction including performance measures,
- Annual Planning - ensures adequate resources are in place (financial and human),
- On-Going Monitoring - overseeing how management operates the organization as it seeks



to fulfill its strategies, goals and objectives,

- Internal Controls & Policy – establish standards of business conduct and ethical behavior and ensure policies, controls and compliance are in place to ensure that regulatory and statutory requirements are being met,
- Risk Management - ongoing monitoring of enterprise-wide risk management standards of both governance and management, and
- Communications – ensure the Credit Union communicates effectively to members, employees, regulators and other stakeholders.

The Board of Directors undertakes their collective responsibilities through the creation of vision, purpose, values, principles and policies to guide the development and execution of corporate strategy. The Board of Directors derives authority as a group, not as individual Directors. An individual Director has no legal authority to act on behalf of the Credit Union except when the authority and responsibility for a specific task has been delegated by the Board of Directors.

Corporate governance practices, policies and standards are regularly reviewed in light of recent industry developments for continuous improvements, which strengthen the ability of the Board to fulfill its mandate.

Board Composition

In accordance with our Rules, the 2020 Board was comprised of 10 Directors, with each Director elected for a three-year term. Directors are elected by democratic process where members vote in accordance to our Rules to elect each Director by mail or electronic ballot, with the results being announced at the Annual General Meeting. The Nominations Committee has oversight responsibility for Director nominations and election of Directors in accordance with the Credit Union Rules.

Responsibilities of the Board of Directors

The functions and responsibilities of the Board of Directors pertain to the Board as a whole, not to the functions and responsibilities of individual Directors. The voice of the Board of Directors will be through the Board Chair, not individual Directors, unless specifically delegated such authority by the Board of Directors.

The Board of Directors trusteeship function includes responsibility to:

- act on behalf of the members to safeguard their funds deposited in the Credit Union. This includes monitoring the President and Chief Executive Officer's stewardship over Credit Union operations, and arranging for the audit and appraisal of the financial affairs of the Credit Union;
- ensure that the Credit Union operates within the law, including the *Credit Union Incorporation Act*, the *Financial Institutions Act and Regulations*, and applicable sections of the *Business Corporation Act (B.C.)*, and in accordance with the Credit Union's own Rules; and
- ensure that the Board of Directors observes and upholds the policies by which it determines it will conduct itself.



The Board of Directors perpetuation function includes responsibility to:

- ensure that a capable and qualified Board of Directors is perpetuated by the recruitment of suitable members for positions as Directors of the Board, and ensuring training is provided for new Directors; and
- select and evaluate the performance of the President and Chief Executive Officer.

The Board of Directors decision-making function includes responsibility to:

- define the purpose of the Credit Union, establish strategic objectives, and to formulate, approve and monitor the execution of policies.

The Board of Directors review and monitoring function includes responsibility to:

- review, in conjunction with the President and Chief Executive Officer, strategic plans which will achieve the objectives;
- monitor, review, and evaluate adherence to annual budgets;
- monitor, review, and evaluate changes in capital structure and contingent liabilities;
- monitor, review, and appraise major individual projects and programs, significant changes in policy, changes in organization and structure, and lawsuits of a material nature; and
- monitor, review, and appraise adherence to policies and objectives.

The Board of Directors advisory function includes responsibility:

- to report to the membership, through the Board Chair, on the condition and progress of the Credit Union and to make recommendations on matters such as those related to changes in the Credit Union's Rules, structure of the organization, name changes, mergers and acquisitions; and
- to actively participate in the democratic structure of the Credit Union and co-operative industry and bring forward issues and concerns for the betterment of all Credit Unions and cooperatives.

The Board of Directors external/public leadership function includes the responsibility to:

- promote and defend, through the Board Chair, the Credit Union, the Board of Directors and the management of the Credit Union;
- enhance the image of the Credit Union by participating in and supporting worthwhile social and economic endeavours; and
- represent the Credit Union, in a manner consistent with the Credit Union's values.

Other duties of the Board of Directors include the following to:

- require management to present strategic plans, business cases, business plans, budgets and policies to the Board of Directors for approval;
- seek out the professional opinion and advice of management;
- select legal counsel and other professionals;
- select the auditors;
- identify the Board of Directors needs and assure timely flow of requested information;
- direct Committees and review and approve the Terms of Reference of Committees;
- annually review Enterprise-Wide Risk Management (ERM) policies;
- provide direction to the President and Chief Executive Officer on Credit Union objectives and philosophy;



- establish Board Committees and review Committee structure as required;
- receive reports and minutes of Committees;
- review and approve recommendations from Committees and management;
- approve the annual report, the annual audited financial statement and year-end capital adequacy return;
- delegate, subject to legislative restrictions, any or all of the foregoing duties; and
- establish and maintain Board and Director performance evaluations.

There are also written roles and responsibilities defined for the Board Chair, Vice Chair, Individual Directors, and Committee Chairs. The Board of Directors elects the Board Chair and Vice Chair annually after the Annual General Meeting. Committees elect the Committee Chairs annually at their first meeting after the Annual General Meeting.

Board Internal Operations

The Board is also responsible for its own operations and effectiveness.

Meetings – In 2020 there were 14 board meetings as well as a two day strategic planning session and an Annual General Meeting. In-camera meetings are scheduled with every Board or Committee meeting.

Ethical Conduct – In its oversight, the Board strives to ensure that the Credit Union maintains a high standard of ethical, moral and legal conduct in all business practices. The Board has approved a Code of Conduct and Conflict of Interest policy for directors and officers outlining the expected behaviours. Annually, each director and officer must sign a code of conduct and conflict of interest declaration.

On-going development – Each new director is provided an orientation for familiarization to the Credit Union and its operations. There are also a number of mandatory courses that all directors must complete when elected to the Board. Directors are encouraged to continue with professional development and education opportunities throughout their time on the board, given the governance, technical and financial industry changes that regularly occur. Funding is provided for continuous learning and development during their three-year term.

Assessments – The Board of Directors completes two assessment surveys on a biennial basis: a General Board Assessment and a Self-Evaluation, Peer Evaluation and Skills Evaluation Assessment. These assessments assist in determining and improving the effectiveness of the board's performance. The Board also completes an assessment of its governance practices on an annual basis.

Independent Advisors – The Board and each Committee have the authority to hire independent legal, financial or other advisors as they deem necessary.



Board Committees

The Board has regulatory and standing committees that are responsible for carrying out both legislated and delegated functions as described in each committee's Terms of Reference. All board committees are comprised of directors only, including the Officer on the Investment & Lending Committee, and all directors are independent.

As per the FIA, the board elects the *Audit & Risk Committee*, the *Conduct Review & Corporate Governance Committee* and the *Investment & Lending Committee*. All other committees are appointed by the Board Chair following consultation with the Board of Directors. The committees meet regularly throughout the year and are required to provide regular and timely reports and recommendations to the Board of Directors. Each committee also follows an Annual Work Plan to confirm that all their duties and responsibilities have been met during the year. An overview of the Committee mandates is as follows:

Audit & Risk Committee

Assists the Board of Directors in fulfilling its financial reporting, internal controls, management information systems, capital requirements, enterprise-wide risk management, and compliance responsibilities, including responsibility for the internal and external audit engagements. The Audit and Risk Committee meets regularly with both the internal and external auditors without management present as well as with the management Risk Officer.

Conduct Review & Corporate Governance Committee

This is a combined committee that has two mandates:

Conduct Review – oversees the establishment of standards of business conduct and compliance with legislation and regulatory requirements regarding related party disclosure, conflict of interest, confidentiality, ethical reporting and privacy of personal information.

Corporate Governance – the primary role is to ensure that the Board of Directors provides for effective governance with respect to board composition, competency and oversight, as well as monitoring current, evolving governance best practices and, as necessary, oversee a review of the Credit Union Rules.

Investment & Lending Committee

Provides oversight of risk management activities related to investment risk, credit risk, liquidity risk, structural risk and capital management. This includes review of the policies, limits and reporting with respect to each of those risk areas.

Human Resources & Compensation Committee

Reviews and makes recommendations on human resource matters including the compensation of the CEO and remuneration of the Board of Directors, and manages the process of evaluating the performance of the CEO. The Committee also reviews the CEO and executive succession plan and Human Resources policy.



Nominating Committee

Ensures that the Credit Union fulfills the process of electing persons to the Board of Directors consistent with legislative requirements and the Credit Union Rules. This includes monitoring communications and timelines as well as overseeing the voting process to ensure a high level of integrity is maintained.

IT Risk Committee

To assist the Board of Directors in fulfilling its Information Technology risk oversight responsibilities as per the effective use of technology and the organization's risk appetite statement and enterprise-wide risk management (ERM) reporting.

In 2020 the Board of Directors established a short term task force of Directors called the "Succession, Diversity & Inclusion Task Force." The purpose is to examine the issue of diversity and inclusion as part of our board renewal/succession planning with the objective of board composition being reflective of our communities and membership. Findings and recommendations will come forward to the Board of Directors in 2021.

Subsidiary Companies of Coastal Community Credit Union

Coastal Community Financial Management Inc. ("CCFMI") is a wholly owned subsidiary company of Coastal Community Credit Union and as such operates with its own Board of Directors and Officers (these individuals are listed on the last page of this report). Through Coastal Community Private Wealth Group™, a division of CCFMI, Financial Consultants provide financial planning and advice, and offer a variety of products such as: mutual funds, stocks and bonds (through Credential Qtrade Securities Inc.) as well as life and health insurance. For more information on CCFMI please visit coastalwealth.ca.

1200089 B.C. Ltd. is an insurance collaboration holding company established on April 1st, 2019, which is owned jointly and equally by Coastal Community Credit Union and Interior Savings Credit Union. The holding company operates with its own Board of Directors and Officers (these individuals are listed on the last page of this report). The holding company wholly owns two subsidiary companies: Coastal Community Insurance Services (2007) Ltd. ("CCIS") and Interior Savings Insurance Services Inc. ("ISISI"). Both are general insurance agencies. CCIS has 16 offices across Vancouver Island and the Gulf Islands that offer a variety of insurance products such as: home, condo, tenant, auto, business, recreational vehicle, marine, and travel medical. For more information on CCIS please visit cccu.ca. ISISI has 16 offices across the Interior that offer a variety of insurance products such as: home, condo, tenant, auto, business, recreational vehicle, marine, and travel. For more information on ISISI please visit interiorsavings.com.

Governing Legislation and Regulation

The Credit Union is established under legislation of the Province of British Columbia. It is regulated by the BC Financial Services Authority [BCFSA] (previously the Financial Institutions Commission of British Columbia [FICOM]). Key legislation that regulates the operations of the Credit Union includes the *Financial Institutions Act* [FIA], the *Credit Union Incorporation Act* [CUIA] and applicable sections of the *Business Corporation Act (B.C.)*. It is a requirement of the legislation that the Credit Union provides to BCFSA monthly, quarterly and annual reports and filings, and other such reports as may be requested.

Annual Disclosures of Directors


Evelyn Clark

Board Chair (Independent)

Courtenay

Director Since: 1990 | Term: 2019 – 2022

Evelyn has been a credit union member and supporter all her life. Being a Director means supporting cooperative principles and Vancouver Island rural and remote communities while offering modern tools for members to build financial stability. Evelyn currently serves as the Board Chair and she is proud of the Board's many accomplishments. The Credit Union has pivoted during this extraordinary year by using innovation and creating solutions to ensure members continue to be served. CCCU continues to find ways to be efficient and effective in today's financial services reality.

Evelyn is currently the Executive Director for the Central Island Division of Family Practice in Qualicum Beach. Evelyn also serves as the Treasurer of Oceanside Hospice Society. Evelyn lives in Union Bay.

With changing economic realities, a more focused regulatory environment and increased competition, it's important that Coastal Community maintains a forward- looking, innovative board and staff to lead the organization to continued success. Evelyn is proud to be a member of that team.

Areas of Expertise/Experience

- Change Management
- Community Leadership
- Economic Development
- Communications
- Governance

Education/Designations

- Institute of Corporate Directors – ICD.D Designation
- Master of Arts, Leadership and Training
- CFDA, Community Economic Development Certification

Other Board Appointments (Current)

- Central Island Division of Family Practice (Director/Treasurer)

2020

Committees

- As Board Chair, Ex-officio on all Board Committees
- Succession, Diversity & Inclusion Taskforce (Sept-Dec)

Coastal Community Subsidiaries

- As Board Chair, Guest at all Subsidiary Board Meetings

Attendance

- Board Meetings = 17/17
- Committees = 35/37
- Subsidiaries = 6/6

Educational Activities

- Board and CEO Succession: How Bias Can Hurt or Help – 6 weekly sessions
- How to Chair a Virtual Meeting
- WNorth Conference: Courageous Leadership: Leaning into the uncomfortable and standing up for what you believe



Lynne Fraser

Board Vice-Chair (Independent)

Nanaimo

Director Since: 2009 | Term: 2018 – 2021

A credit union member since 1970, Lynne spent her career working in credit unions, leading the finance departments. Her last role, before retirement in 2006, was Senior Vice President of Finance for Coastal Community Credit Union. As a strong believer in the credit union and co-operative systems, Lynne has seen the wonderful synergies that happen in communities when a strong and well supported credit union takes a leadership role.

She believes our credit union has a dynamic and caring employee team, a branch network that promotes strategic economic development, and is committed to making a difference in the lives of our members, employees and communities.

Lynne is grateful to serve on the Coastal Community Board of Directors, and to be a part of a caring team and a great membership organization.

Areas of Expertise/Experience

- Audit & Financial Management
- Business Administration
- Community Leadership
- Enterprise Risk Management
- Executive Management

Education/Designations

- Institute of Corporate Directors – ICD.D Designation
- Accredited Canadian Credit Union Director (ACCUD designation)
- Credit Union Director Achievement Graduate (CUDA)

Other Board Appointments (Current)

- N/A

2020

Committees

- Audit & Risk Committee (Jan-Jun)
- Investment & Lending Committee (Chair)
- Conduct Review & Corporate Governance Committee (Jun-Dec)
- Succession, Diversity & Inclusion Taskforce (Sept-Dec)

Coastal Community Subsidiaries

- 1200089 B.C. Ltd. (Chair)

Attendance

- Board Meetings = 17/17
- Committees = 10/10
- Subsidiary Board Meetings = 6/6

Educational Activities

- Vancouver Island Economic Alliance, 2020 Economic Summit
- BC Director Joint Forum: Beyond 2020 - Economic Uncertainty and Looking Beyond
- 2020 Institute of Corporate Directors National Conference



Melissa Lacroix

Director (Independent)

Nanaimo

Director Since: 2020 | Term: 2020 – 2023

A desire to be a part of a locally-based and member-owned financial co-operative motivated Melissa to join Coastal Community. She believes credit unions make meaningful, impactful differences in people’s lives and their communities — inspiring her to add her talents to the credit union system.

Melissa strives to be leader in her field as a health and safety consultant, promoting positive cultural changes to mentor, motivate and inspire others. She is the Regional Consultant for AgSafeBC, where she assists Vancouver Island agriculturalists and partners with industry to perform meaningful work that positively impacts members’ health and safety to support the success and sustainability of the agricultural sector.

In addition, she is a Partner in a health and safety consultancy and a Director for the Mid Island Consumer Services Co-operative. Melissa’s been able to build extensive experience in key areas like governance, funds allocation, member relations, cooperative business model, policy review and strategic planning.

Her past Board work has also given Melissa many volunteer opportunities, including helping with family, community and scholarship events. A strategic thinker and skilled planner, Melissa looks forward to contributing her strengths to Coastal Community’s member-elected Board.

Areas of Expertise/Experience

- Legislative & Regulatory
- Government/Public Relations
- Cooperative Business Models
- Small Business
- Education

Education/Designations

- Occupational Health & Safety Program, BCIT
- Federated Co-operatives, Series 1 & 2

Other Board Appointments (Current)

- Director, Mid Island Consumer Services Co- operative

2020

Committees

- Audit & Risk Committee (Jun-Dec)
- Nominating Committee (Jun-Dec)

Coastal Community Subsidiaries

- N/A

Attendance

- Board Meetings= 10/10
- Committees= 7/7

Educational Activities

- CUDA Foundations of Governance
- Vancouver Island Economic Alliance, 2020 Economic Summit
- Federated Co-operatives Ltd. (FCL) Leadership Conference



Terry Law

Director (Independent)

Comox

Director Since: 2011 | Term: 2020 – 2023

A Coastal Community member for the past 20 years, Terry has a keen interest in promoting the island region, thanks in part to his extensive travel industry experience and the 37 years spent as a local business man. Terry has owned both Pathfinder Travel and Associated Travel, and was involved with the Comox Valley Airport Commission.

Along with his Board duties, Terry now works in seniors care. He has also lent his efforts to the Comox Valley Chamber of Commerce, Tourism Comox Valley, Beaufort Association for the Mentally Handicapped, and as a Foster Parent. For Terry, it's an honour to be a part of the local credit union movement, which he views as the cornerstone of his community.

Areas of Expertise/Experience

- Audit & Financial Management
- Communications
- Community Leadership
- Competitive Forces & Industry Trends
- Consumer Advocacy

Education/Designations

- Credit Union Director Achievement Graduate (CUDA)

2020

Committees

- IT Risk Committee (Member, Chair: Jun-Dec)
- Human Resources & Compensation Committee (Member, Chair: Jan-Jun)
- Audit & Risk Committee (Jan-Apr)
- Conduct Review & Corporate Governance Committee

Attendance

- Board Meetings = 17/17
- Committees = 21/21

Educational Activities

- ICD: HR & Compensation Committee – Executive Compensation Trends: Key Learnings from the 2020 Proxy Season and Implications of COVID-19
- University of Alberta Course – Indigenous Canada
- Governance Solutions: Governing Beyond COVID-19 Series-10 Webinars



Michael Mascall

Director (Independent)

Quadra Island

Director Since: 2015 | Term: 2018 – 2021

Over the last 40 years, Michael has worked in both the private and public sectors with PricewaterhouseCoopers, the World Bank, and various government agencies. He served as team leader and consultant—employing financial statements, budgets, and strategic planning, to define, communicate and achieve results.

Michael has volunteered in leadership roles for the environment, social change and land-use processes with BC Land Trust Alliance, Sierra Club of BC, local conservancies and with the Campbell River Hospice.

Michael has lived on Quadra Island for 27 years; during that time he has been a member of Coastal Community Credit Union. He first got involved with co-ops in 1976, when he served as vice-chair of the Guelph Campus Co-op. Michael is also a member of Peninsula co-op and has been involved with several food co-ops.

He sees CCCU providing leadership in principled management of our financial needs (loans, investments, insurance and guidance) and developing more economic security, especially in these tumultuous times. It is important to him that members feel connected to their credit union. As a board member he has served on most of the committees within CCCU. Michael is actively interested in promoting Co-operatives and Corporate Social Responsibility.

Areas of Expertise/Experience

- Economic Development
- Education
- Financial Services
- Audit & Financial Management
- Business Administration

Education/Designations

- M.Sc. Economics
- B.Sc. Agricultural Economics
- Diploma in Horticulture
- Certificate in Co-operative management
- Accredited Canadian Credit Union Director (ACCUD designation)
- Credit Union Director Achievement Graduate (CUDA)

2020

Committees

- Nominating Committee (Jan-Jun)
- Investment & Lending Committee (Jun-Dec)
- IT Risk Committee

Coastal Community Subsidiaries

- Coastal Community Financial Management Inc. (Chair, Jan-Jun)

Attendance

- Board Meetings = 17/17
- Committees = 8/8
- Subsidiaries = 2/3

Educational Activities

- Graduate Certificate in Cooperative Management from St. Mary's University/ Sobey School of Business Masters program
- Vancouver Island Economic Alliance, 2020 Economic Summit
- BCFS/CCUA: Economic Uncertainty and Looking Beyond- 2 day conference



Doug Lang

Director (Independent)

Campbell River

Director Since: 2014 | Previous Director 1983 – 2013 | Term: 2020 – 2023

Doug Lang is a Chartered Professional Accountant, (FCPA, FCGA) with executive management experience in local government. Prior to retirement Doug was the Corporate Services Director and Chief

Financial Officer for the City of Campbell River.

As a member of the executive management team, Doug was responsible for five city departments: Financial Services, Legislative Services, By-law Enforcement & Property Services, Materials Management, and Information Services. In his capacity at the City of Campbell River, Doug was involved in human resources and developing/designing compensation plans for the union and executive management. He was also responsible for creating a risk management plan for the city and setting the direction on information technology.

Doug brings a wealth of experience in corporate governance, having served on credit union boards and committees as well as publicly traded companies. He has also volunteered his extensive skills in his community and is presently Board Vice Chair for the Campbell River Community Foundation.

Areas of Expertise/Experience

- Audit & Financial Management
- Board Governance
- Business Administration
- Financial Literacy
- Cooperative Business Models
- Human Resources & Executive Compensation

Education/Designations

- FCPA, FCGA
- Credit Union Director Achievement Graduate (CUDA)

Other Board Appointments (Current)

- Vice Chair, Campbell River Community Foundation

2020

Committees

- Human Resources & Compensation Committee (Jun - Dec)
- Audit & Risk Committee
- Investment & Lending Committee (Jan-Jun)
- Succession, Diversity & Inclusion Taskforce (Sept-Dec)

Coastal Community Subsidiaries

- Coastal Community Financial Management Inc. (Chair: May - Dec)

Attendance

- Board Meetings = 17/17
- Committees = 16/16
- Subsidiaries = 3/3

Educational Activities

- Ethical Leadership in an Age of AI
- Vancouver Island Economic Alliance, 2020 Economic Summit
- Covid-19 and Liquidity Governance



Dominique Roelants

Director (Independent)

Courtenay

Director Since: 2016 | Term: 2019 – 2022

Dominique is ready to put the skills he's acquired through his extensive professional experience towards ensuring that Coastal Community remains a strong, Islands-based credit union.

Dominique, who has a B.Sc, M.Sc. and Ph.D in Computer Science, was a computer science professor at Vancouver Island University for many years. He also served for many years as a member of the BC College Pension Board. He has also served as a member of the BC Municipal Pension Board and the board of the BC Investment Management Corporation. He left his full time position at Vancouver Island University in 2014 to take on a role as a senior advisor to the BC College, Public Service and Teachers' Pension Boards.

Dominique started working for the BC Nurses' Union in 2018 where he is now the Director, Pensions, Benefits and Special Projects. Dominique is also a lawyer and has practiced law part time since 2004. He is also a member of the Association of Canadian Pension Managements' BC Regional Council.

In addition, Dominique has found a natural fit in assisting other Boards. He's a past Board member of Vancouver Island University, the Cowichan Valley Branch of the Canadian Mental Health Association, Esquimalt Neighbourhood House Society and the University of Victoria. Dominique also generously volunteers his skills and expertise by providing pro bono legal services for various Island community organizations.

Areas of Expertise/Experience

- Education
- Financial Literacy
- Human Resources & Executive Compensation
- Information Technology
- Legal

Education/Designations

- Institute of Corporate Directors – ICD.D Designation
- LL.B
- Ph.D – Computer Science
- M.A. – Sociology
- B.Sc. – Psychology
- B.Sc. – Mathematics
- B.A. - Philosophy

2020

Committees

- Investment and Lending Committee
- Nominating Committee (Member, Chair Jan-May)
- Human Resources & Compensation Committee (Member, Chair Jun-Dec)

Attendance

- Board Meetings = 17/17
- Committees = 21/21

Educational Activities

- ICD: Various workshops related to managing in a Covid world
- ACPM: Various workshops on investment issues and fiduciary duty
- Lancaster House: Various workshops on employment law and human rights issues



Debra Oakman

Director (Independent)

Comox Valley

Director Since: 2017 | Term: 2020 - 2023

Debra has been an active member of the Vancouver Island community for many years and brings a wealth of experience and knowledge to the Coastal Community Credit Union Board of Directors.

Debra retired in 2017 from the Chief Administrative Officer (CAO), senior executive role with Comox Valley Regional District, and like many in local government wore several 'hats' including CAO for the Comox Strathcona Regional Hospital District and Secretary for the North Island 9-1-1 Corporation. Along with local government executive leadership certification, Debra is a Chartered Professional Accountant (CPA), an Accredited Canadian Credit Union Director (ACCD) and is currently in her 4th year as a Director with CCCU.

With the combination of education and experience in strategic planning, financial planning, audit and risk management, Debra nicely complements the CCCU board team governance competences. In Debra's spare time she combines her passion for the outdoors and horses by being an active volunteer with the Back Country Horsemen of BC and is a lead volunteer in working with provincial and local governments, resource sector organizations and other non-profit organizations to assist with design, development, maintenance and operation of multi-use trails and horse camps/recreation sites in the north Vancouver Island area.

Areas of Expertise/Experience

- Change Management
- Governance
- Government/Public Relations
- Human Resources & Executive Compensation
- Strategic Planning
- Audit and Financial Management

Education/Designations

- Accredited Canadian Credit Union Director (ACCUD designation)
- Credit Union Directors Achievement (CUDA) program certificate
- Chartered Professional Accountant (CPA)
- Certified Management Accountant (CMA)
- Executive Certificate in Local Government Leadership

Other Board Appointments (Current)

- Treasurer, Back Country Horsemen Society of BC (BCHBC)
- Member, SD71 (Comox Valley) Audit Committee

2020

Committees

- Nominating Committee (Chair Jun-Dec)
- Conduct Review & Corporate Governance Committee
- Audit & Risk Committee
- Succession, Diversity & Inclusion Taskforce (Sept-Dec)

Coastal Community Subsidiaries

- N/A

Attendance

- Board Meetings = 14/17
- Committees = 14/16

Educational Activities

- CUSource Board 360 courses
- Cdn Centre for Diversity & Inclusion: Measurements of Success
- Vancouver Island Economic Alliance, 2020 Economic Summit



John Newall

Director (Independent)

Nanoose Bay

Director Since: 2019 | Previous Director: 1996 – 2018 | Term: 2019 – 2022



John was first elected to the board of Parksville and District Credit Union in 1996. At that time they were one of many small, community-based Credit Unions in the province. Since then John has helped to steer our Credit Union through several mergers so that today, Coastal Community has become the

largest community-based credit union on Vancouver Island.

As a Director, John has served on every committee of the Board throughout the years. He has also served as Chair of the Board for ten of his 18 years. Through ongoing education and seminars he continues to build on his experience in order to stay informed of the relevant issues facing credit unions today. He has completed the ICD-Directors Education Program this year and will be completing the program for his designation.

John believes that Coastal Community can play an important role in our communities by continuing to provide relevant services to both our new and potential existing members and clients.

Areas of Expertise/Experience

- Governance
- Risk Management
- Community Leadership
- Strategic Leadership

Education/Designations

- Institute of Corporate Directors – Graduate of Director Education Program (DEP)
- Credit Union Director Achievement Graduate (CUDA)

2020

Committees

- Investment & Lending Committee (May-Dec)
- Audit & Risk Committee (Chair, May-Dec)
- Nominating Committee (May-Dec)

Attendance

- Board Meetings = 16/17
- Committees = 16/16

Educational Activities

- Completed – ICD-DEP
- CUDA - Foundations of Governance
- Vancouver Island Economic Alliance, 2020 Economic Summit



Susanne Jakobsen

Director (Independent)

Nanaimo

Director Since: 2018 | Previous Director 2001 – 2017 | Term: 2018 – 2021

Susanne has been a member of Nanaimo’s business community for more than 30 years, experience that has served her well in matters that pertain to enterprise risk management, responsible fiscal practices, and corporate management. As Governance Committee Chair, she works closely with the Board to provide oversight and strategic direction, and update governance practices that assist CCCU in remaining a Governance leader in the Credit Union system. That leadership was recognized when the Board received national accolades for their leadership in co- operative governance by the Canadian Co-operative Association.

Susanne continues to maintain strong community ties that have led her to serve as Executive Director and Treasurer of Moonshine Cove Yacht Club, Chair of Island Trust Advisory Planning Commission, and as a member of the Property Assessment Review Panel. Susanne also volunteers for the Canadian Cancer Society, and the Red Kettle Campaign at Christmas. Susanne believes whole heartedly in loyalty to members, continuing to live CCCU’s vision of strengthening member, client, and employee relationships, and making a difference in the communities we are so fortunate to call home.

Areas of Expertise/Competency

- Change Management
- Communications
- Community Leadership
- Credit Union Operations
- Financial Literacy

Education/Designations

- Institute of Corporate Directors – ICD.D Designation
- Credit Union Director Achievement Graduate (CUDA)

Other Board Appointments (Current)

- Executive Director Treasurer: Moonshine Cove Yacht Club
- Chair: Property Assessment Review Panel
- Chair, APC: Island Trust

2020

Committees

- Conduct Review & Corporate Governance (Chair)
- Nominating Committee (Jan-Jun)
- Human Resources & Compensation Committee (Jun-Dec)
- IT Risk Committee (Jan-May)
- Succession, Diversity & Inclusion Taskforce (Chair Sept-Dec)

Coastal Community Subsidiaries

- Coastal Community Financial Management Inc.

Attendance

- Board Meetings = 17/17
- Committees = 21/21
- Subsidiary Board Meetings = 6/6

Educational Activities

- Institute of Corporate Directors- HR & Compensation Committee – Executive Compensation Trends
- Governance Solutions -Diversity and Inclusion, A Governance Perspective
- Central 1 - Covid 19 and Liquidity Management



Director Compensation

Director Compensation Philosophy

Coastal Community follows the philosophy that Directors receive financial compensation and remuneration for expertise and contribution toward the successful performance of the Credit Union. Director compensation and remuneration is reviewed biennially by the Human Resources and Compensation Committee; the committee refers its recommendations to the Board of Directors for discussion and consideration for approval.

Director Compensation Policy and Practice

Director remuneration is formally reviewed every two (2) years or when peer comparison data is made available. It is the intent of the Board of Directors to analyze and maintain their remuneration using two guiding principles:

- Compare to British Columbia credit unions of like asset size
- Every attempt is made to set Director remuneration at the 50th percentile or to come as close as possible.

	Board Chair/ Vice Chair	Individual Directors	Committee Chair	Committee Member
Annual Stipend	\$ 27,000 (Chair) \$ 18,000 (Vice Chair)	\$ 12,500 (Jan-Apr) Approved to \$14,000 starting May 2020	\$ 2,500 \$ 3,500 (Audit & Risk Committee)	N/A
Board, Committee or Subsidiary Meeting Attendance (per meeting)	\$ 400	\$ 400	\$ 400	\$ 400

Director Benefits and Perquisites

Coastal Community values the contributions provided by the Board of Directors and provides them with a range of benefits inclusive of health care, insurance and additional advantages. Dependent upon the benefit provided the Director may be responsible for a portion of the cost, or premium; whereas some benefits are compensated by the organization.

Director Education and Development

To ensure that Directors keep pace with the ongoing change and complexity of business and industry, the Board of Directors embraces the concept of continuous learning and Director development. The Board of Directors is committed to development activities to ensure that the highest standards of performance are met.

As required by the Credit Union Incorporation Act of British Columbia, new Directors complete the required courses within the first 12 months of becoming a Director. Additionally, the Credit Union Director Achievement Program (CUDA) offers elective courses for Directors if they choose to pursue further educational opportunities. CUDA contains three levels of programs. Once directors complete all three levels they receive their CUDA Program Certificate and may choose whether they want to write a comprehensive accreditation exam to receive the Accredited Canadian Credit Union Director (ACCUD) credential designation.



In addition to the CUDA offered courses/programs, Directors are required to seek out and participate in continuous development and learning opportunities relevant to their role, which can include internal education and external webinars and education courses. A maximum of two Directors each year may be selected to attend external courses of either the Director Education Program (DEP) offered through the Institute of Corporate Directors (ICD) or the CUES Governance Leadership Institute.

Directors are also required to complete mandatory courses annually that are offered through an internal training centre, Board 360. These courses include anti-money laundering and privacy training and require a passing grade of 90% or higher. There are also additional Board 360 courses available to Directors.

Directors do not receive remuneration for attending internal or external education courses, webinars or community events. The following chart lists individual Director remuneration for 2020:

Director Name	Role(s) in 2020	Annual Stipend	Meeting Fees				Benefits Cost	Total Remuneration
			Board ¹	Committee	Subsidiary ²	Other ³		
Evelyn Clark	<ul style="list-style-type: none"> Board Chair 	\$27,000	\$6,800	\$14,000	\$2,400	\$3,600	\$136	\$53,936
Lynne Fraser	<ul style="list-style-type: none"> Vice-Chair Chair, Investment & Lending Committee Chair, 1200089 B.C Ltd. (Aug-Dec) 	\$20,500	\$6,800	\$4,000	\$2,400	\$5,200	\$136	\$39,036
John Newall	<ul style="list-style-type: none"> Chair, Audit & Risk Committee 	\$16,981	\$6,400	\$6,400	\$0	\$800	\$0	\$30,581
Terry Law	<ul style="list-style-type: none"> Chair, Human Resources & Compensation Committee (Jan-June) Chair, IT Risk Committee (June-Dec) 	\$15,981	\$6,800	\$8,400	N/A	\$2,000	\$887	\$34,068
Cheryl Tellier ⁵	<ul style="list-style-type: none"> Chair, IT Risk Committee (Jan-June) 	\$8,981	\$3,200	\$3,600	N/A	\$0	\$61	\$15,842
Michael Mascall	<ul style="list-style-type: none"> Chair, CCFMI (Jan-June) 	\$13,481	\$6,800	\$3,200	\$800	\$1,200	\$136	\$25,617



Doug Lang	<ul style="list-style-type: none"> Chair, CCFMI (June-Dec) 	\$13,481	\$6,800	\$6,400	\$1,200	\$4,000	\$136	\$32,017
Melissa Lacroix ⁴	<ul style="list-style-type: none"> Director (June-Dec) 	\$7,538	\$4,000	\$2,800	N/A	\$1,200	\$1,262	\$16,800
Dominique Roelants	<ul style="list-style-type: none"> Chair, Human Resources & Compensation Committee (June-Dec) Chair, Nominating Committee (Jan-June) 	\$15,981	\$6,800	\$8,400	N/A	\$1,200	\$0	\$32,381
Debra Oakman	<ul style="list-style-type: none"> Chair, Nominating Committee (June-Dec) 	\$13,481	\$5,600	\$5,600	\$1,200	\$3,600	\$0	\$28,281
Susanne Jakobsen	<ul style="list-style-type: none"> Chair, Conduct Review & Corporate Governance Committee 	\$15,981	\$6,800	\$8,400	\$2,400	\$9,200	\$0	\$42,781

¹ Attendance at credit union board meetings, strategic planning session(s), AGM

² Attendance at subsidiary board meetings

³ Attendance at Credit Union system conferences and other meetings such as the Succession, Diversity & Inclusion Task Force

⁴ Director since June 10th, 2020

⁵ Director from January 1st, 2020 to June 10th, 2020



Director Expense Reimbursement

For 2020 the total Director's non-remuneration expenses totaled \$38,627.00, which includes expenses for training, conferences, travel, accommodation, and other miscellaneous items. The following chart lists the individual Director expenses for 2020:

Director	General ¹	Training ²	Conference ³	Total
Cheryl Tellier	89			89
Doug Lang	4,106	420	198	4,724
Debra Oakman	2,424	1,327	198	3,949
Dominique Roelants	2,586			2,586
Evelyn Clark	6,755	280	158	7,192
Lynne Fraser	469	319	1,230	2,018
Melissa Lacroix	48	24	282	355
Michael Mascal	2,519	2,547	1,153	6,219
Susanne Jakobsen	595	4,065	3,059	7,720
Terry Law	3,370	206	198	3,775
Totals:	\$ 22,961	\$ 9,188	\$ 6,477	\$ 38,627

General includes: Travel, meals, accommodation & misc expense

Training includes: Course cost, travel, meals, accommodation

Conference includes: Conference cost, travel, meals, accommodation

*Cheryl Tellier was a Director from January 1, 2020 to June 10, 2020

*Melissa Lacroix was a Director from June 10, 2020 to December 31, 2020



CEO Profile



Adrian Legin, MBA, ICD.D

President and Chief Executive Officer (CEO)
Coastal Community Credit Union

Adrian is a dynamic senior executive with over 30 years of progressively responsible and diverse positions in the co-operative, private and public sectors within the financial, mining, government and telecommunication industries.

As the President and CEO of Coastal Community, Adrian Legin leads the largest financial services organization based on Vancouver Island and the Gulf Islands—a position he had held since 2009. With approximately \$3.9 billion in on and off book assets, Coastal Community Credit Union offers complete financial services and solutions through an extensive network of personal banking, insurance, investments, and business services centres across the islands. Coastal Community is one of the top 10% largest Credit Unions in Canada. Coastal Community is also joint partner in the largest credit union-owned insurance company in Canada, and its wealth management company is approaching \$800 million in Assets Under Administration. Coastal Community Credit Union and its subsidiaries serve a combined total of 110,000 members and clients, and employs over 600 Islanders.

Since joining Coastal Community in March of 2009, Adrian's strategic leadership has contributed to the following key accomplishments:

- The creation of Coastal Community's current Vision and Purpose, founded on its long-standing core Values. This framework has supported additional accomplishments including implementing innovative ways to deliver service across a variety of channels and extensive service expansion in South Vancouver Island, as well as financial innovations that have won national recognition
- *Aon Best Employers in Canada* recognition (2010, 2011 & 2012) as well as a BC's *Top Employer* award for 2015 and 2016
- Certified as a *Great Place To Work*™ in 2019 and 2020, and being named to two GPTW feature lists in 2020 (Best Workplaces in BC and Best Workplaces in Financial Services & Insurance)
- The introduction of innovative service delivery channels for members and clients, including new branching models, a member and client contact centre, and Interactive Teller Machine technology—the first of its kind on Vancouver Island

Passionate about economic and community development, Adrian has served strategic leadership positions with various community and industry groups, including, CU CUMIS Wealth Holdings, Credential Financial, Credential Asset Management and Credential Securities Inc., the Nanaimo Economic Development Corporation, Greater Nanaimo Chamber of Commerce, Regina Palliative Care, the Saskatchewan Advanced Technology Association, the Regina Regional Economic Development Authority's IT Cluster, the University of Regina's Building Dreams and Futures campaign, and the Canadian Information Productivity Awards (CIPA).

Adrian has senior management experience in the private, public, and co-operative sectors on a provincial, national, and international level - in the financial, mining, government, and telecommunications industry sectors. Adrian received his MBA from Queens University in 2000 and his Institute of Corporate Director education program designation in 2016.



Board Appointments and Associations

*** Positions and Appointments**

CU CUMIS Wealth Holdings	Director
1200089 B.C. Ltd.	Director
Coastal Community Insurance Services	
Coastal Community Financial Management Inc.	Director

Previous Positions and Appointments

Credential Financial Inc.	Director and Risk Committee Member
Credential Asset Management Inc.	Director
Credential Securities Inc.	Director
Conexus Holding Corporation Board	Director
Conexus Insurance Board	Director
Century 21 Conexus Real Estate Board	Director
Centum Canada Mortgage Direct Board	Director
Protexus Inc. Board	Director
Regina Palliative Care Inc.	Director and President
Canadian Information Productivity Awards (CIPA)	National Judge
Regina Regional Economic Development Authority	Co-chair of the "IT Cluster"
University of Regina Building Dreams and Futures Campaign	Chair, Small to Medium Size Enterprises Working Committee (SME)

*Any compensation related to Credit Union System Board positions is directed to the Credit Union and not to the employee

CEO Profile – Compensation for the Corporate Governance Report

Adrian Legin, MBA, ICD.D

President and Chief Executive Officer (CEO)

Coastal Community Credit Union

Compensation Philosophy

Coastal Community utilizes a strategic compensation policy to facilitate its sound financial position, as well as to motivate employees to perform to the best of their abilities. Coastal Community utilizes the labour market to determine salary rates and total rewards; with the understanding that salary is only a portion of the total rewards an employee receives (all compensation, benefits and perquisites).

CEO Compensation Policy and Practice

Coastal Community’s Compensation Philosophy guidelines are developed to ensure that Coastal Community attracts and retains a skilled and competent Chief Executive Officer. This is achieved by compensating competitively at market rate.

Coastal Community uses an “at market” principle in establishing compensation and applies an aging factor to the market data bringing it into the current year. The compensation philosophy for this position leads the market in the establishment of compensation rates where job rate is equivalent to the 50th percentile of the market in current year terms to ensure a competitive and fair value. The range is reviewed along with total compensation and rewards every two years by an outside consultant and movement in the range is based on the Canadian Credit Union Executive and Senior Management Compensation Survey.



For the fiscal year ending December 31, 2020 the CEO earned the following compensation:

Description	Amount
Base Salary ¹	\$416,726.10
Short Term Incentive Plan ²	\$160,022.81
Total	\$576,748.91

CEO Incentive Plan Process and Payment

The purpose of Coastal Community’s compensation program is to ensure that exempt employees are provided incentives and compensation in a way that supports both the organization’s short and long term goals while also creating a framework for the company to attract and retain talent.

An annual performance-based incentive bonus is provided to the CEO (paid in cash or to a Retirement Savings Plan, or a combination of the two). Components of the incentive plan are reviewed annually, and are subject to change as appropriate in order to meet the corporate goals.

Payment is based on the achievement of the Key Metric targets for the Balanced Performance Scorecard split between annual objectives making up 60% of overall payment and project and programs completion which make up the remaining 40%.

For the fiscal year 2020 the CEO’s incentive equates to 38.4%³ of overall salary for all measures achieved.

CEO Benefits, RRSP and Perquisites

Health care, insurance and other benefits provided to the CEO are consistent with those received by all other employee groups within Coastal Community. Coastal Community employees receive a comprehensive benefits plan that offers several options.

The Executives and CEO receive the additional benefit of the Health Care Spending Account benefits with a maximum value of \$2500 per annum and an accumulated maximum of two (2) years value at \$5000 for any unused funds.

Employees, including the CEO receive employer paid RRSP contributions of 11.25% of base salary to a Group RRSP or a Defined Contribution Plan. The CEO receives contributions up to the allowable limit under the Canada Revenue Agency (CRA) guidelines. Amount in excess of the allowable RRSP limit is accrued in a Supplemental Pension Plan, which was introduced in August 2020. The funds and accumulated interest and/or profits are “locked in” until discontinuance of employment or retirement from Coastal Community.

The CEO also receives a car allowance with a value of \$900 per month.

Termination Benefits

The CEO’s employment contract stipulates that if employment is terminated for cause, then no notice, salary, bonuses or benefits are owed to him. If his employment is terminated without cause, then a severance package up to 24 months (including salary and benefits) would be owed to him.

¹ Base Salary is for 2020

² Annual incentive – Value paid in 2021 is for the 2020 annual period

³ Total incentive is capped at 40% of base salary



Coastal Community Credit Union Officers

- Adrian Legin, President & Chief Executive Officer
- Barbara Coe, Chief Financial & Risk Officer
- Rob Grundison, Chief Relationship & Sales Officer
- Bruno Dragani, Chief People & Administration Officer
- Joe Cristiano, Chief Community & Marketing Officer
- Paul Johnson, Vice President Enterprise Risk, Projects & Corporate Governance

Credit Union Industry Directorships Held by Directors and Officers in 2020

- Stabilization Central Credit Union of British Columbia – Paul Johnson, Director (Jan-Apr)
- Co-operative Development Foundation of Canada (CCA) – Bruno Dragani, Director

Directors & Officers of Subsidiary Companies as of December 31, 2020

1200089 B.C. Ltd.

Lynne Fraser, Chair	Lesley Maddison, Co-General Manager
Elmer Epp, Vice-Chair	Kirsty Scriver, Co-General Manager
Kathy Conway	Paul Johnson, Corporate Secretary
Adrian Legin	
Rob Grundison, Co-President	
Ted Schisler, Co-President	
Trevor Tremblay	
Bruno Dragani	

Coastal Community Financial Management Inc.

Doug Lang, Chair	Don Tamelin, General Manager
Susanne Jakobsen	Paul Johnson, Corporate Secretary
Adrian Legin	Connie Mander, Financial Officer
Rob Grundison, President	
Barbara Coe	
Bruno Dragani	
Joe Cristiano	