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**Strengthening Ontario Communities:
The Contribution of Credit Unions and Caisses Populaires to
Economic and Social Development in Ontario**

Report Prepared for
Credit Union Central of Ontario

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EXECUTIVE SUMMARY

Ontario's 219 credit unions and caisses populaires serve 1.7 million residents through 687 locations, directly contributing to the economic and social development of communities across the province. Highlights of the substantial contributions of credit unions and caisses populaires include:

- A collective network of service locations comparable in size to any of the major banks.
- Financing for over 31,000 small and medium-sized businesses in Ontario. Credit unions and caisses populaires have a disproportionately large share of commercial credit authorizations of less than \$1 million (25 percent of the total provided by deposit taking institutions), and of agricultural credit (16 percent).
- One in every four dollars on deposit at Ontario credit unions and caisses populaires is invested in financing small and medium-sized businesses and agriculture in the province. Chartered banks' commercial loan authorizations of under \$1 million in Ontario are equivalent to about 2 percent of the Canadian dollar deposits raised by banks in the province.
- Employment for more than 7,000 individuals, with over 80 percent of these jobs created outside the Greater Toronto Area (GTA). Credit unions and caisses populaires provide well-paying senior positions in many smaller Ontario communities while the rest of the financial sector concentrates over two-thirds of jobs and most head-office positions in the GTA.
- Access to financial services in 43 communities where the credit union or caisse populaire is the only financial institution, and ensuring competition by providing the only local alternative to a single bank in 37 other Ontario communities.
- A direct contribution to the Ontario economy of \$410 million, with more than three-quarters of this generated outside the GTA.
- Tangible contributions substantiate the philosophical commitment to local communities. Many credit unions dedicate far in excess of one percent of annual pre-tax profits to community initiatives. Contributions of two, three or even five percent of pre-tax profits are common, compared to the one percent average among large financial institutions.

Despite these notable achievements, the contribution to Ontario by credit unions and caisses populaires is not well known, and may be under-appreciated by government policy advisors and elected representatives. This report documents the economic and social importance of credit unions and caisses populaires, using regional data where possible to illustrate the unique features of the sector. The statistical overview has been supplemented with contextual details from individual credit unions, giving specific examples of how provincial and regional data translate into direct impacts in local communities.

I. INTRODUCTION

Ontario's 219 credit unions and caisses populaires serve 1.7 million residents, employ more than 7,000 individuals, provide financing to over 31,000 small and medium sized businesses, and directly contribute over \$400 million dollars to the provincial economy.¹ The social contribution through millions of dollars of charitable donations and community investment, not to mention free financial services for charities and community groups and uncounted hours of volunteer involvement, is equally as impressive as credit unions' economic contribution. Despite this notable performance, the contribution of credit unions and caisses populaires to the economic and social development of Ontario communities is not widely known.

One reason for the under-appreciation of the role of credit unions and caisses populaires may be that credit unions have proportionately many more members and much larger market share outside the Greater Toronto Area (GTA). The contribution of credit unions within the GTA may be overshadowed by banks and other large institutions with head offices in the GTA, perhaps making credit unions less visible to policy makers. A further contributing factor to low provincial visibility is that credit unions and caisses populaires are first and foremost community owned financial institutions. Whether focusing on a single small rural area, or a larger region like the South Western Ontario, individual credit unions focus on serving their local community, and thus in their own marketing and government relations efforts do not have a provincial focus. The aggregate effect of 219 local efforts can be difficult to demonstrate to policy makers and elected representatives.

This report documents the economic and social contribution of Ontario credit unions and caisses populaires, using regional data where available to highlight the particular strengths of the sector. The broader statistical overview has been enhanced with information about the activities of individual credit unions. This contextual information was provided by credit unions identified by Credit Union Central of Ontario, representatives of Credit Union Central, and the web-sites and annual reports of many credit unions.

II. CREDIT UNIONS AND CAISSES POPULAIRES IN ONTARIO

Credit unions and caisses populaires collectively have 687 retail outlets throughout the province, a delivery network with 60 percent more Ontario locations than the Bank of Montreal, and broadly comparable to the other large banks (Table 1). Each credit union or caisse populaire location on average serves 2500 members and has total assets of about \$36 million. Bank branches (and the large trust company branches owned by the large banks) typically serve larger numbers of customers and on average have about \$160 million in assets.² For credit unions and

¹ Details and sources for all statistics cited are provided later in the report. Throughout the report, unless otherwise noted data are for end-2006.

² Credit union data calculated from Deposit Insurance Corporation of Ontario (DICO) total assets and Canadian Payment Association branch location data. Bank data calculated from CPA branch

caisses populaires, the larger number of locations can be a plus in fostering greater community involvement and higher levels of personal service, but can be a negative in terms of operating costs.

Table 1. Service locations in Ontario.

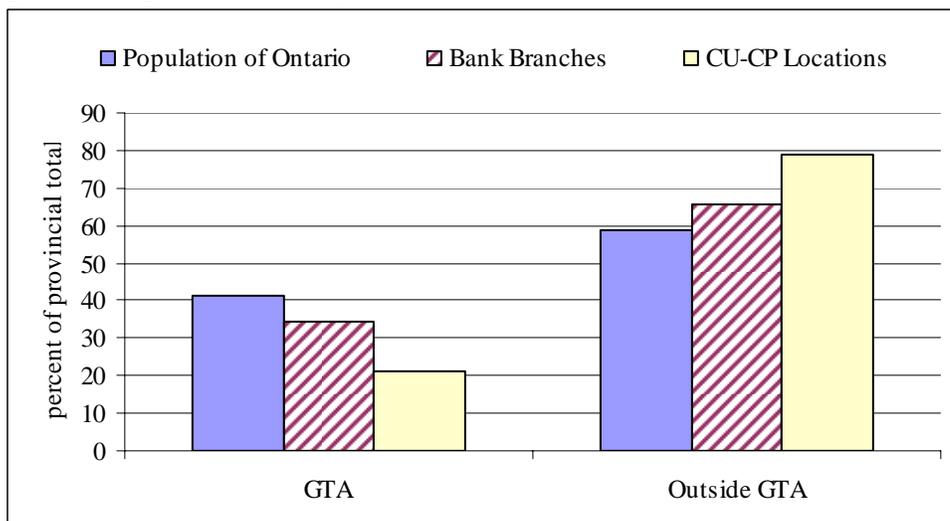
	Credit unions and caisses populaires	BMO	BNS	CIBC	RBC	TD
Branches	687	436	704	561	805	1,077
ATMs	627	783	1,206	1,941	1,488	1,532

Note: Branch data are end-2006; ATM data are end-March 2007.

Source: The Canadian Payments Association, Credit Union Central of Ontario.

Credit unions and caisses populaires overall have about a five percent share of the deposit-taking market in Ontario,³ but have a stronger presence outside Toronto. Regional market share data can be inferred from the distribution of branches of banks and the regional data available for credit unions and caisses populaires (Chart 1). Within the GTA, credit unions have a market share of about two percent, while outside the GTA the share is an estimated seven percent.⁴

Chart 1: Distribution of Population and Deposit-Taking Institution Locations (percent of provincial total)



Source: Canadian Payments Association *CPA Directory 2007*, 2006 Census.

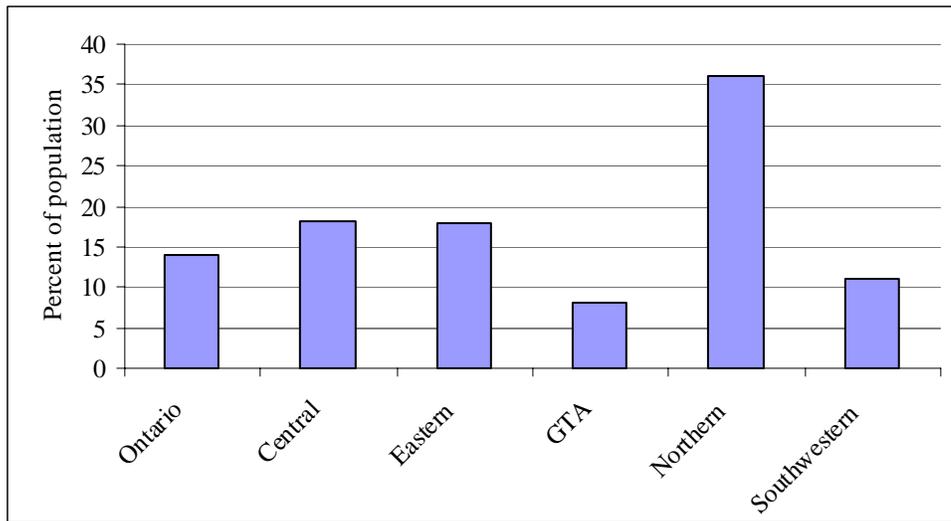
data and Statistics Canada Table 176-0045, chartered banks regional distribution of assets and liabilities.

³ Market share estimated using credit union and caisse populaire total deposits and bank Canadian dollar personal savings, term deposits and demand deposits.

⁴ To estimate market share, the Ontario deposits of banks detailed in note 3 above have been distributed between GTA and non-GTA branches on the assumption that non-GTA branches on average are only 75 percent of size of GTA branches. This assumption may not be precise, but does provide an adjustment for the larger number of corporate branches found within the GTA.

About one in every seven residents of Ontario is a member of a credit union, but this overview obscures significant variation among the regions of the province.⁵ Regions outside the GTA have higher proportions of credit union membership, and in Northern Ontario, more than one in every three residents is a credit union member (Chart 2).

Chart 2. Credit Union Membership
(percent of population)

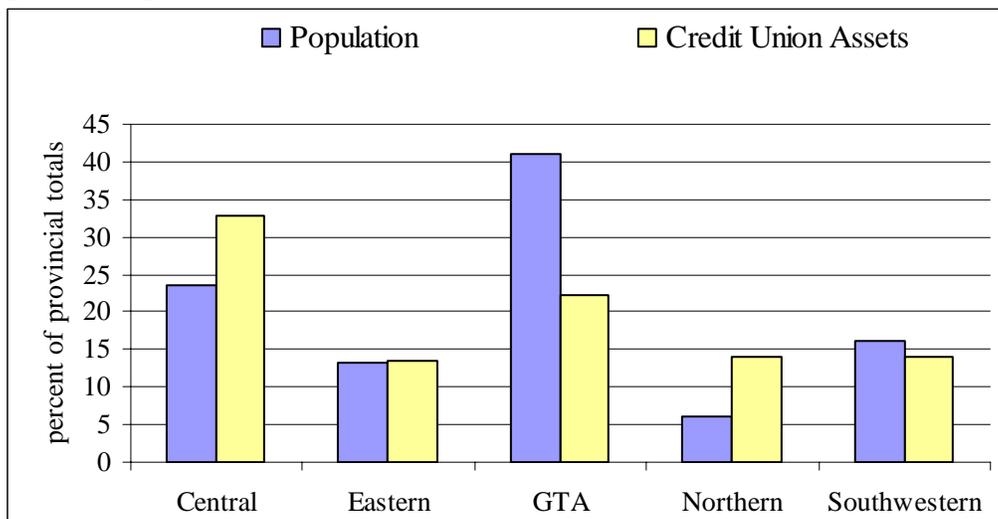


Source: Credit union membership, DICO (adjusted); population, 2006 Census.

The strength of credit unions and caisses populaires outside the GTA is further illustrated by a comparison of the distribution of the population of the province with the assets of credit unions (Chart 3). Credit unions are far more important relative to other providers of financial services in the regions of Ontario outside the GTA.

⁵ DICO divides Ontario into five regions for reporting purposes: Central; Eastern; Greater Toronto Area; Northern; and Southwestern. The GTA region is closely aligned with the Toronto Census Metropolitan Area as defined by Statistics Canada. Regional comparisons were developed by matching census divisions with the DICO reporting regions. Appendix I contains a listing of the census divisions for each region. DICO reporting data places all parameters in the region in which the credit union's head office is located. Appendix II provides DICO data adjusted to align the reported data with actual regional distribution, taking into account credit unions and caisses populaires with service locations in more than one DICO reporting region. Note that DICO changed its regional boundaries in 2006, so the data presented in this report is not directly comparable to that in the 2004 edition, although the split between GTA and non-GTA is unaffected by the DICO changes.

Chart 3. Population and Credit Union Assets
(percent of provincial total)



Source: Credit union assets, DICO; population, 2006 Census.

The market share of credit unions and caisses populaires in individual products and services varies from the share as measured by deposits. Areas of particular strength are lending to small and medium-sized business and agricultural credit. Personal deposits and lending, the original core business of credit unions, has become much more commoditized and competitive over the years, with banks and other financial services providers now eagerly targeting retail customers. This is a sharp change from the conditions in the 1940s and 50s, when hundreds of credit unions were founded to serve the unmet need of ordinary Ontarians for credit and savings services.

Surveys of small and medium-sized businesses continue to identify unmet needs and dissatisfaction with many providers of financial services. The growth of credit union market share in business and agricultural lending and high satisfaction scores relative to other providers of financing indicates that credit unions still have an important role in meeting needs not fulfilled by other institutions.

III. SUPPORTING SMALL AND MEDIUM-SIZED BUSINESSES

Credit unions and caisses populaires serve over 31,000 small businesses in Ontario,⁶ and have been steadily expanding their commercial and agricultural lending portfolios. Credit unions have a particular strength in agricultural lending, especially in Southwestern Ontario, and in serving the smaller businesses that often have difficulty obtaining financing.

⁶ Data for 2005 from Statistics Canada *Survey of Suppliers of Business Financing*.

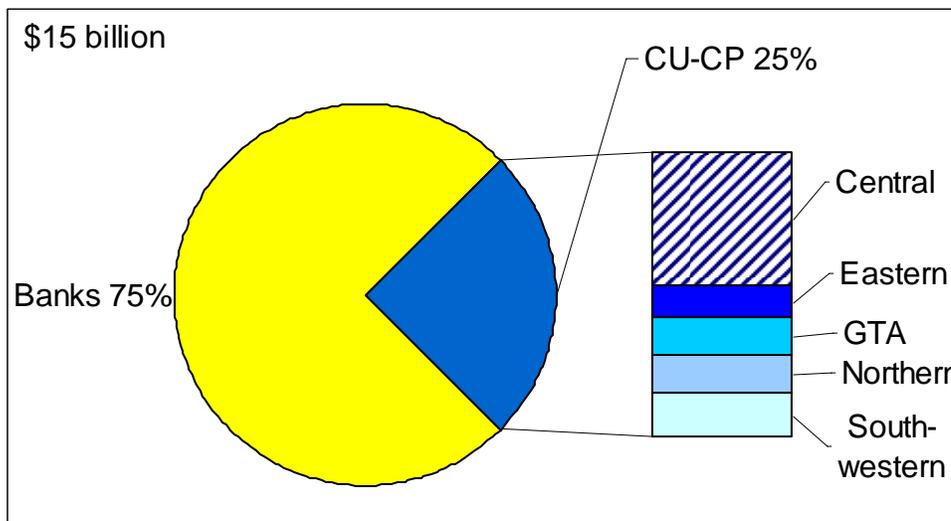
Caution is needed in drawing conclusions about small and medium sized business financing because of the lack of comparability among the differing data sets. Although it is difficult to infer cause and effect, it is clear that:

- Credit unions and caisses populaires in Ontario provide a disproportionately large share of business and agricultural credit relative to their share of the deposit-taking market
- Credit unions enjoy higher approval ratings from small and medium sized businesses

Credit unions in Ontario and across Canada are especially important in financing small and medium-sized businesses in rural areas and smaller communities.

Credit unions and caisses populaires are much more important in meeting the financing needs of agri-business and small and medium sized enterprises than would be suggested by their size or share of the deposit-taking market. Credit unions overall have about five percent of the retail deposit-taking market in Ontario, but account for about 25 percent of small and medium-sized business credit (authorizations under \$1 million) provided by deposit-taking institutions (Chart 4), and 16 percent of agricultural credit provided by deposit taking institutions (Chart 5). In the last three years, credit union and caisse populaires have increased their outstanding small business credit and agricultural credit by more than one-third and one-half respectively.

Chart 4. Deposit-Taking Institutions in Ontario:
Business Credit Outstanding, Authorizations under \$1 million, end 2006.



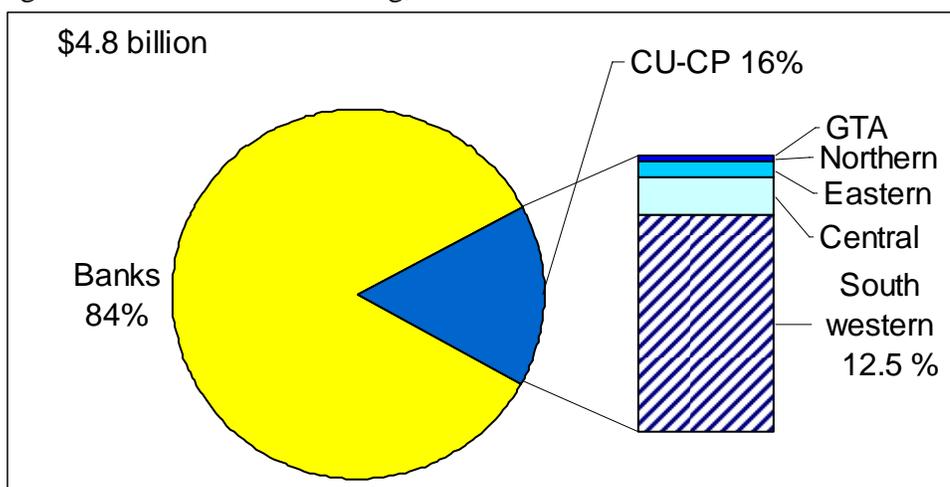
Source: Statistics Canada Table 176-0045 and DICO.

Ontario credit unions and caisses populaires have increased their outstanding business loans by 115 percent and the number of businesses served by almost 30 percent since Statistics Canada began surveying suppliers of small business in 2000.⁷ Over the same period, the total credit

⁷ Statistics Canada *Survey of Suppliers of Business Financing*.

outstanding to small and medium sized businesses in Ontario increased only six percent, resulting in a sharp increase in market share for credit unions and caisses populaires. Rapid growth in business lending by credit unions and caisses populaires contrasts with little or no growth by banks, with the result that between 2003 and 2006 the credit union and caisses populaire share of deposit-taking institution credit increased from 18 to 25 percent for small and medium sized businesses, and from 12 to 16 percent of agricultural credit.⁸

Chart 5. Deposit-Taking Institutions in Ontario:
Agricultural Credit Outstanding, end 2006.



Source: Statistics Canada Table 176-0045 and DICO.

Approximately 80 percent of commercial lending by credit unions and caisses in Ontario is comprised of authorizations of less than \$1 million, with almost all of the balance accounted for by loans of less than \$5 million. By comparison, about 23 percent of the commercial banks' business credit extended in Ontario is in authorizations of less than \$1 million, with a further 20 percent comprising loans of between \$1 and \$5 million. Reflecting their focus on larger businesses, more than 55 percent of the value of commercial credit extended by chartered banks in Ontario is accounted for by loans with authorizations exceeding \$5 million.⁹

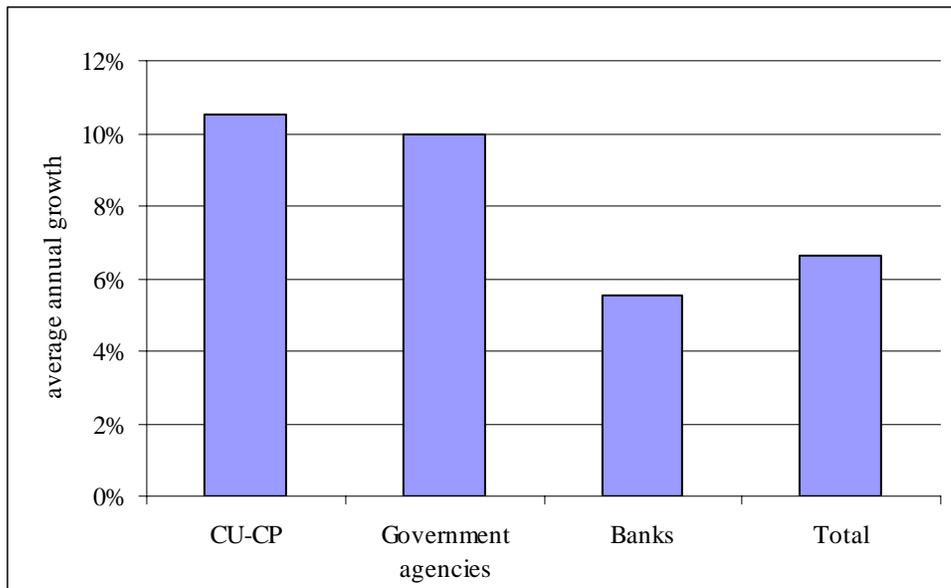
Credit unions in Ontario have increased their support of farms and agriculture-related businesses by an average of 10 percent per year over the last 10 years, outpacing the growth by other lenders to the sector, and making up for the declining market share of banks in farm financing

⁸ Small and medium sized business credit defined as authorizations under \$1 million. Data from Statistics Canada *Survey of Suppliers of Business Financing*, Statistics Canada Table 176-0045, and DICO.

⁹ Chartered bank data from Statistics Canada Table 176-0045, credit union data from DICO. All large trust companies are affiliated with banks and included by Statistics Canada in banking data. The market share of independent trust companies is negligible.

(Chart 6). Credit unions are especially important as providers of agricultural credit in Southwestern Ontario, with close to 80 percent of the \$770 million agricultural credit advanced by credit unions and caisses populaires at end-2006 provided in this region.

Chart 6. Average annual growth in Ontario farm debt outstanding, 1997-2006



Source: Statistics Canada 21-014-XIE.

Ontario credit unions are working with their counterparts across the country to raise awareness among businesses of this largely unknown success story in small and medium-sized business financing. Credit unions' national small and medium sized enterprises strategy, launched in 2006, includes a significant commitment to advertising to facilitate expansion of business financing beyond the existing pockets of regional strength.

About one in every four dollars on deposit at Ontario credit unions and caisses populaires is used to fund commercial and agricultural lending in the province, with about one in every six deposit dollars being used to provide business loans of less than \$1 million. Chartered banks' total commercial loan authorizations of under \$1 million in Ontario are equivalent to about 2.5 percent of the Canadian dollar deposits raised by banks in the province.¹⁰

One reason why credit unions and caisses populaires invest such a high proportion of their member deposits in small and medium-sized businesses is that credit decisions are made in the communities. Depositors, borrowers and credit union employees all stand to benefit from the success of businesses within the community.

¹⁰ Credit union data from DICO, chartered bank data from Statistics Canada Table 176-0045.

Individual credit unions may not have the capacity to meet the requirements of large and growing businesses, but there is an avenue to overcome this challenge. Credit unions' lending limits are a function of their size,¹¹ but amounts in excess of their limits can still be provided through the syndication of loans, whereby other credit unions and/or Credit Union Central of Ontario provide part of the funding and assume part of the risk (Box 1).

Box 1. The Loan Syndication Program

Credit Union Central of Ontario (Central) has been involved in syndications with credit unions for many years, and since 1997 has involved the Business Development Bank of Canada (BDC) and Farm Credit Corporation (FCC) as partners, further expanding the capacity of the program.

Reflecting the general increase in credit union financing for Ontario business, Central's syndicated balances outstanding have increased by one-third since end-2004. The \$165 million held by Central is only a portion of the business financing provided through syndications, as participating credit unions typically extend 3 to 5 dollars for every dollar lent by Central.

The Loan Syndication Program provides a means for credit unions to meet the demand for agri-business and commercial lending which might otherwise exceed their financial capacity or technical lending expertise. Three options are:

- Two or more credit unions pool their funds to participate in syndication, facilitated by Central
- One or more credit unions and Central participate in a credit facility
- Credit unions and/or Central in partnership with the BDC or FCC provide a facility to meet the borrower's requirements

The syndication program can also be used by credit unions to diversify risk and enhance liquidity management even when the credit union would be able to provide the loan without other participants. In this way, a credit union with strong demand for commercial credit can increase the number of borrowers it can accommodate by involving other credit unions or Central as syndication partners. It also provides a means for credit unions to diversify their geographic and sectoral concentration risk by purchasing participations in credits originating in other parts of Ontario, or extended to types of businesses that may not be prevalent in the credit union's own community.

Credit unions are consistently highly rated as providers of services to the small business market, ranking first in the 2003 Canadian Federation of Independent Business (CFIB) *Banking Survey*.¹²

¹¹ This is a provincial regulation which helps to keep credit unions sound and stable by limiting the size of individual loans. This means that the default of one or a few large borrowers would not pose a large enough loss to threaten the viability of the credit union.

¹² The CFIB survey results are national rather than specific to Ontario.

There are many factors that are likely to contribute to this high level of satisfaction. One may be that the typical respondent to the CFIB survey is squarely in the credit union target market, with an average financing authorization of \$100,000.¹³ Another plus for credit unions is that ninety-five percent of small business owners prefer to deal with a full service local branch. This is a delivery channel strength for credit unions, while banks typically have a more centralized approach to providing business credit. These and other factors contributed to the increase in the credit union market share among CFIB survey respondents to 18 percent in 2003, up from 13 percent in 1989.

High levels of satisfaction with Ontario credit unions and caisses populaires are also evident in the most recent Statistics Canada detailed survey of Financing of Small and Medium-Sized Enterprises. Credit unions and caisses populaire borrowers in Ontario were significantly more likely to be satisfied with the interest rate, time required to process their application and the documentation required than small and medium-sized businesses borrowing from other sources.¹⁴

Another strength in the eyes of small businesses is the concentration of credit unions in smaller communities. About one-quarter of small and mediums-sized businesses in rural areas applied for credit in 2004, versus about sixteen percent in urban locations, with rural businesses almost twice as likely to have applied to credit unions and caisses populaires as their urban counterparts.¹⁵

IV. ACCESS TO FINANCIAL SERVICES

Credit unions or caisses populaires are the only deposit-taking institution in 43 communities in Ontario, and provide a local deposit-taking alternative in 37 communities served by only one bank.¹⁶ In recent years credit unions have played an important role in maintaining competition and providing financial services in rural areas through the acquisition of bank branches, or through opening new service locations when banks have decided to pull out of a community. With member ownership and community focus, credit unions and caisses populaires are particularly well paced to consider innovating financing approaches which may not fit with the more standardized models of larger institutions (Box 2).

¹³ Median financing amount of the 9,565 respondents was \$100,000.

¹⁴ Statistics Canada *Survey on Small and Medium Sized Business Borrowers, 2004*, Released 2006.

¹⁵ Statistics Canada, *Survey on Financing of Small and Medium-Sized Enterprises, 2004*, released 2006.

¹⁶ Canadian Payments Association *Directory 2007*.

Box 2. Innovative Financing for a Growing Community

UM Financial founder Omar Kalair approached 17 financial institutions before Credit Union Central of Ontario... decided to back his Shariah-friendly mortgages.

The Hamilton Spectator, March 13, 2007.

Shariah law precludes earning or paying interest on financial transactions, which for Muslims rules out traditional mortgages. In the absence of Shariah-compliant bank financing, many Muslims in Ontario have difficulty purchasing homes.

UM Financial was founded by Omar Kalair to provide Shariah-compliant financial products, and quickly established a waiting list of hundreds of families interested in a mortgage. Two years of knocking on financial institution doors for a funding source led Mr. Kalair to credit unions and Central in late 2003. Perhaps more accustomed by the focus on members and the community to consider non-traditional approaches, Central invested hundreds of hours to develop a viable program.

There were multiple challenges for Central and UM Financial to address, including the need for a mortgage product and security documentation that was not only Shariah compliant, but consistent with standard mortgage charge terms. In addition, UM Financial and Central required a relationship based on the concept of Mudarabah (an Islamic contract in which one party supplies the money and the other provides management for a specific purpose) which would provide Central with a return similar to other investments.

After months of work, Central and UM Financial were able to put the program in place. The initial \$4 million approved as a pilot was advanced almost immediately upon introduction of the Musharaka (partnership financing) mortgage in May 2005. With high demand and low delinquency rates confirming the success of the pilot, Central increased the amount of financing provided directly and also began to involve individual credit unions in funding UM Financial mortgages. Central has over \$38 million invested in its partnership with UM Financial, with individual credit unions providing an additional \$27 million in financing at end-May 2007.

McMaster Savings and Credit Union has gone beyond the initial Musharaka mortgage product, introducing Shariah-compliant deposit accounts in 2006. At year-end these products had attracted over 60 new member accounts to help finance the credit union's \$3.5 million Shariah-compliant mortgage portfolio.

Sources: Credit Union Central of Ontario, press reports.

V. CONTRIBUTING TO EMPLOYMENT AND THE ECONOMY

Credit unions and caisses populaires directly contributed about \$410 million to the gross domestic product (GDP) of Ontario in 2006. GDP by sector is a measure of the value added, and can be approximated by the sum of amounts paid to employees (labour inputs) and the net profit earned. Deposit-taking institutions contribute about 4.4 percent of the GDP of the province, with credit unions and caisses populaires accounting for about 2.3 percent of the deposit-taking contribution. Over three-quarters of the credit union contribution to GDP originates outside the GTA.

Credit unions and caisses populaires contribute to Ontario communities through the direct and indirect jobs they create. Employee salaries and benefits paid by Ontario credit unions totalled \$390 million in 2006, with about 80 percent of this amount earned by employees outside the GTA.

Over 5,400 Ontario residents are full time employees of credit unions and caisses populaires, with a further 1,700 employed on a part-time basis. The 6,200 full-time equivalent (FTE) positions created by Ontario credit unions are disproportionately located in the smaller cities and towns of the province. Less than one-third of all persons employed by deposit-taking institutions in Ontario work outside the GTA, reflecting the concentration of bank head-office and corporate business in Toronto. By contrast, over 80 percent of credit union jobs are outside the GTA, bringing well paid senior positions to many communities far from the province's financial capital (Table 2).

Table 2. Total Employment
(full time equivalent positions, end-2006)

	Credit Unions Caisses Populaires	Deposit-Taking Institutions	All Industries
Ontario	6,327	159,700	6,492,700
GTA	1,262	108,200	2,951,200
Outside GTA	5,065	51,500	3,541,500

Source: All industries, Statistics Canada Labour Force Characteristics by Economic Region; deposit-taking, Statistics Canada custom tabulation; credit unions and caisses populaires, DICO.

Credit unions indirectly provide employment for about 3,000 additional Ontario residents.¹⁷ These jobs arise from the expenditures of credit unions to purchase goods and services as well as spending by credit union employees. Because of the concentration of credit union head offices in smaller communities, these indirect effects are similarly concentrated in the smaller urban centres and rural areas.

About 160,000 people are employed by deposit-taking institutions in Ontario, or expressed in another way, 24 of every 1,000 employed residents of Ontario works for a deposit-taking institution. Of these 24, one is an employee of a credit union or caisse populaire. Outside the

¹⁷ Input-output employment multipliers are not readily available for credit unions, however measures are available for two digit industry classifications that include credit unions with similar financial institutions. These indicate that credit unions, banks, trust companies and insurance companies collectively support about 0.49 indirect jobs for each employee. See Peter Dungan, "The Impact of Banking and Financial Services on the Canadian Macroeconomy," Report Prepared for the Canadian Bankers Association, October 1997.

GTA, however, only about 15 in every 1,000 jobs are provided by the deposit-taking sector, but of these, 10 percent are provided by credit unions and caisses populaires.

Average weekly earnings for Ontario credit union employees were about \$953 at the end of 2006, well above the provincial averages for all employees. The total of salary and benefit expenses by Ontario credit unions averaged \$61,953 per employee (FTE) in 2006, reflecting employee benefits (for example, employer pension contributions and health insurance) costing the equivalent of one-quarter of the salaries paid.

VI. COMMUNITY INVOLVEMENT

Credit unions and their employees contribute millions of dollars and uncounted hours to a wide range of community activities, with virtually every credit union in the province having programs that truly reflect their community roots. In addition to high participation rates in volunteer activities, employees of almost half of Ontario credit unions participate in community activities as part of their paid work.

The Imagine program for good corporate citizenship is a natural fit with the community commitment of credit unions. Not surprisingly, Ontario credit unions account for almost 10 percent of the total number of Canadian organizations that have made the formal commitment to be Imagine Caring Companies,¹⁸ by:

- Donating a minimum of 1 percent of average pre-tax profits to the charitable organization of its choice
- Encouraging and supporting employee giving and volunteering
- Supporting suppliers whose business is ethically and environmentally sound
- Sharing business expertise and premises with the community

Most participating Ontario credit unions far exceed the Imagine minimum community contribution of one percent of pre-tax profits, and many more credit unions embrace the spirit of the Imagine program without being formal participants. A small sample of highlights is provided in Box 3, giving some tangible examples to bring more colour to the impressive provincial overview. Further details are provided for selected credit unions in the last section of this report.

The Ontario Credit Union Charitable Foundation partners with Ontario credit unions to support community development, as well as contributing to international projects in developing countries. The Charitable Foundation is supported by capital contributions from many Ontario credit unions, members and employees, as well as Credit Union Central of Ontario. Among the activities supported by the Charitable Foundation are:

- Children's Safety Villages: permanent, miniature "villages" that help police officers and firefighters teach schoolchildren in several Ontario communities about safety at home and on the street.

¹⁸ Imagine Caring Companies as at June 11, 2007. Listing available at http://www.imagine.ca/content/getting_involved/corporations/find_a_caring_company.asp?section=involved

- Youth organizations, neighbourhood sports parks and the Special Olympics.
- Funding for housing projects, community centres and libraries.
- Raising over \$600,000 in partnership with credit unions and their members for tsunami and hurricane Katrina disaster relief
- Health care: the Charitable Foundation has partnered with credit unions across Ontario to help build community hospitals, purchase health care equipment, and support research and programs for those living with cancer and long-term disabilities.

The Charitable Foundation provides matching grants to support the community projects of individual credit unions.

Box 3. Community Highlights

- Alterna Savings, as part of its four pillars of community social responsibility, sponsors the weekly Golden Apple Awards, providing cash donations to the favourite school activity of teachers identified as making a difference in their schools
- Four Sudbury area credit unions and the Ontario Credit Union Charitable Foundation are platinum sponsors of Dynamic Earth Phase 2 at Science North
- Grand River Credit Union commits one percent of pre-tax profits in support of over 30 community organizations
- Hald-Nor Credit Union was the 2006 recipient of the Ontario Credit Union Charitable Foundation Award for Outstanding Charitable Achievement, with corporate donations and staff volunteer time supporting over 20 community organizations
- Healthcare and Medical Employees Credit Union Good Samaritan Club provides medical equipment such as wheelchairs and walkers, on loan, free of charge
- Kingston Community Credit Union provides free banking services for non-profit organizations
- People's Credit Union sponsors the annual Community Involvement Award, supporting community projects with 1.7 percent of pretax profits in 2006
- Rochdale Credit Union commits 3 percent of annual pre-tax profits to over 40 local organizations and is a major partner in the campaign to support a new hospital for Woodstock and community
- Superior Credit Union offers the Care MasterCard, with \$1 dollar from every \$1,000 charged donated to the Thunder Bay Credit Union Paediatric Endowment Fund
- Teachers Credit Union fundraising for the Breakfast Programs for Hamilton Schools supports over 15 schools identified as "high needs"

Sources: Credit union web sites and annual reports.

VII. CREDIT UNION HIGHLIGHTS

The five short case studies that complete this report provide an overview of the economic and social contributions made to their communities by specific credit unions. Reflecting the different communities served, each credit union has its own approaches, but all have in common tangible commitments to the communities in which they are based. This is manifested in the form of financial and volunteer support for community organizations, high proportions of member deposits invested in the financing of local businesses, and large contributions to the local economy through jobs created and profits reinvested locally.

A. Community First Credit Union

Sault Ste. Marie illustrates the strength and growing importance of credit unions and caisses populaires in Northern Ontario, where more than one in every three people is a credit union member. The strong local commitment of Community First and other credit unions in the Sault was a key factor in supporting businesses through a difficult period and laying the foundation for a turnaround in the economic fortunes of the region.

One of the long-standing strengths of Community First Credit Union is serving the small and medium-sized business market, in particular family-owned businesses that share the credit union's history in the community. Even during the challenging late 1990s when the population of Sault Ste. Marie declined by over five percent, Community First Credit Union grew steadily, increasing its share of the financial services market in the Sault as it continued to support local businesses while other institutions cut back. The steadily increasing direct and indirect employment provided by the credit union and multi-million dollar contribution to the local economy became more important as many other businesses shrunk or grew more slowly.

Today's economic picture in the Sault is much brighter than five years ago: following more than ten years of decline, the population increased by 1.5 percent from 2001 to 2006; the number of employed persons increased by almost six percent and the unemployment rate fell in 2006 to 6.3 percent, the provincial average, down from twice the provincial unemployment rate in 2000.

Community First is more than just a name, illustrated by its commitment of over six percent of pre-tax profits to local causes, far exceeding the Imagine target of one percent. In addition to employee volunteerism and its traditional donations program, Community First has two innovative programs that allow members using specific credit union products to direct some of the earnings to local causes. The Community Builder Mortgage allows members to designate participating community groups to receive payments of one-half of one percent of the mortgage and members using the credit union MasterCard earn reward points for the Sault Area Hospital Foundation.

Table 3. Community First Credit Union:
Economic and Community Development Snapshot

Members		14,909
Total assets		\$245,734,182
Contribution to the local economy		
Employees (full-time equivalent)		76.0
Indirect employment generated		37.2
Local GDP contribution* (millions)		\$4.3
Supporting business	Number	Amount (millions)
Authorizations under \$1 million	572	\$50.0
Authorizations \$1 million and over	6	\$7.0
Percent of deposits invested in business loans		30.8
Community involvement highlights		
Imagine Caring Company	<ul style="list-style-type: none"> • Over 6 percent of pre-tax profit donated to charity, far exceeding Imagine 1 percent target • 60 percent of the financial support directed to healthcare, including supporting the Northern Ontario School of Medicine and Sault and Area Hospital Foundation • Not just dollars, but significant staff volunteer time to support four major community events 	
Care Miles	<ul style="list-style-type: none"> • Credit card reward points donated to the Sault area hospital foundation 	

* approximated by the sum of estimated annual salary costs and 2006 net profit.

Sources: Community First Credit Union, A. Michael Andrews and Associates Limited calculations.

B. Kawartha Credit Union

A strong community focus and targeting underserved areas has paid off handsomely for Kawartha Credit Union, a full service institution with 18 branches meeting the needs of members in 16 communities throughout central and eastern Ontario. In six of those communities (Emsdale, Keen, Kinmount, Little Britain, Magnetewan and South River), Kawartha Credit Union is the only deposit-taking institution. The Kinmount and Little Britain branches were originally established when Mariposa Credit Union was founded by communities responding to bank branch closures. The 2007 acquisition of Mariposa Credit union assets by Kawartha , strongly supported by the local business community, not only ensured continuation of these branches, but expanded the range of products and services available. In Cobourg and Trenton, Kawartha Credit Union purchased bank branches when the National Bank decided to leave the communities, ensuring that the number of local choices for financial services did not diminish as a result of the bank's departure.

The direct contribution of Kawartha Credit Union to the local economy exceeded \$9.6 million in 2006, with the credit union providing 148 direct and 72 indirect jobs, an 18 percent increase in

employment since 2003. Many of these jobs are in very small communities—Peterborough, the largest community served by Kawartha Credit Union, has a population of 117,000, with the majority of the credit union’s branches located in much smaller centres.

Since entering the commercial lending market nine years ago, Kawartha Credit Union has become an important provider of credit for small and medium sized business throughout its trading area. The number of businesses borrowers has increased by 25 percent since 2003, with almost one in every five dollars on deposit with Kawartha Credit Union invested in financing local businesses. In addition, the credit union is a significant source of banking services for charitable and non-profit organizations, including a large credit facility for a men’s shelter in Peterborough.

Kawartha Credit Union established an innovative program in 1998 whereby the dividend declared on members’ shares (5 percent in 2006) is used for community contributions rather than being paid to members. This approach to community involvement impressed the credit union’s supplier of creditor life insurance so much that it made a financial contribution to the Community Dividend program, increasing the cash available for distribution. While supporting a broad range of community activities, Kawartha credit union has a special focus on hospitals and health care, serving as corporate sponsor for events such as the Peterborough and Parry Sound Dragon Boat Festivals, which raise funds above and beyond the credit union’s direct contributions.

Table 4. Kawartha Credit Union:
Economic and Community Development Snapshot

Members		33,500
Total assets		\$416,145,000
Contribution to the local economy		
Employees (full-time equivalent)		147.8
Indirect employment generated		72.4
Local GDP contribution* (millions)		\$9.6
Supporting business and agriculture		
	Number	Amount (millions)
Authorizations under \$1 million	303	\$56.1
Authorizations \$1 million and over	10	\$13.4
Percent of deposits invested in business loans and agriculture		19.6
Community involvement highlights		
Community Dividend	<ul style="list-style-type: none"> • 5 percent dividend on member shares paid to community organizations 	
Support for local healthcare	<ul style="list-style-type: none"> • \$22,000 in 2007 	

* approximated by the sum of annualized weekly payroll and 2006 net profit.

Sources: Kawartha Credit Union, A. Michael Andrews and Associates Limited calculations.

C. Meridian Credit Union

Meridian Credit Union, formed from the merger of Niagara and HEPCO Credit Unions in 2005, has built and expanded its community involvement from the strong base established by its predecessors. “The Good Neighbour Program” is Meridian’s holistic approach to social responsibility, which includes dedication of four percent of pre-tax income to community causes, and strong support for volunteerism among the staff.

Meridian focuses exclusively on organizations and events within the communities it serves, with decisions on amounts up to \$3,000 made by local branches. The central features of the Good Neighbour Program are community development activities such as newcomer settlement support services, and financial and volunteer support for local organizations and events, Meridian has recently supported over 60 community organizations with their capital campaigns. Reflecting a focus on youth, in 2007 alone Meridian sponsored 19 participants in the Co-Operative Young Leaders Program and funded 42 scholarships, with the achievements of the scholars and young leaders publicly recognized on the credit union’s website.

A pilot project to help working families—who may not believe they can afford a mortgage—buy their first home is another recent community initiative by Meridian. Working in partnership with Opportunities Niagara, a community-based organization formed to reduce poverty and increase the quality of life of Niagara residents, and Royal LePage, Meridian provides financial coaching to families to help them better manage their finances and qualify for a mortgage at the best rate offered by the credit union. Royal LePage helps to locate affordable housing, and contributes a portion of its commission to cover legal costs. This innovative program brings home ownership within reach of families who otherwise would not be able to obtain the sense of security and stability owning a home provides.

Reflecting its strong roots in the farming community, Meridian is one of the leading players in financing the grape and tender fruit industry. The credit union supports more than 150 growers with total credit exceeding \$50 million. Meridian grew and learned about the business as its members made the transition from North American labrusca grapes to vinifera varieties and boutique-quality wines. The credit union helped its members through this sometimes difficult transition with innovative financing that accommodated the years between the planting of a varietal vineyard and its reaching production, and also recognized the unique characteristics of a winery’s inventory. This specialized knowledge and products developed by working with members has led to a 50 percent market share for Meridian among Niagara wineries.

Table 5. Meridian Credit Union:
Economic and Community Development Snapshot

Members		209,077
Total assets		\$ 3,849,196,417
Contribution to the local economy		
Employees (full-time equivalent)		1,017
Indirect employment generated		498
Local GDP contribution* (millions)		\$57.9
Supporting business and agriculture		
	Number	Amount (millions)
Authorizations	2,267	\$1,479
Percent of deposits invested in business loans and agriculture		46.2
Community involvement highlights		
Good Neighbour Program	<ul style="list-style-type: none"> • 4 percent of pre-tax income • Supporting capital campaigns of over 60 community organizations • \$21,000 in Good Neighbour Scholarships • \$11,400 in sponsorships for Co-Operative Young Leaders Program 	

* approximated by the sum of annualized bi-weekly payroll and 2006 net profit.

Sources: Meridian Credit Union, A. Michael Andrews and Associates Limited calculations.

D. Windsor Family Credit Union

Windsor Family Credit Union is built on a foundation of placing the credit union at the centre of the community, which has become even more important as the Windsor region's economic fortunes have turned in the last few years. Advising workers on buyout and early retirement offers, both individually and in specially organized seminars at the affected plants is one way that Windsor Family has been assisting the region deal with the fallout from declining manufacturing employment.

Windsor Family continues to expand despite the economic challenges in the region, with the community directly benefiting from this ongoing success. Over the last five years more than \$3.3 million has been injected directly into the region through Windsor Family's Community Investment Program. This commitment to the community represents a phenomenal 19 percent of the credit union's income before tax and distribution to members, far exceeding the Imagine Caring Company target of one percent. Volunteerism is strongly encouraged, with all senior staff and most employees actively contributing to the community initiative of their choice, totalling 2,000 hours during the last year.

Windsor Family's multi-year giving program was introduced in 2003 to meet one of the perennial challenges facing community organizations: the need for committed funding to finance capital and other long term projects. To date, Windsor Family has made multi-year commitments

to six local health care and social services organizations, enabling them to better meet the needs of the Windsor-Essex community.

Relocation of the New Canadian's Centre for Excellence to the second floor of Windsor Family's main branch is an illustration of the deep community links of the credit union. After completing a new head office, Windsor Family sought a community organization to take advantage of the space no longer required in the main branch. The New Canadian's Centre for Excellence, providing services for newcomers to Canada including citizenship preparation and English language instruction, training and employment services, and a range of youth programs, now operates from first-class premises it otherwise might not be able to afford.

Windsor Family has taken advantage of the Loan Syndication Program facilitated by Credit Union Central to provide additional business financing that might not otherwise be available within the community. In addition to the four in every ten deposit dollars invested in financing small and medium sized businesses, Windsor Family has brought into the region another \$26 million for business financing. These funds are provided through credit unions in other parts of the province with excess liquidity investing in syndicated loans originating in the Windsor region, helping Windsor Family finance over 350 local businesses.

Table 6. Windsor Family Credit Union: Economic and Community Development Snapshot

Total assets		\$559,014,000
Contribution to the local economy		
Employees (full-time equivalent)		119
Indirect employment generated		58.3
Local GDP contribution* (millions)		\$8.4
Supporting business and agriculture		
	Number	Amount(millions)
Authorizations under \$1 million	291	\$69
Authorizations \$1 million and over	37	\$241.2
Syndicated commercial loans		21.1
Percent of deposits invested in business loans and agriculture**		41.7
Community involvement highlights		
Imagine Caring Company	•	Community Investment Program returned \$3.3 million to the community in the last five years
Community 1 Account	•	700 community organizations enjoy a no-fee chequing account
Multi-year giving program	•	Committed support to 6 community organizations since 2003
Youth activities and education	•	Sponsorship of over 25 youth sports teams, and 63 scholarships

*approximated by the sum of annualized payroll and 2006 net.

**excluding syndicated loans.

Sources: Windsor Family Credit Union, A. Michael Andrews and Associates Limited calculations.

E. Serving a Diverse Community: Heartland, Libro and Sydenham

Within Southwestern Ontario, the band from Lake Erie to Lake Huron, including London, Kitchener-Waterloo, and the counties of Huron, Perth, Lambton and Middlesex is particularly well served by credit unions (Table 7). Three of the major credit unions in this region, Heartland (United Communities),¹⁹ Libro and Sydenham, collectively provide almost two-thirds of the agricultural credit extended by credit unions in Southwestern Ontario, and over 50 percent of the total agricultural credit provided by credit unions in the entire province. The strong focus on agricultural and commercial lending is far from the only strength of the credit unions in this region.

One dimension of serving communities is providing the only local financial services outlet in two towns, and the only alternative to a single bank in two others. Sydenham Credit Union stepped in to fill the void created when the only financial institution in Ailsa Craig announced it was closing in 2003. The Ailsa Craig branch continues to operate profitably, serving local residents with a branch and ATM. While maintaining service and competition in small centres is important, an equally important dimension of serving the community is the competition provided by the credit unions in larger centres.

Heartland (United Communities), Libro and Sydenham credit unions are major competitors for the banks, and indeed, other credit unions, ensuring that residents of the region have a range of true alternatives. These credit unions compete successfully with the major banks, using their community involvement, member ownership and local decision-making to distinguish themselves from the competition (Tables 8, 9 and 10). As an example of the ability to compete directly with large institutions, Heartland opened a branch in Listowel in 2002, going head to head against the five banks already established in town.

One key advantage for business and agriculture customers is that all the credit unions make decisions locally, close to the farms and businesses. Businesses have not welcomed the moves by banks to centralize commercial and agricultural lending, which is not surprising given the overwhelming preference among applicants for business credit to deal with a full service local branch.²⁰

On average, one in every two dollars held on deposit at the three credit unions is invested in financing local businesses and farms, with the majority of other deposits used to finance personal loans and mortgages. The combined contribution to the local economies served by three credit

¹⁹ United Communities Credit Union was formed in 2006 through a combination of Woodslee Credit Union and Heartland Credit Union. Unlike in most mergers, the combined entity continues to carry on business under both pre-existing names, reflecting that although there are financial advantages to the merger, the credit unions previously served quite different regions.

²⁰ Canadian Federation of Independent Business, *Small Business - Big Money*, December 2003.

unions exceeded \$32 million in 2006, consisting of local payroll expenditures and profits, which were distributed to members or used to support further growth of the credit union.

Table 7. Competition in Communities Served by Heartland, Libro and Sydenham Credit Unions.

Community	Credit Union	Other Financial Institutions
Ailsa Craig	Sydenham	None
Arkona	Libro	None
Blenheim	Libro	4 banks
Clinton	Heartland	2 banks
Exeter	Heartland	4 banks
Kitchener-Waterloo	Libro	All major banks
	Brewers Warehousing Employees	
	Budd Automotive Employees	
	Education Credit Union	
	Lear Seating Employees	
	Mennonite Savings and Credit Union	
Lambeth	Sydenham	All major banks (London area)
Listowel	Heartland	5 banks
London	Libro	All major banks
	Sydenham	
	3M Employees' (London)	
	C.N. (London)	
	Health Care	
	Kellogg Employees	
	Labatt Employees' (London)	
	London Civic Employees'	
	London Diesel Employees' Credit	
	London Fire Fighters'	
	Media Group Financial	
Mount Brydges	Sydenham	1 bank
St. Thomas	Libro	5 banks
	Holy Angel and St. Anne's Parish	
	St. Thomas Civil Servants	
Sarnia	Libro	5 banks
	Lambton Financial	
	Railway Employees	
	Southwest Regional	
Stratford	Libro	6 banks
	Mitchell and District	
Strathroy	Libro	6 banks
	Sydenham	
Watford	Libro	1 bank
Wingham	Libro	4 banks

Sources: DICO, Canadian Payments Association.

The leadership in community development shown by these credit unions is truly outstanding. Libro commits 5 percent of profit before tax to its Community Investment Program. In addition to smaller amounts disbursed as the discretion of each branch, Libro's structured program supports funding commitments extending over several years to provide community organizations with certainty in their budgeting. United Communities also commits five percent of profits to community causes, with Sydenham contributing 2.5 percent. This scale of community support far exceeds the Imagine target of 1 percent and is not approached by any large financial institution in Canada, which generally have donation and sponsorship budgets in the range of the Imagine target.

Table 8. Libro Credit Union: Economic and Community Development Snapshot

Members		48,026
Total assets		\$975,449,843
Contribution to the local economy		
Employees (FTE equivalent)		249.0
Indirect employment generated		122.0
Local GDP contribution* (millions)		\$16.3
Supporting business and agriculture		
	Number	Amount (millions)
Authorizations under \$1 million	5,644	\$493.0
Authorizations \$1 million and over	100	\$105.8
Percent of deposits invested in business loans and agriculture		58.7
Community involvement highlights		
Community Investment Program	<ul style="list-style-type: none"> • 5 percent of pre-tax profit dedicated to community investment • Three tiers—in 2006 \$75,000 disbursed at local branch discretion; plus \$366,000 for Local and Regional Community Builder Grants • \$1 million commitment over three years to youth development 	

* approximated by the sum of annualized bi-weekly payroll and 2006 net profit.

Sources: Libro Credit Union, A. Michael Andrews and Associates Limited calculations.

Table 9. Sydenham Credit Union: Economic and Community Development Snapshot

Members		8,924
Total assets		\$129,061,268
Contribution to the local economy		
Employees (full-time equivalent)		41
Indirect employment generated		20
Local GDP contribution* (millions)		\$2.5
Supporting business and agriculture		
	Number	Amount (millions)
Authorizations under \$1 million	701	\$45.0
Authorizations \$1 million and over	1	1.1
Percent of deposits invested in business loans and agriculture		38.8
Community involvement highlights		
Financial support	<ul style="list-style-type: none"> • Donations and sponsorships of 2.5 percent of pre-tax profit • 0.5 percent of each Community Builder mortgage donated to a charitable organization of the member's choice 	
Supporting volunteering	<ul style="list-style-type: none"> • Staff community involvement award introduced in 2006, plus cash donation to organizations where employees volunteer more than 25 hours in a year 	

*approximated by the sum of annualized bi-weekly payroll and 2006 net profit.

Sources: Sydenham Credit Union, A. Michael Andrews and Associates Limited calculations.

Table 10. United Communities Credit Union: Economic and Community Development Snapshot

Members		34,205
Total assets		\$503,732,778
Contribution to the local economy		
Employees (full-time equivalent)		166.0
Indirect employment generated		81.3
Local GDP contribution* (millions)		\$10.4
Supporting business and agriculture		
	Number	Amount (millions)
Authorizations under \$1 million	1,220	\$165.6
Authorizations \$1 million and over	37	\$69.1
Percent of deposits invested in business loans and agriculture		51.0
Community involvement highlights		
Over 5 percent of pre-tax profits committed to community causes including:		
• Bracelets for Cancer		
• Children's Health Foundation		
• Huron Perth HealthCare Alliance		
• Educational bursaries, Co-operative Young Leader's Camp scholarships and a student nourishment program		

* approximated by the sum of annualized bi-weekly payroll and 2006 net profit.

Sources: Heartland Community Credit Union, A. Michael Andrews and Associates Limited calculations.

APPENDIX I

DICO Reporting Region¹	Census Divisions
Central Ontario	Brant County Dufferin County Durham Regional Municipality Haldimand-Norfolk Regional Municipality Hamilton Division Haliburton County Kawartha Lakes Division Northumberland County Peterborough County Muskoka District Municipality Niagara Regional Municipality Parry Sound District Waterloo Regional Municipality Wellington County
Eastern Ontario	Frontenac County Hastings County Lanark County Leeds and Grenville Lennox and Addington County Ottawa Division Prescott and Russell Prince Edward Division Renfrew County Stormont, Dundas and Glengarry
Greater Toronto Area	Toronto Census Metropolitan Area
Northern Ontario	Algoma District Cochrane District Greater Sudbury Division Kenora District Manitoulin District Nipissing District Rainy River District Sudbury District Thunder Bay District Timiskaming District
Southwestern Ontario	Bruce County Grey County Essex County Chatham-Kent Elgin County Huron County Lambton County Middlesex County Oxford County Perth County Simcoe County

¹ DICO adjusted regional boundaries in 2006, so the data in this report are not directly comparable to the 2004 edition. Boundaries of the GTA and Northern regions are unchanged. Waterloo Regional Municipality and Wellington County were changed from the Southwestern to Central regions. Bruce, Grey and Simcoe counties were changed from the Central to Southwestern region, and Haliburton, Northumberland and Peterborough counties were re-classified from the Eastern to Central regions.

APPENDIX II

Deposit Insurance Corporation of Ontario Regional Data As Reported

	Central Ontario	Eastern Ontario	GTA	Northern Ontario	Southwestern Ontario	Grand Total
Number of Member Institutions	41	25	60	43	50	219
Total Assets	10,781,159,096	2,790,892,695	4,224,140,027	3,068,926,724	3,862,962,074	24,728,080,616
Personal Loans	1,540,784,402	427,239,055	596,855,006	457,126,119	588,615,407	3,610,619,989
Residential Mortgage Loans	4,879,150,607	1,352,923,675	1,890,040,852	1,447,566,042	1,863,948,790	11,433,629,966
Commercial Loans	2,246,804,295	526,405,618	623,140,259	618,052,100	735,390,774	4,749,793,046
Institutional Loans	34,278	1,561,977	5,356	2,458,565	857,368	4,917,543
Unincorporated Association Loans	71,930	-	32,938	44,387	293,615	442,870
Agricultural Loans	99,469,827	50,833,199	862,809	17,903,545	602,153,059	771,222,439
Total Loans	8,559,913,345	2,373,550,307	3,315,861,144	2,539,589,548	3,270,085,597	20,058,999,941
Total Allowance	26,042,932	26,670,570	20,768,588	19,276,557	16,377,541	109,136,188
Total Net Loans	8,525,929,948	2,355,981,107	3,299,341,322	2,521,239,246	3,251,571,319	19,954,062,942
Demand Deposits	3,621,158,564	847,225,663	1,240,426,407	1,077,655,723	1,261,040,875	8,047,507,232
Term Deposits	3,161,993,694	992,493,071	1,583,840,171	905,498,463	1,320,665,516	7,964,490,915
Registered Plans	2,553,262,198	580,295,288	948,612,332	744,634,928	867,789,289	5,694,594,035
Other Deposits	76,594,149	10,957,695	22,954,228	10,581,168	27,269,343	148,356,583
Total Deposits	9,413,008,605	2,430,971,717	3,795,833,138	2,738,370,282	3,476,765,023	21,854,948,765
Full-Time Staff	2,230	616	854	857	844	5,401
Part-Time Staff	607	201	255	283	366	1,712
Full-Time Equivalent of Part-Time	286	105	110	146	186	833
Volunteer Staff	73	71	153	69	131	497
Number of Members	688,462	188,379	324,887	254,556	237,963	1,694,247

Deposit Insurance Corporation of Ontario Regional Data Adjusted¹

	Central Ontario	Eastern Ontario	GTA	Northern Ontario	Southwestern Ontario	Grand Total
Number of Member Institutions	50	27	60	43	39	219
Total Assets	8,108,000,981	4,299,713,341	5,503,026,555	3,316,800,856	3,496,498,062	24,724,039,796
Personal Loans	1,117,042,887	632,609,635	751,842,017	474,798,927	510,645,717	3,486,939,183
Residential Mortgage Loans	3,537,302,475	2,003,263,844	2,380,833,054	1,503,529,935	1,617,044,771	11,041,974,078
Commercial Loans	2,246,804,295	526,405,618	623,140,259	618,052,100	735,390,774	4,749,793,046
Institutional Loans	34,278	1,561,977	5,356	2,458,565	857,368	4,917,543
Unincorporated Association Loans	54,945	1,541	41,881	46,309	244,102	388,778
Agricultural Loans	99,469,827	50,833,199	862,809	17,903,545	602,153,059	771,222,439
Total Loans	7,000,708,706	3,214,675,814	3,756,725,375	2,616,789,381	3,466,335,790	20,055,235,067
Total Allowance	26,882,769	27,510,408	21,608,426	20,116,395	10,292,490	106,410,488
Total Net Loans	6,973,825,937	3,187,165,406	3,735,116,949	2,596,672,986	3,456,043,300	19,948,824,578
Demand Deposits	2,729,440,350	1,319,004,100	1,680,377,492	1,166,412,504	1,150,997,510	8,046,231,955
Term Deposits	2,377,348,117	1,503,358,130	1,939,585,934	972,160,731	1,169,068,970	7,961,521,882
Registered Plans	1,929,078,182	905,444,005	1,259,379,899	807,824,132	794,337,023	5,696,063,241
Other Deposits	57,444,648	17,558,370	32,179,272	12,395,752	24,785,031	144,363,073
Total Deposits	7,093,311,296	3,745,364,606	4,911,522,597	2,958,793,119	3,139,188,534	21,848,180,151
Full-Time Staff	1,674	945	1,118	905	759	5,401
Part-Time Staff	459	308	328	297	319	1,712
Full-Time Equivalent of Part-Time	216	160	144	152	162	833
Volunteer Staff	63	103	156	69	106	497
Number of Members	518,181	288,132	404,047	268,693	215,193	1,694,247

¹DICO data allocates all assets, liabilities and staff on the basis of the credit union or caisse populaire head office location. The raw data provided by DICO has been adjusted to move 11 credit unions formerly in the Southwestern Ontario region into the Central region, two from Central into Eastern, consistent with the new region boundaries established by DICO in 2006. Additionally, a portion of each parameter has been allocated from the GTA to other regions for credit unions headquartered in the GTA with branches elsewhere. (Ukrainian, Ontario Civil Service, St. Stanislaus, All Trans Financial, Buduchnist, DUCA, Provincial Alliance and Pace credit unions). When more precise data was not available from annual reports and/or websites, a proportional split among branches was assumed. The data was similarly adjusted for credit unions headquartered outside the GTA with branches in the GTA (Alterna Savings, Desjardins Credit Union, and Meridian Credit Union). The estimation process produced small differences in the grand totals for some parameters, but these minor variances do not have a significant impact on the data and percentages cited in the report.