CDIC
Canada Deposit
Insurance Corporation

SUMMARY OF THE CORPORATE PLAN 2014/2015 to 2018/2019

Including a Summary of the 2014/2015 Operating and Capital Budgets, and Borrowing Plan

Canada

CDIC's five-year plan at a glance

Our operating environment

As a whole, CDIC's membership continues to experience strong results. However, a potential slowdown in the Canadian housing market and rising consumer debt levels continue to be areas of concern, as both could have a significant impact on CDIC's membership, especially smaller and mid-sized institutions. In recent years, emphasis has been on ensuring prompt reimbursements to depositors and on strengthening the processes to support the resolution of our largest institutions. CDIC will continue to build on efforts related to its readiness to intervene in the event of a member institution failure, regardless of size or complexity. The Corporation will also stay abreast of economic, regulatory and membership trends that may have an impact on depositors, member institutions or CDIC.

CDIC's four corporate strategies and supporting initiatives

Enable timely, convenient and secure access to insured deposits in the event of a member institution failure—To expand its capacity for providing timely, convenient and secure access to insured deposits, CDIC will: begin to implement a plan aimed at transforming depositor reimbursement processes to better meet depositors' expectations; and develop and roll out resolution planning for selected mid-sized member institutions.

Build preparedness for complex resolutions—Identified as domestic systemically important banks by the Office of the Superintendent of Financial Institutions in 2013, Canada's six largest banks provide financial services that are critical to Canadians and the broader economy. To enhance its capacity to respond to the failure of one of these members, CDIC will: work on its internal processes and tools to support a large bank resolution; advance cooperation with foreign and domestic resolution authorities; and enhance large bank resolution plans consistent with Financial Stability Board and international best practices.

Promote public awareness of CDIC—As part of its mandate to protect depositors and contribute to the stability of and confidence in the Canadian financial system, CDIC will continue to promote awareness of the Corporation and our deposit insurance program by: completing the last year of CDIC's current public awareness strategy; and developing a new one.

Manage CDIC's strategic resources effectively—Over the planning period, CDIC will: expand and refine our approach to monitoring changes to the Corporation's environment (and their potential impacts on CDIC); implement a formal work force training program for our core functions; enhance our investment management practices; complete the implementation of our new information systems services delivery model; and reinforce financial management processes and controls.

Financial and resource plans

Key planning assumptions

- An increase to premium rates such that the Category 1 rate (the base rate) will increase from 3.5 basis points (the 2014/2015 base rate) by 1 basis point per year for four years starting in 2015/2016.
- Insured deposits will grow at a rate of 3.5% annually, in line with its historical trend.
- No failures will occur during the planning period and the provision for insurance losses will remain at $1,200 million throughout the planning period.
- Average yield on cash and investments of 1.3% for 2014/2015, rising gradually to a yield of 2.0% in 2017/2018 and 2018/2019.

2014 premium rates

Approved premium rates for the 2014/2015 fiscal year are as follows:

Category 1	3.5 basis points of insured deposits
Category 2	7.0 basis points of insured deposits
Category 3	14.0 basis points of insured deposits
Category 4	28.0 basis points of insured deposits

Forecast

Based on the assumptions above, for 2014/2015, CDIC projects net income after income taxes to be $246 million, based on total revenue of $287 million (consisting of $250 million in premium revenue, and interest revenue of $37 million). Our Plan projects net operating expenses of $42 million in 2014/2015 and an income tax recovery of $1 million. Capital expenditures are expected to be approximately $2 million.

The Corporation forecasts that its advance or *ex ante* funding available for potential deposit insurance losses will grow to 44 basis points of insured deposits by the end of 2014/2015, compared to a minimum target of 100 basis points of insured deposits.

Our mandate

CDIC insures eligible deposits made at banks and other financial institutions that are CDIC members. We work for Canadians—by insuring their savings in case a financial institution fails. CDIC helps keep Canada's financial system strong.

For more information about CDIC

You can reach CDIC by e-mail, fax or letter:

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50 O'Connor Street, 17th Floor
Ottawa, Ontario
K1P 6L2

Toronto office
Canada Deposit Insurance Corporation
1200-79 Wellington Street West
P.O. Box 156
Toronto, Ontario
M5K 1H1

Toll-free telephone service:
1-800-461-CDIC (2342)
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Website: **www.cdic.ca**
E-mail: info@cdic.ca

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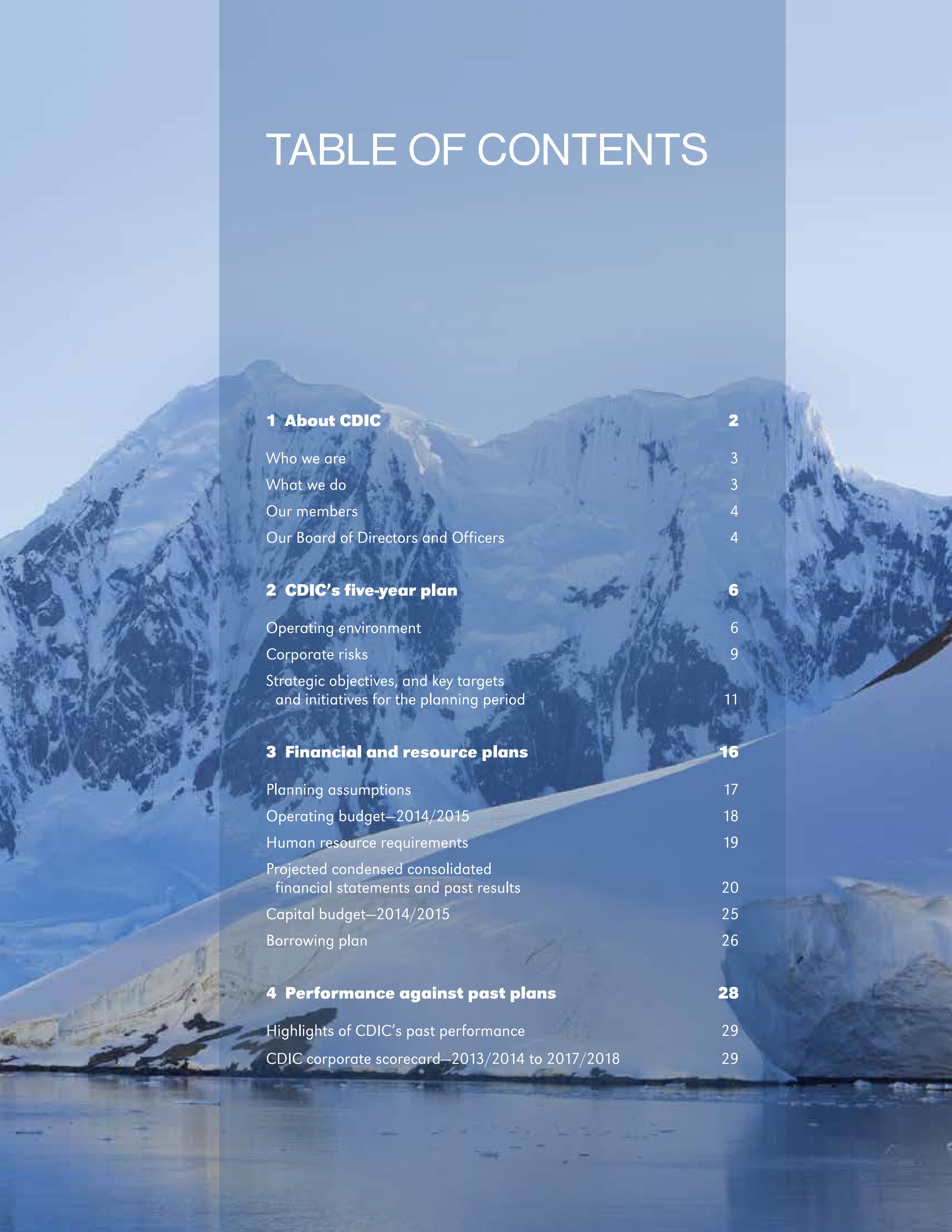

TABLE OF CONTENTS

1 About CDIC **2**

Who we are 3
What we do 3
Our members 4
Our Board of Directors and Officers 4

2 CDIC's five-year plan **6**

Operating environment 6
Corporate risks 9
Strategic objectives, and key targets and initiatives for the planning period 11

3 Financial and resource plans **16**

Planning assumptions 17
Operating budget—2014/2015 18
Human resource requirements 19
Projected condensed consolidated financial statements and past results 20
Capital budget—2014/2015 25
Borrowing plan 26

4 Performance against past plans **28**

Highlights of CDIC's past performance 29
CDIC corporate scorecard—2013/2014 to 2017/2018 29

1 | ABOUT CDIC

WHO WE ARE

The Canada Deposit Insurance Corporation (CDIC) was established in 1967 by the *Canada Deposit Insurance Corporation Act* (the *CDIC Act*). The Corporation is an agent of Her Majesty in right of Canada and is a Crown corporation named in Part I of Schedule III to the *Financial Administration Act*. The Corporation reports to Parliament through the Minister of Finance.

The Corporation is funded by premiums that are assessed on the insured deposits of member institutions as at April 30 of each year. CDIC utilizes a differential premiums structure consisting of four premium categories; the rate for each category ranged in 2013/2014 from 2.8 to 22.2 basis points of insured deposits.

WHAT WE DO

CDIC insures eligible deposits made at banks and other financial institutions that are CDIC members. We work for Canadians—by insuring their savings in case a financial institution fails. CDIC helps keep Canada's financial system strong.

CDIC's deposit insurance protection

$100,000 deposit insurance coverage

What's covered?

CDIC insures eligible deposits held in each member institution up to a maximum of $100,000 (principal and interest combined) separately in each of the following:

- deposits held in one name
- joint deposits
- trust deposits
- Registered Retirement Savings Plans (RRSPs)
- Registered Retirement Income Funds (RRIFs)
- Tax-Free Savings Accounts (TFSAs)
- deposits held for paying taxes on mortgaged property

What's an eligible deposit?

Eligible deposits include:

- savings accounts and chequing accounts
- term deposits, such as Guaranteed Investment Certificates (GICs), of five years or less
- money orders, travellers' cheques and bank drafts issued by CDIC members, and cheques certified by CDIC members
- debentures issued by loan companies that are CDIC members

Deposits must be payable in Canada, in Canadian currency.

Depositors are responsible for ensuring that their member institution's records include all information required for the separate protection of their deposits (see CDIC's website at **www.cdic.ca** for details).

What's not covered?

CDIC deposit insurance does not protect all accounts and financial products. For example, mutual funds, stocks, and foreign currency deposits, including those in U.S. dollars, are not covered by CDIC.

CDIC actively manages deposit insurance risk

To manage its insurance risk, CDIC conducts regular risk assessments of its members and carries out ongoing monitoring of their results. Inputs into these assessments include: information from the relevant supervisor; financial reports from members; market data; and environmental factors. In support of the assessment of risk within its membership, CDIC relies on the Office of the Superintendent of Financial Institutions (OSFI), and the Autorité des marchés financiers (AMF) for Québec-incorporated members, to conduct annual examinations of member institutions on its behalf. We work closely with examiners in circumstances where member institutions pose a higher level of risk to CDIC.

In certain situations CDIC conducts special and preparatory examinations of troubled member institutions to estimate its exposure to a loss and to ensure its full preparedness to protect depositors. CDIC may also assess insurance premium surcharges when required.

The last member failure occurred in 1996. In total, there have been 43 member failures since 1967.

OUR MEMBERS

CDIC membership is limited to banks, federally incorporated trust or loan companies, federal credit unions, provincially-incorporated trust or loan companies, and cooperative retail associations. At December 31, 2013, CDIC member institutions numbered 80.

OUR BOARD OF DIRECTORS AND OFFICERS

The Corporation's affairs are governed by a Board of Directors comprised of the Chairperson, five other private sector Directors, the Governor of the Bank of Canada, the Deputy Minister of Finance, the Commissioner of the Financial Consumer Agency of Canada, the Superintendent of Financial Institutions and a Deputy Superintendent or an officer of the Office of the Superintendent of Financial Institutions.

CDIC's Board has four standing committees—the Audit Committee, the Human Resources and Compensation Committee, the Governance and Nominating Committee, and the Executive Committee. For additional information on these committees and on how CDIC is governed, please see our website at **www.cdic.ca**.

History of premium rate changes

(shown as basis points of insured deposits)

1967	3.3
1986	10.0
1993	12.5
1994	16.7
1999	**Differential Premiums System**
1999/2000 to 2000/2001	Category 1 — 4.2 Category 2 — 8.3 Category 3 — 16.7 Category 4 — 16.7
2001/2002	Category 1 — 4.2 Category 2 — 8.3 Category 3 — 16.7 Category 4 — 33.3
2002/2003 to 2004/2005	Category 1 — 2.1 Category 2 — 4.2 Category 3 — 8.3 Category 4 — 16.7
2005/2006 to 2008/2009	Category 1 — 1.4 Category 2 — 2.8 Category 3 — 5.6 Category 4 — 11.1
2009/2010	Category 1 — 1.9 Category 2 — 3.7 Category 3 — 7.4 Category 4 — 14.8
2010/2011	Category 1 — 2.3 Category 2 — 4.6 Category 3 — 9.3 Category 4 — 18.5
2011/2012 to 2013/2014	Category 1 — 2.8 Category 2 — 5.6 Category 3 — 11.1 Category 4 — 22.2

CDIC Board of Directors

as at December 31, 2013

Bryan P. Davies
Chair of the Board
(Private Sector Director)

Private Sector Directors

George Burger
Business Executive
Toronto

John McFarlane
Lawyer
Halifax

Éric Pronovost
Chartered Professional Accountant
Trois-Rivières

Shelley Tratch
Lawyer
Vancouver

Angela Tu Weissenberger
Economist
Calgary

Ex Officio Directors

Julie Dickson
Superintendent of
Financial Institutions
Office of the Superintendent
of Financial Institutions

Michael Horgan
Deputy Minister
Department of Finance

Andrew Kriegler
Deputy Superintendent, Supervision
Office of the Superintendent
of Financial Institutions

Stephen Poloz
Governor
Bank of Canada

Lucie Tedesco
Commissioner
Financial Consumer Agency
of Canada

Alternates (for *Ex Officio* Directors)

Jeremy Rudin
Assistant Deputy Minister
Financial Sector Policy Branch
Department of Finance
(Alternate for the Deputy Minister of Finance)

Lawrence Schembri
Deputy Governor
Bank of Canada
(Alternate for the Governor of the Bank of Canada)

CDIC Officers

as at December 31, 2013

Michèle Bourque
President and Chief Executive Officer

Karen Badgerow
Senior Vice-President
Insurance and Risk
Assessment

Thomas J. Vice
Senior Vice-President
Complex Resolution

Dean A. Cosman
Vice-President
Finance and Administration,
and Chief Financial Officer

M. Claudia Morrow
Vice-President
Corporate Affairs,
General Counsel and
Corporate Secretary

2 CDIC'S FIVE-YEAR PLAN

OPERATING ENVIRONMENT

CDIC continually monitors economic, regulatory and membership trends that may have an impact on depositors, on CDIC's membership, or directly on the Corporation. Key factors and risks that CDIC has taken into consideration in developing its strategic objectives for 2014/2015 to 2018/2019 are identified below.

Economic and regulatory environment

Overall, the economic environment is largely unchanged from last year, leaving the financial sector facing similar and ongoing challenges both in Canada and internationally. On the international scene, while European sovereign debt issues have reduced, economic growth remains slow. Global banks continue to face pressure to build both capital and liquidity to improve their resilience to potential financial shocks.

In Canada, risks continue to be elevated with consumer debt remaining at an all-time high, as well as potentially stretched valuations in some segments of the housing market. In this environment, a fall in employment levels and/or a rise in interest rates could have a greater impact on loan defaults than in the past.

On the regulatory front, there is an international trend toward higher standards for prompt depositor reimbursement. The environment is also characterized by a focus on cooperation across international and domestic authorities to enhance resolution effectiveness for all banks and, in particular, for systemically important financial institutions. In a similar vein, all countries are under greater pressure to implement the Financial Stability Board's (FSB's) *Key Attributes of Effective Resolution Regimes for Financial Institutions* and to address "too big to fail" issues.

In March 2013, Canada's six largest banks were identified as being of domestic systemic importance by the Office of the Superintendent of Financial Institutions (OSFI). These institutions are subject to enhanced supervision, disclosure and capital requirements, and more formalized resolution planning. The 2013 Federal Budget also announced plans to improve resolution tools to better meet the *Key Attributes*, most notably through introduction of a "bail-in" regime for Canada's domestic systemically important banks (D-SIBs).[1]

In 2013, the International Monetary Fund's (IMF's) Financial Sector Assessment Program reviewed Canada. Finalized in early 2014, the report highlighted CDIC's strong collaboration with OSFI in the development of recovery and resolution planning for Canada's D-SIBs. Areas for improvement included: greater operational autonomy for CDIC, enhanced resolution powers (aligned with the *Key Attributes*), stepping up the pace of building CDIC's *ex ante* funding, and improving the collection and analysis of depositor data.

Membership environment

Generally, CDIC's membership continues to report strong results. As a group, members have achieved good Basel III capital ratios since these came into effect in January 2013. Basel III was developed in response to deficiencies in financial regulation revealed by the global financial crisis. It is meant to strengthen bank capital and liquidity requirements.

A potential slowdown in the Canadian housing market and rising consumer debt levels continue to be areas of concern for CDIC, as both could have a significant impact on CDIC's membership performance, especially smaller and mid-sized members that are more focused on mortgage and consumer lending. Moreover, the current low interest rate environment, combined with competitive pressures, is compressing interest rate spreads, which may affect the profitability of member institutions.

1 Plans for a "bail-in" regime for Canada's D-SIBs would allow for a non-viable D-SIB to be recapitalized through the conversion of certain liabilities into regulatory capital. Bail-in would occur in conjunction with other resolution measures.

Overall, members were successful in meeting the requirements of CDIC's *Data and System Requirements By-law*. All but five members have met the requirements. Non-compliant members were reclassified into the next lower premium category, which resulted in a doubling of their applicable premium rate. These members are currently looking to address issues that lead to their non-compliance.

There was, nonetheless, an overall improvement in the classification of members across CDIC's four premium categories, with 79% of members in Premium Category 1.

Depositor environment

While efforts are ongoing to maintain public awareness levels of both CDIC and product coverage, awareness levels have decreased in some areas. Total awareness of CDIC has declined to 51% from 56% amongst the general Canadian population. Unaided awareness of the $100,000 coverage limit has declined to 18% from 23% in the past year. This decline is attributed to CDIC's discontinuance of television advertising as well as improvements in the overall economy.

Corporate environment

CDIC has made significant improvements to its readiness to intervene in the event of a member institution failure, regardless of size or complexity. Emphasis in recent years has been on ensuring the prompt reimbursement of deposits and on building the processes needed to support resolution planning for our largest institutions. This includes adding roles with specialized skill sets, and putting in place supporting processes. Going forward, CDIC will focus efforts on providing additional training in core functions and adjusting processes and controls as required.

As CDIC's reliance on technology continues to grow, investments to ensure the stability and integrity of systems and security of information will continue. To this end, CDIC will continue to improve its information systems (IS) service delivery model, ensuring that IS resources are strategically aligned with operational requirements and delivered efficiently and effectively.

CORPORATE RISKS

CDIC utilizes an Enterprise Risk Management (ERM) program to identify and manage the key risks that could prevent the Corporation from achieving its objectives. Under its ERM program, nine significant internal risks have been identified across four categories: Insurance, Operational, Financial, and Reputation.

Based on its most recent self-assessment, Management has concluded that CDIC's overall risk remains acceptable. Nevertheless, *intervention, people*, and *process risks* have been assessed as cautionary and require close monitoring. These risks are discussed below, followed by a summary table that sets out the risk assessment of the Corporation's nine key risks.

Intervention risk is rated as cautionary with a stable trend. CDIC's intervention capabilities are significantly enhanced as compared to last year (due to the *Data and System Requirements By-law* and CDIC's systems having the capacity to handle reimbursements of up to 10 million depositors). Work related to large bank resolution has also included: completion of first generation resolution plans for CDIC's largest members; the hosting of Crisis Management Group discussions; and establishing Memoranda of Understanding (MOUs) with the United States to facilitate cross-border resolution, if required. The current cautionary rating is largely attributable to large bank resolution initiatives, many of which are still in their early stages of implementation, as well as the standards and expectations related to resolution that continue to evolve. The rating is expected to remain cautionary until a number of milestones have been achieved, including: having robust resolution plans in place for D-SIBs; CDIC's *ex ante* funding being closer to the 100 basis point minimum target; and arrangements for coordination established with additional foreign resolution authorities and domestic partners.

People risk remains cautionary, but with a decreasing trend. CDIC continues to rely on a core group of employees to deliver its mandate and, as such, losing even a few key employees can impact the organization. However, this risk is partially mitigated as staffing levels have increased over the past year, and stand-by arrangements are in place to supplement skills and capacity in the event of an intervention. CDIC also continues its efforts to staff the organization with the required skill sets. Other initiatives are underway to reduce CDIC's people risk, including a new performance management process and an enhanced training program focused on CDIC's core functions.

Process risk is also assessed as cautionary with a stable trend, driven by recent changes within the Corporation that require a number of processes to be developed or enhanced, including those related to: internal operational preparedness to support large bank resolution; handling and safeguarding of an increasing amount of confidential information related to resolution planning; monitoring and assessing members' ongoing compliance with CDIC's *Data and System Requirements By-law*; and CDIC's investment management practices, to ensure they remain appropriate for the expected growth in its *ex ante* funding. These risks are mitigated by a sound governance and control framework, an effective compliance management process, and strong management oversight.

Summary of Management's assessment of CDIC's significant risks

as at December 31, 2013

	2013/2014		2012/2013	
	Rating	**Trend**	**Rating**	**Trend**
Insurance Risks				
Insurance Powers Risk		Stable		Stable
Assessment Risk		Stable		Stable
Intervention Risk		Stable		Decreasing
Operational Risks				
People Risk		Decreasing		Decreasing
Information Risk		Increasing		Increasing
Technology Risk		Increasing		Stable
Process Risk		Stable		Stable
Financial Risk				
Financial Risk		Stable		Stable
Reputation Risk				
Reputation Risk		Increasing		Increasing

LEGEND

Acceptable—meaning that the residual risk is acceptable and appropriate risk management practices are in place.

Cautionary—meaning that the residual risk warrants close monitoring and/or that previously identified initiatives to enhance the management of the risk are not yet fully implemented.

Serious Concern—meaning that significant gaps may exist in risk management practices and controls and immediate action is required from Management.

STRATEGIC OBJECTIVES, AND KEY TARGETS AND INITIATIVES FOR THE PLANNING PERIOD

Given CDIC's current operating environment and risks, the Corporation has determined that its strategic objectives for the planning period should remain substantively unchanged. CDIC's strategic objectives for the planning period are:

- Enable timely, convenient and secure access to insured deposits in the event of a member institution failure
- Build preparedness for complex resolutions
- Promote public awareness of CDIC
- Manage CDIC's strategic resources effectively

Following are highlights of the key corporate targets and initiatives that will be undertaken during the planning period to support each of the four strategic objectives outlined above and address the risks identified earlier in this section. Part 3 of the Plan includes the budgets that support these targets and initiatives, against which progress will be reported in our 2015 and future Annual Reports.

Enable timely, convenient and secure access to insured deposits in the event of a member institution failure

Over the planning period, CDIC will enhance its capacity for providing timely, convenient and secure access to insured deposits. The following initiatives will support this strategic objective and related target.

Refine and begin implementation of CDIC's payout transformation plan.

Over the past several years, CDIC has made significant enhancements to its depositor reimbursement capabilities. The Payout Capacity Enhancement and Fast Insurance Determination projects improved both the speed and volume of making an insurance determination and issuing the associated payments to depositors (tested through simulation).

Corporate target: By the end of the planning period, CDIC has the capability to reimburse depositors in a manner (including speed, convenience, security and communication) that, to the extent possible, replicates the depositors' existing banking experience.

CDIC has begun development of a payout transformation plan. It is aimed at enhancing depositor reimbursement processes to ensure that they continue to meet depositor expectations, continue to respond to advances in banking technology, and can accommodate the continued growth and challenges within the banking industry. The multi-year plan will address areas such as: the reimbursement of trust and registered accounts; payment channels; and communication approaches.

Develop and “roll out” resolution planning for mid-sized members.

Building on the Corporation’s recent and extensive work on developing resolution plans for its largest member institutions, in 2014/2015, CDIC will expand the scope of its resolution planning to include selected mid-sized member institutions. Planning efforts will include cooperative work across CDIC departments and with OSFI. Before resolution planning work is undertaken, CDIC will first participate in an OSFI-led 2013/2014 initiative to have medium-sized institutions complete recovery plans.

Build preparedness for complex resolutions

CDIC’s largest members are domestic systemically important banks (D-SIBs), providing financial services that are critical to Canadians and the broader economy. Given their role, CDIC needs to be prepared to resolve these large, complex members, should it be required, in an orderly fashion to preserve confidence in the financial system. CDIC continues to work to stay aligned with international guidance on addressing large bank failures. As such, over the planning period, CDIC will focus efforts on enhancing its capacity to respond to the failure of a large, complex member institution through the following key initiatives.

Corporate target: During the planning period, CDIC has improved the resolvability of large, complex member institutions by:

- ***establishing robust resolution strategies and plans, including resolvability assessments and processes for updating them***
- ***having in place cooperation agreements with strategic foreign and domestic resolution authorities***
- ***developing the necessary resources, processes and operational plans to ensure CDIC’s internal preparedness***

Develop an operational framework to enhance CDIC’s readiness for a large bank resolution.

The Corporation will implement a plan to enhance processes and procedures aimed at further improving CDIC’s readiness in the event of the failure of one of its largest member institutions. The plan includes looking at CDIC’s valuation methodology, resource and funding models, and the organizational structures that support our efforts in this area. Work will include detailing the steps to guide the resolution of large institutions. We will also carry out assessments of the Corporation’s internal readiness for a large-scale resolution and conduct various tabletop exercises, starting in 2014/2015.

Enhance cooperation with foreign and domestic resolution authorities.

In the complex global and domestic financial environment, CDIC’s collaboration at home and internationally with other resolution and financial authorities is essential. In 2014/2015, CDIC will develop coordination protocols to strengthen its cooperative relationships with resolution authorities in the United States and the United Kingdom, and potentially other regions where Canadian financial institutions have a significant presence. CDIC will host Crisis Management Groups (CMGs) during the planning period, bringing together domestic and international resolution authorities and CDIC’s largest, complex members, to advance resolution-related issues.

Domestically, we will continue to work with the Bank of Canada to facilitate access to designated financial market infrastructures (FMIs) in the event of a failure, as well as to develop coordinating protocols with provincial securities regulators and applicable financial services protection schemes.

Further develop resolution plans consistent with Financial Stability Board and international best practices.

CDIC will continue to develop and refine resolution plans, keeping them aligned with FSB and international best practices. In 2014/2015, our work will include refining resolvability assessments and developing action plans to address identified challenges to implement various resolution approaches. This will require close collaboration with the bank supervisor (OSFI), other federal safety net agencies, as well as D-SIBs.

Promote public awareness of CDIC

CDIC will continue to promote awareness of the Corporation and its deposit insurance program, as part of its mandate to protect depositors and contribute to the stability of and confidence in the Canadian financial system. Key initiatives planned for 2014/2015 are highlighted below.

Corporate target: During the planning period, CDIC, through its outreach activities and advertising, will endeavour to ensure that at least one in two Canadians is aware of its deposit insurance program, and one in five is aware of the $100,000 coverage limit.

Complete implementation of CDIC's current public awareness strategy.

2014/2015 marks the final year of CDIC's current three-year public awareness strategy. In this third year, we will continue to focus on leveraging the relationship that financial advisors have with their clients to inform them about deposit insurance and on increasing our presence in their community through strategic partnerships, outreach, continuing education opportunities and advertising. We will measure the success of this strategy through our omnibus surveys.

Other public awareness work includes continuing our efforts to understand depositor expectations through a planned survey of small business depositors, and through testing of communication products (currently in development). We will also use a "mystery shopping" survey to gather data on member compliance with our *Deposit Insurance Information By-law*, including how members display their membership signs and CDIC's information brochure.

Evaluate the effectiveness of CDIC's current public awareness strategy and develop a new strategy.

In this final year (2014/2015) of our current three-year public awareness strategy, we will evaluate the effectiveness of the strategy on public awareness of CDIC and deposit insurance. Results of the evaluation will inform a new strategy to be developed by the end of 2014/2015 for implementation beginning April 1, 2015.

Manage CDIC's strategic resources effectively

In order to fulfill its mandate, CDIC must effectively manage its resources to ensure they are appropriately directed to the Corporation's strategic priorities. In 2014/2015, five key initiatives will support our capacity to manage resources effectively during the planning period.

Corporate target: Throughout the planning period, CDIC will stay focused on the prudent management of costs while ensuring that the Corporation continues to have the necessary resources in core and supporting functions to stay abreast of environmental changes and effectively deliver its mandate.

Expand and refine our approach to monitor changes to CDIC's environment and their potential impacts on the Corporation.

As part of CDIC's ongoing work to remain well-positioned to carry out its mandate effectively and efficiently, and to proactively respond to environmental changes, the Corporation will add new positions dedicated to monitoring emerging issues that may impact depositors, CDIC's membership, and/or the Corporation directly.

Implement a formal work force training program for core functions.

In recent years, CDIC and its work force have undergone extensive changes, including the addition of new employees and the redefining of roles in key areas.

To respond to these changes, Management developed (in 2013/2014) a multi-year training program designed to ensure that CDIC maintains a work force that is well-trained in our core functions related to intervention readiness for member institutions of all sizes. We will begin to implement this program in 2014/2015. The program will focus on knowledge sharing and skills advancement through simulations, tabletop exercises and case studies.

Enhance CDIC's investment management practices.

In recognition of the growth of CDIC's *ex ante* funding, Management plans to enhance the Corporation's investment management framework in 2014/2015 by expanding internal capabilities or through outsourcing arrangements. This will include improving our governance framework and the related risk management and reporting functions that support CDIC's investment management practices.

Complete implementation of CDIC's new information systems services delivery model.

CDIC's reliance on technology continues to increase. The Corporation's information systems continue to evolve and increase in complexity in order to support CDIC's data and information management requirements. In 2014/2015, CDIC will complete the roll-out of its new IS services delivery model, the result of an extensive review initiated in 2012/2013 to ensure that the Corporation's IS resources and operational requirements are strategically aligned, and that IS services are delivered efficiently and effectively to serve the Corporation's evolving needs.

Reinforce financial management processes and controls.

CDIC continuously looks to refine its financial processes and controls to help ensure that our operations and costs are managed effectively. Over the planning period, we will review supporting processes related to financial reporting, budgeting, forecasting, and vendor management to ensure that resources are managed effectively and that proper financial controls are in place throughout the Corporation.

3 | FINANCIAL AND RESOURCE PLANS

The Corporation's financial plan focuses on the resources required to carry out CDIC's activities throughout the planning period. A key element of the financial plan is to ensure that the Corporation has the required resources, both people and financial, to build the capabilities needed to effectively handle any failure, large or small.

CDIC expects to maintain a stable financial position throughout the planning period. However, government initiatives can have a significant impact on CDIC resources. Whenever possible, costs for unplanned activities are absorbed within the Corporation's existing operating budget through reductions in other areas, without impacting the achievement of key corporate objectives. If CDIC is required to intervene in the affairs of a member institution, or if new initiatives need to be undertaken that cannot be absorbed by revising priorities within the existing budget, Board approval may be sought for additional resources and budget.

The financial and resource plans that follow reflect our operating environment (including key risks), as well as initiatives we will undertake to achieve our objectives as set out in Part 2 of this Summary. They also reflect a number of planning assumptions that are set out below.

PLANNING ASSUMPTIONS

Ex ante funding

CDIC maintains *ex ante* funding to cover possible deposit insurance losses. The amount of such funding is represented by the aggregate of the Corporation's retained earnings and its provision for insurance losses.

The minimum target level of CDIC's *ex ante* funding was changed to 100 basis points of insured deposits in December 2011 (from the 40 to 50 basis point target range set in 2004). This increase reflects international best practices toward higher *ex ante* funds as well as the complexity of our Canadian banks. CDIC's *ex ante* funding level as at December 31, 2013, was 41 basis points of insured deposits.

The Corporation's *ex ante* funding forms one part of the funding available should the need arise to intervene in the affairs of a member institution. Additional funds are available through CDIC's authority to borrow under the *CDIC Act*. As at December 31, 2013, the Corporation can borrow up to $19 billion. The borrowing limit is adjusted annually to reflect the growth in insured deposits. Parliamentary approval for additional borrowing could be sought through an appropriations act, if required.

Premiums

The maximum annual premium rate underlying the differential premium category rates is fixed annually by the Governor in Council based on a recommendation from the Minister of Finance. CDIC recommends this rate to the Minister as part of its annual Corporate Plan submission.

It was acknowledged when the *ex ante* funding minimum target was increased to 100 basis points of insured deposits that premium increases would be required in order to achieve the desired funding level over a credible time period (less than 15 years). At that time, given members' ongoing efforts to achieve compliance with CDIC's *Data and System Requirements By-law*, it was decided to postpone any increases until after the by-law compliance work was completed. This work was completed this fiscal year, with all members needing to comply by June 30, 2013.

CDIC considered multiple premium rate increase options to improve its progression toward the minimum target. For 2014/2015, the approved Category 1 premium rate (the base rate) is 3.5 basis points of insured deposits, an approximate 0.72 basis point increase over the 2013/2014 base rate. *In addition, CDIC has assumed an increase of 1 basis point to the base rate for four years starting in 2015/2016*. This will allow CDIC to reach its target *ex ante* funding level over a credible timeframe of approximately 11 years (or in 2025/2026),[2] while minimizing the impact on member institutions when compared to a single one-time increase.

Premium revenue is forecast to total $2,132 million over the five-year planning period (see Figure 3).

Provision for insurance losses

The provision for insurance losses represents CDIC's best estimate of losses that are likely to occur as a result of insuring deposits of member institutions. It is estimated by assessing the aggregate risk of CDIC's members based on: (i) the level of insured deposits; (ii) the expectation of default derived from probability statistics and the Corporation's specific knowledge of its members; and (iii) an expected loss given default. *The Plan assumes that no failures of CDIC members will occur during the planning period and that the provision for insurance losses will remain at $1,200 million throughout the planning period*.

Investment revenue

CDIC's assets are dominated by high quality, liquid investments on which interest income is earned. *Investment revenue during the planning period is based on an assumed average yield on cash and investments of 1.3% for 2014/2015, rising gradually to a yield of 2.0% in 2017/2018 and 2018/2019*.

OPERATING BUDGET—2014/2015

CDIC's 2014/2015 operating expense budget of $42.3 million reflects funding required to continue to develop CDIC's large bank resolution capabilities, efforts to renew its payout method and supporting processes, and potential costs associated with enhancing CDIC's investment management processes.

The Corporation was able to absorb within its 2013/2014 budget of $42 million costs associated with the above initiatives, along with other increases (e.g., increased ongoing costs associated with the Tri-Agency Data Sharing System (TDS), with our premises, as well as salary increases) through reductions in other areas.

The 2014/2015 budget reflects a $0.3 million increase to CDIC's public awareness budget to account for media inflation costs and to allow CDIC to continue its outreach activities.

A summary of the operating budget for 2014/2015 is set out in Figure 1.

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2 A key assumption in the progression of CDIC's *ex ante* funding is the continued growth of insured deposits. Insured deposit growth is affected by a variety of factors, including: overall economic growth; interest rates; disposable income growth; and the manner in which income and financial savings are allocated among a variety of financial instruments. *For planning purposes, insured deposits are assumed to grow by 3.5% annually throughout the period*.

Figure 1

2014/2015 operating budget
(in millions of Canadian dollars)

	2012/2013 Actual	2013/2014 Approved Plan	2013/2014 Forecast	2014/2015 Budget
OPERATING EXPENSES				
Salaries and other personnel costs	18.2	21.7	19.8	22.0
Professional fees	5.1	6.4	5.5	5.7
General expenses	5.1	5.9	4.7	6.3
Premises	3.2	3.5	3.6	3.5
Public awareness	2.5	2.7	2.7	3.0
Data processing	2.0	2.0	1.8	2.0
Total operating expenses	36.1	42.2	38.1	42.5
Less cost recovery (OSFI)	(0.3)	(0.2)	(0.2)	(0.2)
Net operating expenses	35.8	42.0	37.9	42.3

HUMAN RESOURCE REQUIREMENTS

To achieve its strategic objectives, CDIC must have adequate resource levels with the necessary skill sets. For 2014/2015, the Corporation is planning for 125 permanent positions, compared to 122 in 2013/2014. This reflects a full complement dedicated to large bank resolution, as well as new positions focused on identifying and assessing emerging issues and their impact on CDIC and its mandate.

PROJECTED CONDENSED CONSOLIDATED FINANCIAL STATEMENTS AND PAST RESULTS

Figures 2 to 5 (below) present CDIC's expected performance from 2013/2014 to 2018/2019, as well as actual results for the year 2012/2013.

Figure 2

Canada Deposit Insurance Corporation
Projected condensed consolidated statement of financial position
as at March 31 (in millions of Canadian dollars)

	2012/2013 Actual	2013/2014 Approved Plan	2013/2014 Forecast	Plan				
				2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019
ASSETS								
Cash	1	1	1	1	1	1	1	1
Investment securities	2,560	2,759	2,761	3,006	3,346	3,785	4,326	4,976
Capital assets	11	11	13	13	11	8	8	7
Other assets	3	1	3	3	2	2	2	2
TOTAL ASSETS	2,575	2,772	2,778	3,023	3,360	3,796	4,337	4,986
LIABILITIES								
Trade and other payables	6	2	6	5	5	5	5	5
Provision for insurance losses	1,250	1,250	1,200	1,200	1,200	1,200	1,200	1,200
Other liabilities	3	3	3	3	3	3	3	3
Total liabilities	1,259	1,255	1,209	1,208	1,208	1,208	1,208	1,208
EQUITY								
Retained earnings	1,316	1,517	1,569	1,815	2,152	2,588	3,129	3,778
TOTAL LIABILITIES AND EQUITY	2,575	2,772	2,778	3,023	3,360	3,796	4,337	4,986

Figure 3

Canada Deposit Insurance Corporation
Projected condensed consolidated statement of comprehensive income
for the year ended March 31 (in millions of Canadian dollars)

	2012/2013 Actual	2013/2014 Approved Plan	2013/2014 Forecast	Plan				
				2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019
REVENUE								
Premium	120	195	192	250	333	421	514	614
Investment income	39	39	36	37	48	64	81	93
Other*	—	14	12	—	—	—	—	—
	159	248	240	287	381	485	595	707
EXPENSES								
Operating	36	42	38	42	43	44	45	46
Increase (decrease) in provision for insurance losses	100	—	(50)	—	—	—	—	—
	136	42	(12)	42	43	44	45	46
Net income (loss) before income taxes	23	206	252	245	338	441	550	661
Income tax recovery (expense)**	—	(3)	1	1	(1)	(5)	(9)	(12)
NET INCOME AND TOTAL COMPREHENSIVE INCOME	23	203	253	246	337	436	541	649

* Relates to the recovery of amounts previously written off.

** The Corporation's primary source of taxable income is its interest income. From this amount, allowable expenditures are deducted in order to arrive at its net income for tax purposes. Under the provisions of the *Income Tax Act* the Corporation's premium revenue is not taxable.

Figure 4

Canada Deposit Insurance Corporation
Projected condensed consolidated statement of changes in equity
for the year ended March 31 (in millions of Canadian dollars)

	2012/2013 Actual	2013/2014 Approved Plan	2013/2014 Forecast	Plan				
				2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
RETAINED EARNINGS AND TOTAL EQUITY								
Balance at beginning of the fiscal year	1,293	1,314	1,316	1,569	1,815	2,152	2,588	3,129
Net income	23	203	253	246	337	436	541	649
Other comprehensive income	—	—	—	—	—	—	—	—
Total comprehensive income	23	203	253	246	337	436	541	649
Ending balance	1,316	1,517	1,569	1,815	2,152	2,588	3,129	3,778

Figure 5

Canada Deposit Insurance Corporation
Projected condensed consolidated statement of cash flows
for the year ended March 31 (in millions of Canadian dollars)

	2012/2013 Actual	2013/2014 Approved Plan	2013/2014 Forecast	Plan 2014/2015	Plan 2015/2016	Plan 2016/2017	Plan 2017/2018	Plan 2018/2019
OPERATING ACTIVITIES								
Net income	23	203	253	246	337	436	541	649
Add (deduct) items not involving cash:								
Investment income	(39)	(39)	(36)	(37)	(48)	(64)	(81)	(93)
Tax expense (recovery)	1	3	(1)	(1)	1	5	9	12
Other	2	2	2	2	3	3	1	2
Change in working capital								
Increase (decrease) in provision for insurance losses	100	—	(50)	—	—	—	—	—
Change in other working capital items	1	1	—	—	1	—	—	—
Interest received	43	42	41	39	50	67	85	98
Income tax (paid) received	(4)	(2)	(1)	—	1	(1)	(5)	(9)
Net cash generated by operating activities	127	210	208	249	345	446	550	659
INVESTING ACTIVITIES								
Acquisition of property, plant and equipment, and intangible assets	(4)	(4)	(4)	(2)	(1)	(1)	(1)	(1)
Purchase of investment securities	(4,435)	(206)	(4,700)	(4,800)	(5,300)	(6,000)	(6,800)	(7,800)
Proceeds from sale or maturity of investment securities	4,312	—	4,496	4,553	4,956	5,555	6,251	7,142
Net cash used in investing activities	(127)	(210)	(208)	(249)	(345)	(446)	(550)	(659)
Net change in cash	—	—	—	—	—	—	—	—
Cash, beginning of year	1	1	1	1	1	1	1	1
Cash, end of year	1	1	1	1	1	1	1	1

2012/2013 actual to Plan

Statement of financial position

Total assets as at March 31, 2013, were $2,575 million, compared to the planned amount of $2,539 million. This variance resulted mainly from higher than planned revenue which increased the balance of investment securities held by the Corporation.

Total liabilities as at March 31, 2013, were $1,259 million, compared to the planned amount of $1,157 million. The variance was due to an unplanned increase of $100 million to the provision for insurance losses in the first quarter of 2012/2013 as the Corporate Plan had assumed no increase to the provision in 2012/2013.

Statement of comprehensive income

Total revenue during the year was $159 million, or $28 million above Plan. CDIC's primary sources of revenue are premiums and investment income:

- **Premiums:** Actual premium revenue was $120 million, compared to the planned amount of $89 million. The Corporate Plan was based on certain assumptions regarding the classification of members under the Differential Premiums system and members' eligibility for premium incentives for early compliance with CDIC's *Data and System Requirements By-law*, as well as the growth in insured deposits. Actual results have differed from the assumptions, resulting in the variance between the planned and forecast amounts.

- **Investment income:** Actual investment income was $39 million, compared to the planned amount of $42 million. The Corporate Plan assumed a higher yield on the portfolio (1.7%) than was actually achieved (1.5%).

Total comprehensive income for the year ended March 31, 2013, was $23 million, compared to planned total comprehensive income of $91 million, a negative variance of $68 million. This variance is attributable to an unplanned increase in the provision for insurance losses of $100 million, partially offset by higher than planned premium revenue.

2013/2014 forecast to Plan

Projected net income for 2013/2014 is $253 million, compared to a planned net income of $203 million. This positive variance is due to a decrease in CDIC's provision for insurance losses of $50 million as a result of improved default statistics—a key input into CDIC's provisioning methodology.

The Corporation forecasts that the *ex ante* fund will grow to 42 basis points of insured deposits by the end of the fiscal year, compared to the minimum target range of 100 basis points.

CAPITAL BUDGET—2014/2015

The budget for capital expenditures in 2014/2015 is $1.85 million. The capital budget is summarized in the table below.

Figure 6

2014/2015 capital budget
(in thousands of Canadian dollars)

	2012/2013 Actual	2013/2014 Approved Plan	2013/2014 Forecast	2014/2015 Budget
Furniture and equipment	70	100	400	100
Computer hardware	727	600	500	700
Software development costs	2,620	2,800	2,900	750
Leasehold improvements	673	500	200	300
Total	**4,090**	**4,000**	**4,000**	**1,850**

CDIC's capital budget is dominated by the capitalization of software development costs and hardware that meet specific criteria. Figure 6 above reflects these estimated costs as well as the completion of two significant capital projects for CDIC, leasehold improvements, and its share of costs to redevelop the Tri-Agency Data Sharing System scheduled to be completed in 2013/2014.

BORROWING PLAN

As at December 31, 2013, CDIC had no debt outstanding.

Statutory borrowing authorities

Pursuant to section 10.1(1) of the *CDIC Act*, at the Corporation's request, the Minister of Finance can make loans to CDIC from the Consolidated Revenue Fund (CRF) on such terms and conditions that the Minister may establish. The *CDIC Act* also provides that the Corporation can borrow by means other than the CRF. Total principal indebtedness from all sources, as at December 31, 2013, is not to exceed $19 billion, or such greater amount as may be authorized by Parliament under an appropriation act. The *CDIC Act* also allows the Minister to charge CDIC a credit enhancement fee in respect of any borrowings.

Borrowing approach

The planning assumption is that no borrowing will be necessary. However, if an intervention were required (or a member institution were to fail), various funding options would be available.

Funding of intervention strategies would require a case-by-case analysis to determine optimal funding strategies. CDIC's investment portfolio may or may not be used as a first call on liquidity, depending on the circumstances. Considerations in developing a funding strategy would include, among others, future liquidity requirements, asset liability matching, and unwanted market signalling that could result from the liquidation of CDIC's portfolio.

Should borrowing be necessary, CDIC would access funds from the CRF through the Crown Borrowing Program administered by the Department of Finance. CDIC also has the authority to borrow from capital markets, by issuing commercial paper or medium-term notes in domestic and other markets. Borrowings from the CRF or capital markets would require specific approval from the Board of Directors and would be subject to individual transaction approval by the Minister of Finance. A Stand-by Credit Facility Service Agreement between CDIC and the Department of Finance has been established to support borrowing activities and any borrowings under that agreement would rely on the authorities provided in this borrowing plan.

Line of credit

CDIC has in place credit facilities with its banker for up to $10 million for cash management purposes. The credit facility is specifically exempt from the credit enhancement fee that applies to other borrowings. CDIC does not anticipate drawing on its credit facility over the planning period. This line carries no cost to CDIC until it is used.

Financial risk management

Significant financial risks that arise from transacting and holding financial instruments include credit, liquidity and market risks. Formal policies are in place for all significant financial risks to which CDIC is exposed. The policies are reviewed at least annually to ensure that they continue to be appropriate and prudent, and that they comply with the *Minister of Finance Financial Risk Management Guidelines for Crown Corporations*.

4 PERFORMANCE AGAINST PAST PLANS

CDIC's previous Corporate Plan (2013/2014 to 2017/2018) identified four corporate strategies that reflected the Corporation's assessment of its operating environment and risks, and that support its business objects:

- Enable quick access to insured deposits in the event of a member institution failure
- Build preparedness for complex resolutions
- Promote public awareness of CDIC deposit insurance
- Optimize the use of CDIC's strategic resources

HIGHLIGHTS OF CDIC'S PAST PERFORMANCE

Key targets and supporting initiatives were identified to support these strategies. As detailed in the Corporate Scorecard on the following pages, progress against most of CDIC's corporate targets and initiatives is proceeding as planned, as at December 31, 2013, with the exception of the following initiatives:

- Enhance CDIC's intervention preparedness through expanded intervention plans for specific member institutions.
- Develop and implement new channels for reimbursements to insured depositors.
- Develop an operational framework for large bank resolution.

The Scorecard includes additional information on the status of these and other key corporate targets and initiatives.

CDIC CORPORATE SCORECARD— 2013/2014 TO 2017/2018

(as at December 31, 2013)

Key corporate initiatives	Status ▲ ▼ ●	Update
Corporate strategy: Enable quick access to insured deposits in the event of a member institution failure	**On track**	Corporate Target: CDIC is able to provide access to funds over a weekend following a failure of any member institution, under any resolution scenario. *(Target date: March 31, 2018)*
Review and adjust CDIC's risk assessment and monitoring processes.	▲	CDIC continues its efforts to improve member financial regulatory data and to incorporate this information into its risk assessment tools. In addition, a significant modernization of the data gathering system has been completed as planned which will improve the stability of regulatory filings. Modernization of risk assessment tools is also being planned.
Develop and implement a process to monitor member institutions' ongoing compliance with CDIC's *Data and System Requirements By-law*.	▲	Compliance test procedures, including timing of tests, selection criteria and test frequency have been developed.

LEGEND

▲ Planned progress on schedule and within budget

▼ Slippage in terms of time to completion, budget and/or target variances

● Cancelled or deferred

CDIC CORPORATE SCORECARD—2013/2014 TO 2017/2018

(as at December 31, 2013)

Key corporate initiatives	Status ▲ ▼ ●	Update
Enhance CDIC's intervention preparedness through expanded intervention plans for specific member institutions.	▼	Work in this area is in early stages as some work was deferred due to other priorities. In 2014/2015, CDIC will expand the scope of its resolution planning efforts to include mid-sized and high-risk members.
Develop and implement new channels for reimbursements to insured depositors.	●	New payment channels for depositors will be addressed as part of a comprehensive review with the objective of transforming CDIC's payout approach.
Corporate strategy: Build preparedness for complex resolutions	**On track**	Corporate Target: CDIC will enhance its capacity to resolve the failure of a large, complex member institution, in a manner that contributes to the stability of the financial system, protects depositors, seeks to minimize the cost of the resolution to CDIC, and avoids taxpayer exposure. *(Target date: March 31, 2018)*
Further develop resolution plans consistent with Financial Stability Board (FSB) and international best practices.	▲	Building on the work completed in 2012/2013, CDIC continues to update its resolution plans for its largest members to account for changes at our members and to reflect international best practices. CDIC is currently developing a methodology for assessing resolvability which will reflect FSB best practices as they become available.
Enhance cooperation with foreign and domestic resolution authorities.	▲	CDIC continues to enhance cooperation with resolution counterparts. In 2013, CDIC established a Memorandum of Understanding (MOU) with the U.S. Federal Deposit Insurance Corporation (FDIC) and co-hosted (with OSFI) Crisis Management Group (CMG) discussions with domestic and international regulators to discuss Canadian bank resolution strategies and challenges.

LEGEND

- ▲ Planned progress on schedule and within budget
- ▼ Slippage in terms of time to completion, budget and/or target variances
- ● Cancelled or deferred

Key corporate initiatives	Status ▲ ▼ ●	Update
Develop action plans to address possible gaps with the FSB's *Key Attributes of Effective Resolution Regimes for Financial Institutions*.	▲	CDIC's current powers largely comply with the FSB's *Key Attributes* and offer flexible resolution alternatives. In addition, CDIC continues to collaborate with the other federal safety net agencies on enhancing the resolution regime for Canadian banks, including examining the potential for introducing a bail-in tool that would apply to CDIC's largest member banks. CDIC is also working to amend the Corporation's by-laws to ensure it receives the necessary information and analysis from member institutions to develop robust resolution plans.
Develop an operational framework for large bank resolution.	▼	Recent progress related to this initiative includes the development of a large bank resolution communication strategy and the formation of an advisory panel to provide advice on operationalizing resolution strategies. This work had not progressed as quickly as planned due to resource constraints. However, CDIC has developed a three-year plan outlining activities and resources needed to deliver on this initiative over the planning period.
Corporate strategy: Promote public awareness of CDIC deposit insurance	**On track**	Corporate Target: Outreach activities make at least 45% of Canadians aware of CDIC. *(Target date: Throughout the planning period)*
Implement CDIC's public awareness strategy.	▲	Awareness levels have declined from one year ago; total awareness of CDIC has declined to 51% from 56% amongst the general Canadian population (remaining above the 45% target). CDIC continues to leverage its partnerships to reach its target audience. Activities have included: paid advertising; speaking engagements; conference sponsorships; financial advisor education; trade show outreach; earned media opportunities; and the production and distribution of deposit insurance videos for financial advisors and the general population.

CDIC CORPORATE SCORECARD—2013/2014 TO 2017/2018

(as at December 31, 2013)

Key corporate initiatives	Status ▲ ▼ ●	Update
Corporate strategy: Optimize the use of CDIC's strategic resources	**On track**	Corporate Targets: • CDIC is able to attract and maintain an engaged and stable work force, evidenced through its employee satisfaction scores at or near best in class levels of 75%. *(Target date: Throughout the planning period)* • CDIC is able to meet its obligations while managing its operations within approved budget levels. *(Target date: Throughout the planning period)*
Conduct an employee opinion survey to measure employee engagement and develop appropriate action plans in response to the results.	▲	Results of an employee survey conducted in December 2013 are expected to be available early Spring 2014, with action planning taking place thereafter.
Continue to look for opportunities to increase operational efficiency and effectiveness.	▲	At December 31, 2013, the Corporation is forecasting total annual operating expenditures of $38 million compared to a budget of $42 million. In addition, recommendations stemming from the recent information systems (IS) service delivery model review are in the process of being implemented to improve strategic alignment between IS and CDIC's operational groups and to ensure the efficient and effective delivery of IS services.

LEGEND

▲ Planned progress on schedule and within budget

▼ Slippage in terms of time to completion, budget and/or target variances

● Cancelled or deferred