

















Balanced Scorecard Overview 2010 - 2013

-  Planned progress on schedule and within budget
-  Slippage in terms of time to completion and/or budget variances
-  In progress

ALL FINANCIAL INFORMATION IS SHOWN ON AN UNCONSOLIDATED BASIS

DICO's Mission: To protect depositors and contribute to the stability of the Ontario Credit Union and Caisse Populaire sector

STRATEGIC OBJECTIVES	2010 RESULTS	2011-2013 PLANNED KEY INITIATIVES	KEY PERFORMANCE INDICATORS
<p>PROACTIVE AND BALANCED RISK-BASED REGULATION AND RISK MANAGEMENT</p> <p>DICO must continually stay alert to indicators of risk and the emergence of new risks so that it can respond quickly to manage insurance risk. The Corporation is focused on continuing to build its strength in risk assessment, risk management, loss management and in its regulatory role.</p>	Risk and Regulatory Compliance Assessment		
	<ul style="list-style-type: none"> • High risk /non-compliant institutions identified within 90 days of reporting/ examinations  • ERM initiated for large institutions  • By-laws #5 & #6 submitted for approval  	<ul style="list-style-type: none"> • Implement revised e-filing system • Improved Risk Assessment Profile process • Improved early warning systems (flags) • Expanded In-house examination capacity 	<ul style="list-style-type: none"> • Compliance with regulations and Standards of Sound Business & Financial Practices • Timely Identification of non-compliance and high risk institutions
	Risk Management		
	<ul style="list-style-type: none"> • All institutions meeting defined criteria in appropriate program  • Improved risk ratings for institutions in programs  	<ul style="list-style-type: none"> • Assign high risk institutions to appropriate programs • Review criteria for Supervision & Administration 	<ul style="list-style-type: none"> • All institutions in appropriate programs based on risk profiles • Improvement of risk profiles for institutions in Supervision
	Failure Resolution		
	<ul style="list-style-type: none"> • Failure resolution strategies in place  • Public confidence maintained  • Losses minimized  	<ul style="list-style-type: none"> • Appropriate failure resolution strategies employed • Continuation of services for members • Mitigate losses to DIRF 	<ul style="list-style-type: none"> • Institutions in appropriate programs based on defined criteria • Public confidence maintained • Losses minimized
	Depositor and Liquidations Payouts		
	<ul style="list-style-type: none"> • Timely Depositor payouts  • Maximize recoveries  	<ul style="list-style-type: none"> • Timely Depositor pay outs • Timely, accurate completion of liquidations • Maximize collections & recoveries from legal actions 	<ul style="list-style-type: none"> • Depositors paid within 30 days • Maximized recoveries • Public Confidence maintained
	Regulatory Actions		
<ul style="list-style-type: none"> • Guidelines published  • Orders issued as needed  • Service standards met  	<ul style="list-style-type: none"> • Implement new By-law #5 including ERM framework • Implement new By-law #6 • New/revised Self-Assessment Workbook, Examination Guide, Process Guides • Publish Guidelines & Guidance Notes • Issue orders as required 	<ul style="list-style-type: none"> • Effective governance • Improved understanding and compliance • Consistent application • Service standards met for Regulatory approvals • Transparent processes 	

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<p>SOUND CORPORATE GOVERNANCE</p> <p>To maintain stakeholder and public confidence</p> <p>DICO must demonstrate that it is governed and managed in an efficient and effective way.</p> <p>To achieve this DICO will maintain sound governance; manage its significant risks (ERM) and work to ensure that sufficient funds are available to protect depositors.</p>	Sound Governance		
	<ul style="list-style-type: none"> Compliance with Act and policies ▲ Compliance with all laws and Directives ▲ Net operating expenses \$7.2M vs budget of \$7.7M ▲ HR & IT strategies in place ▲ Ombudsman function in place ▲ 	<ul style="list-style-type: none"> Compliance with Act and policies Compliance with all laws and Directives and DICO policies 2011 Net operating expenses projected at \$8.4M HR & IT strategies in place Ombudsman function in place Expanded Internal Audit function 	<ul style="list-style-type: none"> Meeting Corporate Objectives Compliance with statutes and Directives & Policies Budget targets met Internal staff resources strengthened Effective complaints mechanism
	Effective Enterprise Risk Management (ERM)		
	<ul style="list-style-type: none"> ERM updated and expanded ▲ 	<ul style="list-style-type: none"> ERM continually updated and improved Internal audit review of ERM 	<ul style="list-style-type: none"> Identification and management of all material risks Integration of ERM with Business Plan and Budget
Adequate Deposit Insurance Reserve Fund			
<ul style="list-style-type: none"> DIRF reached \$95M ahead of the minimum \$85.5M target for the year ▲ Provincial Line of Credit in place ▲ Premium recommendation to the Minister ▲ 	<ul style="list-style-type: none"> 2011 year end DIRF projected at \$107.7M or 48bp of insured deposits 2012 year end DIRF projected at \$121.2M or 51bp of insured deposits 2013 year end DIRF projected at \$136.4M or 55bp of insured deposits Review premium structure/strategy 	<ul style="list-style-type: none"> Minimum fund targets achieved Appropriate liquidity to meet insurance/dissolution needs Preservation of capital and rate of investment return 	
<p>EFFECTIVE PUBLIC AND STAKEHOLDER AWARENESS</p> <p>DICO must ensure that the public and other stakeholders have ready access to deposit insurance information and a clear & transparent understanding of DICO's role, standards & actions.</p>	Comprehensive Web site		
	<ul style="list-style-type: none"> Web site continually updated ▲ 	<ul style="list-style-type: none"> Update Q&As for consumers Develop deposit insurance consumer video 	<ul style="list-style-type: none"> Transparency and accessibility of all appropriate information
	Toll-free Information Service		
	<ul style="list-style-type: none"> Toll free enquiry line in place and heavily utilized ▲ 	<ul style="list-style-type: none"> Maintain bilingual help line 	<ul style="list-style-type: none"> Utilization and response times
	Point of Sale Consumer Information		
<ul style="list-style-type: none"> Updated point of sale information available for all institutions ▲ 	<ul style="list-style-type: none"> Revise and distribute as necessary 	<ul style="list-style-type: none"> Informative Brochures Decals Quick Reference Guides 	
Communications			
<ul style="list-style-type: none"> Communications plan in place ▲ Annual Meeting April 29 ▲ Regular Sector Releases, Sector Outlooks etc. ▲ Webinars on Role of the Audit Committee and other topics ▲ Positive survey results ▲ 	<ul style="list-style-type: none"> Continually updated Communication strategy Annual Meeting (April 27) Timely Webinars on current topics Timely Publication of sector information 	<ul style="list-style-type: none"> Consistent messages from DICO Effective Annual/regional meetings Stakeholder feedback 	

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<p><i>STRONG PARTNERSHIPS</i></p> <p>To have the most expertise and impact DICO needs to work effectively with the government, sector / stakeholder representatives and other national and international deposit insurers.</p>	Strategic Alliances		
	<ul style="list-style-type: none"> • Memoranda of understanding in place with strategic partners ▲ 	<ul style="list-style-type: none"> • Maintain MOUs and effective working relationships 	<ul style="list-style-type: none"> • Partners (Stakeholders and DICO's) satisfaction - feedback
	Stakeholder Relations		
	<ul style="list-style-type: none"> • Consultations process on premiums, By-laws 5 & 6, ERM etc. ▲ • Advisory Committees ▲ 	<ul style="list-style-type: none"> • Advisory Committees • Consultation on all significant issues • Annual Meeting • Regional Meetings if necessary • Qualified external resources to supplement DICO's resources 	<ul style="list-style-type: none"> • Partners' (Stakeholders and DICO) satisfaction - feedback • Awareness of stakeholder issues and support for DICO's initiatives