

CAFII - 2017 Co-Executive Directors Balanced Scorecard						
H = High Priority; M = Medium; L = Low						
Priority	Objectives	Measures	Lead Accountability	Timing	Status As At October 2017	Outcome
Regulatory, Advocacy, and Strategy (60% of ED and EOC focus/time)						
#1	Overall: Draft and deliver highly quality regulatory submissions and follow-up with regulators and policy-makers, as appropriate.	Overall: Regulatory submissions are well-written, impactful, and produced on time; consultation issues are reviewed with relevant CAFII committee and input and feedback incorporated into draft submission; Board and EOC have sufficient time to review and provide input, which is given due and equitable consideration and included where appropriate; submissions reflect consultation with allied industry Associations where appropriate. ED monitors, gathers intelligence, and reports on key regulatory developments; any hot button issues dealt with in timely, appropriate manner.	Market Conduct-related submissions, including travel health insurance: B. Wycks; Licensing-related submissions and Research and Education-related presentations: K. Martin	Ongoing		
H	British Columbia Consultation on 10-Year Review of Financial Institutions Act (FIA)	Co-ED monitors progress/status through regular contact with Ministry of Finance. CAFII communicates with and influences Ministry thinking in its preparation of a Policy Paper, such that CAFII's positions are taken into account. CAFII responds to Policy Paper with a compelling submission.	B. Wycks	Q1 thru Q4 2017	Awaiting Ministry's release of Policy Paper on proposals for change (now expected in Q1 2018). On October 17/17, CAFII representatives met with Ministry officials in Vancouver and received confirmation that an RIA regime in BC will be included as a proposal in Policy Paper, and timelines were now delayed by at least a year, with implementation of any changes resulting from FIA/CUIA Review now expected to occur in late 2019 at the earliest.	
M	BC FICOM's 'effecting' of creditor's group insurance issue	Co-ED monitors progress/status through regular contact with Harry James, FICOM, to ensure that CAFII members are kept well-apprised of any new developments, especially re regulator's expectations for compliance CGI Information Bulletin.	B. Wycks	Q1 thru Q4 2017	CAFII met with FICOM officials in Vancouver on October 17/17 and received confirmation that enforcing compliance with CGI Information Bulletin remains a high priority for FICOM. FICOM issued Cease and Desist Order against Western Life Assurance re violations of Bulletin in September 2017.	Favourable clarification on other major issues received from FICOM via April 14/16 teleconference and April 20/16 response letter from H. James
H	Quebec Ministry of Finance Omnibus Bill aimed at modernizing province's financial services sector, including Insurance Act and the Act respecting the Distribution of Financial Products and Services	Co-ED monitors progress/status through regular contact with Ministry of Finance and AMF executives. CAFII communicates with and influences. CAFII responds to Omnibus Bill, aided by specialized legal counsel, with a compelling submission. Ministry of Finance takes CAFII's positions into account in final decisions on modernizing the Insurance and Distribution Acts	B. Wycks	Q1 thru Q4 2017	Ministry of Finance released omnibus Bill 141 on October 5/17. Uncertain as to whether Ministry will be holding industry consultations on Bill 141. CAFII to gather further intelligence through liaison meeting with AMF staff executives in Levis, Quebec on October 23/17.	CAFII received verbal assurance from Ministry of Finance official on Feb. 25/16 that Quebec will be implementing measures to support online distribution of insurance without need for involvement of a licensed advisor
H	CCIR Annual Statement on Market Conduct	Co-ED monitors progress/status through regular contact with Martin Boyle, CCIR. CAFII continues to communicate its views to CCIR as Annual Statement is implemented and thereafter evolves; CCIR takes CAFII's views into account in roll-out and implementation of Annual Statement; and in any subsequent iterations	B. Wycks	Q1 thru Q4 2017	CAFII met with Laurie Balfour, Chair of CCIR ICPIIC, in Edmonton on October 18/17 and received confirmation that CCIR will not be in a position to share an aggregated results report from the Year 1 Annual Statement with the industry; minor instructional tweaks only will be made to the Year 2 version of the Annual Statement; and any substantive changes to the Statement will be made in the Year 3 version at the earliest, and only after consultation with the industry. The new IFRS 17 accounting standard re life insurance contracts may have an impact on the Annual Statement and delay and substantive changes to the Year 4 version.	CAFII member-exclusive webinar on the final version of the Annual Statement on Market Conduct - Life and Health presented by CCIR on March 1/17. CAFII made strong submission on Draft 3 of Annual Statement on August 26/16. CAFII staged May 19/16 preliminary webinar for members with Laurie Balfour, CCIR ICPIIC Chair.
H	Ontario government implementation of new Financial Services Regulatory Authority (FSRA)	Co-ED monitors progress/status through regular contact with Sandy Roberts, Director, Financial Services Modernization Secretariat. CAFII meets with Secretariat representatives and influences development of FSRA Regulations.	B. Wycks	Q1 thru Q4 2017	Following June 29/16 stakeholder meeting with FSRA Implementation Secretariat leaders, CAFII submitted written input in July 2017. Ontario Ministry of Finance announced founding three-member Board of FSRA on June 30/17, including former Deputy Minister and former FSCO CEO Chair Bryan Davies as the Chair.	
H	CCIR Review of Travel Health Insurance	Co-ED monitors progress/status through regular contact with Sean Jacobs, CCIR; Joan Weir, CLHIA; and THIA executive members. ED supports work of CAFII's Travel Medical Experts Working Group. CAFII in a position of readiness to make regulatory submission or otherwise make its views known, as distributors of travel insurance, should need arise. CAFII communicates views on TIWG Position Paper in timely, persuasive, effective manner. CCIR takes CAFII's views into account in final decisions on travel insurance regulatory reforms	B. Wycks; transitioning to K. Martin in September 2017	Q1 thru Q4 2017	CAFII met with CCIR TIWG Chair Harry James in Vancouver on October 17/17; awaiting invitation to stakeholder meeting with TIWG to seek clarification re CCIR expectations on timelines for industry's addressing its Position Paper findings/recommendations. That meeting to occur in early 2018, following CLHIA's completion of consumer testing on policy wording-related reforms being proposed by the industry (based largely on work of CAFII's Travel Medical Experts Working Group). CCIR released Travel Health Insurance Products Position Paper, along with Media Release and personalized transmittal letter to each industry stakeholder, on May 31/17.	CAFII held productive stakeholder meeting with CCIR TIWG on draft Recommendations intended for inclusion in Position Paper on February 22/17. CAFII submitted response to CCIR TIWG's Issues Paper on Travel Health Insurance for September 30/16 deadline. CAFII held productive stakeholder meeting with CCIR TIWG on Issues Paper on August 10/16. On May 4/16, C. Rogers advised CAFII that because the industry had demonstrated significant movement in terms of reforms, at its April 7-8/16 meeting the Council decided that the Issues Paper (which was slated for release in the spring) would be revised to reflect the latest industry input and released in the summer instead.
H	Bill 177, The Insurance Act (Saskatchewan)	Co-ED monitors progress/status of finalization of Regulations and communication of "proclamation into force date" through regular contact with Jan Seibel, FCAA. CAFII communicates views on draft Regulations in timely, persuasive, effective manner. FCAA takes CAFII's views into account in final Regulations	B. Wycks	Q1 thru Q4 2017	FCAA released final Regulations along with the revised Insurance Act on June 29/17. CAFII awaiting announcement as to timing of their coming into force, which is to be at least one year after June 29/17. CAFII held liaison meeting with R. Sobotkiewicz, Superintendent of Insurance, and J. Seibel, Lawyer, FCAA, in Regina on June 1/17.	CAFII responded to FCAA proposed definition of TPA, for inclusion in Regulations, on March 13/17; to sub-consultation on TPAs-related Regulations on December 9/16; and to main consultation on draft Regulations on December 2/16. FCAA released Insurance Regulations Consultation document on October 7/16.

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M	Saskatchewan Finance Minister's imposition of 6% PST on insurance premiums	Finance Minister listens to CAFII's arguments re imposition of PST on insurance premiums is counter-productive public policy. Ministry considers data that CAFII provides -- based on 6 months and one year of experience after August 1/17 implementation date -- on impact of 6% PST on consumer purchases of CGI and other life and health insurance policies; and considers reversing its decision. CAFII raises its profile and builds a relationship with Ministry, secures prominent stakeholder status, thereby encouraging advance consultation with industry on any future fiscal policy changes being contemplated which would impact CAFII members.	B. Wycks and K. Martin	Q2 2017 thru Q3 2018	CAFII had productive initial get acquainted/relationship-building meeting and dialogue with Finance Minister Kevin Doherty and his officials in Regina on June 1/17. CAFII to provide statistical data on impact of PST on consumer purchases of insurance in February/March 2018 (six months after implementation) and September/October 2018 (one year after implementation).	
M	AMF's Distribution Guide template initiative	Co-ED monitors progress/status through regular contact with L. Gauthier, AMF. CAFII communicates views on draft Distribution Guide Regulation in timely, persuasive, effective manner. AMF takes CAFII's views into account in final Distribution Guide template and related Regulation	B. Wycks	Q1 thru Q4 2017	Awaiting reactivation of this initiative via AMF's circulation of a draft Regulation on the Distribution Guide for industry consultation	
M	New Brunswick's "Modernizing the Insurance Licensing Framework" for Other-than-Life Agents and Brokers	Co-ED monitors progress/status through regular contact with David Weir, FCNB. FCNB takes CAFII's views into account in final positions on new licensing framework	K. Martin	Q1 thru Q4 2017	Awaiting release of FCNB's final recommendations to Government re change proposals, especially re implications for life agents' licensing framework	
M	New Brunswick's "Online Insurance Licensing System"	Co-ED monitors progress/status through regular contact with David Weir, FCNB. FCNB takes CAFII's views into account in functionality and features decisions for Phase 2 of online licensing system, especially administrator rights for applicant's insurer sponsor	K. Martin	Q1 thru Q4 2017	FCNB launched Phase 2 of online insurance licensing portal in October 2016 but will be making further enhancements in future. Effective November 1/16, will only accept online applications for for insurance agent, broker, adjuster, and damage appraiser licences.	
M	ICS considers CAFII's request to secure Insurance Council representation for CAFII members as Restricted Insurance Agents in Saskatchewan	CAFII communicates and engages with Ron Fullan, ICS Executive Director, in a timely, persuasive, effective manner. CAFII's proposed model for a Restricted Insurance Agent Advisory Committee is reviewed and considered by the ICS.	K. Martin	Q1 thru Q4 2017	CAFII, CLHIA, and Ron Fullan and April Stadnek of ICS to meet in Toronto on October 27/17 to advance this initiative. CAFII had liaison meeting with R. Fullan and A. Stadnek, ICS, on June 2/17 and discussed plan for moving this issue back onto front burner.	
#2 H	Develop and execute on Regulator and Policy-Maker Visit Plan in support of CAFII positions on legislative and regulatory issues	CAFII investments in regulator and policy-maker visits are appropriately scheduled; well-organized and executed, including briefing/preparation of CAFII participants	B. Wycks and K. Martin	Ongoing	CAFII completed visits tour to regulators and policy-makers in BC, Alberta, and Manitoba (six meetings total) from October 17-19/17. CAFII completed visits tour to Saskatchewan regulators and policy-makers on June 1-2/17. Regulator visits tour to Atlantic Canada regulators and policy-makers being planned for Spring 2018.	
#3 H	Maintain ongoing monitoring of and liaison/communications with regulators, policy-makers, allied Associations, and other industry stakeholders for relationship-building and intelligence gathering	EOC and Board members are kept well-informed of hot button, urgent, time-sensitive issues through CAFII "Alerts"	B. Wycks and K. Martin	Ongoing	B. Wycks and K. Martin had productive liaison lunches with CLHIA on October 11/17, May 17/17 and Feb. 27/17. Liaison lunches with CCIR Policy Managers held on June 23/17 and April 24/17; and further liaison lunch being scheduled for late October or early November. K. Martin attended LIMRA's one day research conference on May 18/17 in Toronto. B. Wycks is an individual member of THIA and gathers intelligence through that connection.	Based on intelligence gathered at inaugural meeting of FSCO's Life Insurance Industry Working Group, K. Martin disseminated CAFII Alert on FSCO's plan to issue a questionnaire probing selling practices of the insurance arms of banks operating in Ontario.
#4 H	Networking and advocacy with key decisionmakers (politicians, bureaucrats, academics, business leaders, media, thought leaders and influencers etc.) on key messages related to CAFII	Quarterly updates through "Networking and Meeting Grid"	K. Martin	Ongoing	Specific plan to be developed upon completion and Board approval of CAFII Strategic Plan.	
#5 H	Develop a strategic plan with options around new investments and outputs for CAFII; develop a prioritization of the options; deliver against the top priorities identified	Submit plan before end of Q2; prioritize plan before end of Q3; begin implementation in Q4.	K. Martin and B. Wycks	Q2 thru Q4 2017	Proposed CAFII 2018-2020 Strategic Plan developed with EOC, under K. Martin's leadership. To be presented to CAFII Board for review and discussion on October 23/17; and for approval on November 28/17.	

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Media and Communications (20% of ED and EOC focus/time)						
#1 H	Move CAFII into a position of readiness and confidence to respond to media opportunities re Creditor's Group Insurance and Alternate Distribution	Development of revised/updated Communications Plan (followed by execution of Communications Plan tactics within specified timelines, in 2018 and thereafter)	K. Martin	Ongoing	CAFII Pre-approved Media Op-Ed Responses developed and to be presented for Board approval, along with related Media Protocol process, on October 23/17.	
#2 H	Monitor media coverage re CGI, travel insurance, and alternate distribution	Any hot button issues related to media coverage are identified and dealt with in a timely, appropriate manner	K. Martin	Ongoing	Ongoing, in concert with Media Advocacy Committee. Negative column on FI CGI products by R. Carrick, Globe and Mail, became subject of EOC and Board discussion, leading to confirmation that media strategy of achieving a position of readiness to respond to such columns is moving CAFII in right direction.	
#4 M	Monitor Consumer Interest Groups	Include intelligence on Consumer Interest Groups' issues and activities in Regulatory Updates for EOC and Board meetings	B. Wycks and K. Martin	Ongoing	Consumers Association of Canada, Consumers Council of Canada, and Public Interest Advocacy Centre web sites monitored regularly for issues/activities related to insurance and alternate distribution	
#3 H	Website enhancements to drive traffic to the CAFII site and ensure that the backend is upgraded to Drupal 8 and the frontend is user friendly and consumer oriented.	Drupal migration by end of Q2; front end enhancements beginning in Q3 and continuing in Q4	K. Martin	Q2 thru Q4 2017	CAFII website modernization and overhaul nearly complete. Board approval for soft launch in early November 2017 and official hard launch on November 14/17 to be sought on October 23/17.	
#5 M	Develop thought leadership products that provide relevant information that can be shared with key decisionmakers.	EOC and Board members receive useful, timely, relevant materials; by end of Q4 approve resources for commissioned research	K. Martin	Ongoing	New members with strong research background and expertise have been added to Research & Education Committee. Contract being negotiated to repeat CAFII-commissioned Pollara Strategic Insights research on consumers' perceptions and attitudes towards and satisfaction with travel health insurance.	
#6 M	Organize additional events that members and nonmembers can have access to and which increase the profile of CAFII.	Develop a plan for additional events by end of Q3; budget approval by end of Q4	K. Martin	Q2 thru Q4 2017	Under consideration as part of Proposed CAFII 2018-2020 Strategic Plan.	
Association Oversight and Management (20% of ED and EOC focus/time)						
#1 H	Produce an "industry intelligence" Regulatory Update monthly, for each EOC and Board meeting	Regulatory Update is produced for each EOC and Board meeting, containing outside-of-the-public-domain information on regulatory actions, pronouncements, trends and leading indicators	B. Wycks; transitioning to B. Wycks and K. Martin on an alternating months basis, effective September 2017	Ongoing	Co-Executive Directors alternating lead responsibility for producing Regulatory Update each month. Each issue contains intelligence on issues in CAFII Regulatory Consultations/Submissions Timetable.	
#2 H	Efficient, effective CAFII meetings: with EOC Chair and standing committee Chairs, ensure agendas are focused and goal-oriented and meetings are well-managed	Agendas and meeting materials are distributed with appropriate lead time. Board and committee members are engaged in meeting discussions and feel meetings are productive and advance CAFII's objectives	B. Wycks and K. Martin	Ongoing	June, July, August, and September EOC meetings; and April and June Board meetings well-managed; executed successful 2017 Annual Members' Luncheon.	
#3 H	Ensure that CAFII prepares an annual operating budget that is well-grounded in approved strategic and operational plans; funds are spent according to plan; and financial control policies and procedures -- including monthly financial statements -- are adhered to	Play a leadership role in development, management, and tracking/monitoring of CAFII's annual operating budget, and committee and project budgets. Budget targets are met, except for explainable/approved variances	B. Wycks and K. Martin	Ongoing	Management control financial options analysis developed, given loss of National Bank Insurance as a member as well as two Associates. Development of 2018 CAFII Operating Budget Options underway with Treasurer Tony Pergola.	
#4 H	Provide strategic and operational support to the EOC Chair in management of CAFII priorities and activities, and accountability reporting thereon	Engaged strategic and operational support to EOC Chair; appropriate matters escalated to EOC Chair for review and decision-making	B. Wycks and K. Martin	Ongoing	Review of CAFII's administrative support services operating model completed between June and October 2017, in concert with Selection Committee, comprised of EOC members. Proposal for future administrative services to be delivered in Board's in camera session on October 23/17.	
	Develop a plan to increase the value proposition for Associates with the objective of increasing the number of Associates that belong to CAFII.	Develop a plan by end of Q3; begin approaching potential new Associates before end of Q4	K. Martin	Q3 and Q4 2017	Pending completion and Board approval of CAFII 2018-2020 Strategic Plan.	