

CAFII - 2016 Executive Director Balanced Scorecard					
	H = High Priority; M = Medium; L = Low				
Priority	Objectives	Measures	Timing	Status As At November 7/16	Outcome
	Regulatory and Advocacy (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.	Ongoing		
H	British Columbia Consultation on 10-Year Review of Financial Institutions Act (FIA)	ED monitors progress/status through regular contact with Ministry of Finance. Follow-up educational material on CGI, alternate distribution, and travel insurance prepared and sent to Ministry. CAFII communicates with and influences Ministry thinking following release of Public Report on Input Received In Response To Initial Public Consultation Paper, as appropriate. Ministry's subsequent Policy Paper takes CAFII's positions into account	Q1 thru Q2 2017	Awaiting Ministry's release of Policy Paper on proposals for change (expected Q1 or Q2 2017)	On March 24/16, Ministry of Finance released Public Report on input received in response to Initial Consultation Paper; and all stakeholder submissions published on its website
H	BC FICOM's 'effecting' of creditor's group insurance issue	ED monitors progress/status through regular contact with Chris Carter, FICOM. FICOM takes CAFII's issues and positions into account in clarifying Information Bulletin on CGI	Q1 thru Q4 2016	CAFII review/discussion underway to decide how to utilize, if at all, legal opinion obtained on auto dealers are creditors for a moment-in-time issue. FICOM expecting CAFII to provide further information in support of auto dealers are creditors for a "moment-in-time" argument.	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 consultation on "Report on the Application of the Act respecting the Distribution of Financial Products and Services" (Bill 188)	ED makes recommendation to EOC and Board Chair re meeting with Ministry officials to communicate CAFII position on online distribution of insurance; prepares project plan and secures EOC Chair approval; executes project plan. Ministry takes CAFII's positions into account in final decisions on modernizing Distribution Act	Q1 thru Q4 2016	CAFII preparing to sign letter of engagement with specialized legal counsel, to be optimally prepared to make authoritative submission on this matter. Recommendation made and approved. Project plan prepared and approved. Project executed through to written meeting request and follow-up phone calls. Favourable, reassuring position conveyed by Ministry official in Feb. 25/16 call. Awaiting Ministry's release of omnibus Bill on modernizing Quebec's financial services sector, incl. Distribution Act (expected Fall 2016).	CAFII received verbal assurance from Ministry 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	ED monitors progress/status through regular contact with Martin Boyle, CCIR. CAFII continues to communicate its views to CCIR as plans for Annual Statement evolve; CCIR takes CAFII's views into account in final design of Annual Statement and related implementation plan	Q1 thru Q4 2016	Awaiting CCIR's release of implementation-ready, final draft of Annual Statement in December 2016. Related implementation timeline informally shared with CAFII in October 24/16 meeting with CCIR Policy Managers.	CAFII made strong submission on Draft 3 of Annual Statement on August 26/16. CAFII staged May 19/16 webinar for members with Laurie Balfour, CCIR ICPIC Chair.
H	Ontario government review of FSCO mandate	ED monitors progress/status through regular contact with David McLean, Ministry of Finance. CAFII responds quickly to Expert Panel's final recommendations; communicates its positions to Minister of Finance, as appropriate. Minister takes CAFII's views into account in final decisions on FSCO's future mandate	Q1 thru Q4 2016	Awaiting Government's response to Expert Panel's final recommendations released in late June 2016.	
H	CCIR Review of Travel Health Insurance	ED monitors progress/status through regular contact with Sean Jacobs, CCIR and Joan Weir, CLHIA. ED supports work of CAFII internal group on travel insurance. 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 Issues/Discussion Paper in timely, persuasive, effective manner. CCIR takes CAFII's views into account in final decisions on travel insurance regulatory reforms	Q1 2016 thru Q2 2017	Awaiting possible release of CCIR Position Paper in Q2 2017.	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 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)	ED monitors progress/status 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	Q1 thru Q2 2017	CAFII preparing to respond to FCAA's Insurance Regulations Consultation document by December 2/16 deadline.	FCAA released Insurance Regulations Consultation document on October 7/16. On April 18/16, J. Seibel advised that FCAA plans to conduct consultation on Regulations in two parts: Part 1 - "more complex issues"; Part 2 - actual draft Regulations.
M	Financial Consumer Agency of Canada "Compliance Framework"	CAFII communicates views on questions/issues in consultation document in timely, persuasive, effective manner. FCAC takes CAFII's views into account in final decisions	Q2 thru Q4 2016	On October 25/16, EOC decided not to respond to this consultation -- as no issues raised are of direct relevance to CAFII members -- and instead to provide input/review for CBA submission, if requested.	On September 29/16, FCAC released its consultation document on Proposed Supervision Framework and Publishing Principles for Decisions
M	AMF's Distribution Guide template initiative	ED monitors progress/status through regular contact with 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	Q1 thru Q4 2016	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	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	Q1 thru Q4 2016	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"	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	Q1 thru Q4 2016	FCNB launched Phase 2 of online insurance licensing portal in October 2016. Effective November 1/16, will only accept online applications for insurance agent, broker, adjuster, and damage appraiser licences.	
M	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 adopted in Saskatchewan	Q1 thru Q4 2016	CAFII submission pending re proposed Terms of Reference for RIA Advisory Committee, to augment Concept Proposal sent in October 2014	

	H = High Priority; M = Medium; L = Low				
Priority	Objectives	Measures	Timing	Status As At November 7/16	Outcome
#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	Ongoing	Liaison lunch and Industry Issues Dialogue with AMF staff executives secured for October 4/16; May 4/16 meetings secured and executed with Carolyn Rogers, CEO, BC FICOM, and CCIR Vice-Chair; and with Atlantic Canada regulators; April 12/16 liaison lunch with CCIR Policy Managers secured and executed; joint CAFII/CLHIA stakeholder meeting with CCIR Travel Insurance Working Group secured and executed on March 16/16	
#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"	Ongoing	<u>Productive, intelligence-gathering liaison lunch with CCIR Policy Managers executed on October 24/16. Executive Director became a member of THIA and gathered intelligence re its plans re travel health insurance regulation by attending its AGM on September 27/16.</u> Two productive, intelligence-gathering teleconferences secured with AIC staff executives on July 12/16 and September 12/16 re Selling of CI Benefits Under A Restricted Certificate Of Authority issue. CAFII interactions and communications with AIC management on this issue, including July 22/16 formal submission, appear to have been persuasive in support of an outcome favourable to CAFII members.	

	H = High Priority; M = Medium; L = Low				
Priority	Objectives	Measures	Timing	Status As At November 7/16	Outcome
	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	Successful execution of Communications Plan tactics within specified timelines	Q2 thru Q4 2016	Contractual terms with media consultant finalized.	CAFII Board approved Media Strategy at its June 7/16 meeting
#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	Ongoing	In process, in concert with Media Committee	
#3 M	Monitor Consumer Interest Groups	Include intelligence on Consumer Interest Groups' issues and activities in Regulatory Updates for EOC and Board meetings	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	
	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	Ongoing	<u>September and October Regulatory Updates included new intelligence on issues in CAFII Regulatory Consultations/Submissions Timetable</u>	
#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	Ongoing	<u>September and October EOC meetings; and October Board and AMF liaison meetings in Montreal well-managed; executed successful 2016 Annual Members' Luncheon; liaised with Assurant Solutions re venue for June Board meeting and with CUMIS re venue for April Board meeting and solutions achieved</u>	
#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	Ongoing	<u>Development of 2017 CAFII Operating Budget underway, led by Executive Director; new quarterly financial reporting document with CAFII Treasurer. Planning and budgeting for CAFII 20th Anniversary Celebration well underway, led by Executive Director.</u>	
#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	Ongoing	<u>ED engaged TO Corp President in discussion of service delivery performance; is leading CAFII trademark registration initiative, in planning for 20th Anniversary Celebration in 2017; and in securing a CAFII domain under .insurance registry</u>	