

CAFII Strategic Plan—Changes Proposed and Issues to Discuss

June 2024

The Objective of This Document is to Identify Areas where the Strategic Plan has Changed, and Areas for Further Discussion



The Board was updated on the Strategic Plan at the June 4, 2024 Board Meeting—Noting that the EOC mostly had tweaks to suggest, and that as such it was felt that there was no rush to finalize the Plan



The EOC will be asked for further input at the June 25, 2024 Meeting and at further meetings if needed; the Proposed Plan will be Presented at the October 8, 2024 Board meeting



There is in particular one area of discussion which is required with the EOC which is the role travel insurance should play within CAFII

**In February 2018, the CAFII Board
Approved a Strategic Plan that was
slightly modified in 2021**



cafii acifa

The Canadian Association of
Financial Institutions in Insurance

L'association canadienne des
institutions financières en assurance

**Making Insurance Simple and Accessible for Canadians
Rendre l'assurance simple et accessible pour les Canadiens**

Adding a "CAFII's Vision"

Vision Statement—CAFII's Vision

CAFII's Vision is to make insurance simple, accessible, and affordable for Canadians.

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Proposed Changes to the Mission Statement

Core Statement—CAFII's Mission Statement

CAFII represents, communicates about, and advocates for ~~Canadians~~, financial institutions in insurance, their insurer partners, and affiliated organizations by promoting their commitment to the fair treatment of customers and related policies and practices. CAFII strives to foster an open and flexible marketplace that is efficient and effective and allows consumers an expanded choice in the purchase of insurance products and services. CAFII works with other industry associations, where appropriate, to **help reduce the gap of uninsured and underinsured Canadians by educating them on the value of CPI, and** ensure public policy supports a legislative and regulatory environment that is healthy for future growth. **In support of this mission**, CAFII's fundamental strategic priority is to develop outstanding relationships and communications with insurance regulators and policy-makers across Canada. To promote this objective, we will meet in-person with representatives of these groups ~~at least once~~ every 18 -24 months. **CAFII will continue to look at ways to promote diversity, equity, and inclusion within CAFII including its Board.** **We will deepen these relationships** by continuing to invest in a significant research program that will provide us with interesting and relevant content to share, and which can gain us public profile. Our research program will dovetail with a proactive element to our regulatory focus through which we will seek to educate and influence key constituents about our long-term objectives. **Our research findings and our regulatory expertise** will also continue to serve as the foundation for an assertive communications and networking strategy through which we will meet on an ongoing basis with key influencers including policy-makers, senior bureaucrats, politicians, thought leaders, Association leaders, academics and others with whom we will share our research insights and key messages. **We will continue to cultivate strong relationships with Associations with similar objectives to ours.** As part of our efforts to increase our focus on and relevance to consumers and to heighten our public profile, we will continue to invest in the CAFII **digital strategy including our** website and continue to expand and enhance our media profile. **In addition to these strategic priorities** there are other initiatives that CAFII will continue to promote, but as lower priorities. We will keep a watching brief on Insurtech, Technology Developments **including artificial intelligence**, Digitization, and Innovation, and on increasing our thought leadership through additional meetings and presentations in our areas of expertise. We will leverage our regulatory expertise and research with presentations to internal audiences within our membership; and we will explore ways to enhance the value proposition of being an Associate, with the objective of attracting more to join CAFII.

The Key Elements were Research, Search Engine Optimization, and Proactive Regulatory Relationship-Building (including Regular Regulatory Tours)

Maintain and Build on Regulatory Strength

Develop a Significant Research Program

Assertive Communication and Networking Program with Influencers

Continue to Invest in Website

Develop Long Term, Proactive Regulatory Positions

It Has Been Suggested that These Activities be Re-bucketed

Maintain and Build on Regulatory Strength	
Develop a Significant Research Program	
Assertive Communication and Networking Program with Influencers	R: “Advocacy with Policy Makers”
Continue to Invest in Website	R: “Consumer Advocacy through Communication”
Develop Long Term, Proactive Regulatory Positions	R: Remove, Deal with through “Advocacy with Policy Makers”

What is the Role of Travel Insurance in the CAFII Mandate?

Implications of Not Including Travel Insurance in the Mandate:

- CAFII's focus might be sharper, clearer
- Minimal resource implication as CAFII does not spend much time currently on travel insurance (estimate less than 5% of Executive Director's time)
- Would clarify which companies are eligible for membership—we have interest from travel-oriented companies in joining CAFII, but would this defocus CAFII from its key mandate?
- CAFII does not currently include Travel Insurance in its formal mandate nor reference it in the Strategic Plan that was approved by the Board in 2018 and 2021, but it is still part of what CAFII has engaged in
- Would remove a product line that is generally (but not always) viewed positively by regulators
- Means that we would likely not advocate for embedded credit-card benefits, which are mostly travel related—if this was the case a few years ago, we likely would not have advocated with the AMF to not distribute the Fact Sheet and Notice of Rescission for credit card-embedded insurance benefits

What is the Role of Travel Insurance in the CAFII Mandate?

Key Travel Related Activities Currently

- CAFII Executive Director participates in a one-hour bi-weekly “sharing of notes” virtual meeting with CLHIA and THIA on travel insurance issues
- If a consultation occurs around travel, CAFII would likely make a submission
- In recent years we have held an annual webinar on travel that is very well-attended including by regulators
- Executive Director attends the THIA Annual AGM
- CAFII has engaged with the AMF around credit card embedded insurance benefits in relation to the Factsheet and the Notice of Rescission—this is largely travel insurance and related embedded benefits (lost baggage, trip interruption and trip cancellation)
- CAFII has a Travel Experts Committee—but it has not been active in the past 18 months

How Does CAFII Travel Insurance Efforts Add Value over what THIA, CLHIA Do?

Michael Comacho, THIA Response to Question about THIA Mandate

CAFII and THIA both have similar origin stories.....THIA represents companies which 25-years ago, did not have a voice for its unique concerns in the marketplace. Our "big" project in 2024 is to re-introduce our Claims Survey (it was last done in 2013 with KPMG and we will be doing this yearly going forward).

THIA's focus is on Member value, consumer education and awareness (ie.: Travel Insurance Week, THIA's Bill of Rights, TRIP course etc...), engaging with Regulators and Media relations (with Will McAleer as our key spokesperson).

Founded in 1998, THIA represents travel insurers (both Life and P&C companies), re-insurers, distributors (including banks), emergency assistance companies, air ambulance companies and allied services in the travel insurance field. THIA is the leading voice of the travel insurance industry in Canada and is engaged in public education and issues relating to regulatory affairs and member communications. TD Insurance, RBC Insurance, Desjardins are members.

Our "big" insurers include Manulife Financial, IA, Cumis/Co-operators/AZGA, Zurich, Chubb, AIG, CAA, Old Republic...among others (as well as those listed above which are "bank-owned" insurers).

If CAFII does decide to "exit" travel, I do hope we can continue to have our bi-weekly meetings (perhaps move them to monthly) as I think they are very valuable and there is often a shared interest in certain topics and it would be helpful to be aligned on them (such as ICBC RL regime). ...

I hope this helps Keith.

How Does CAFII Travel Insurance Efforts Add Value over what THIA, CLHIA Do?

Sheila Burns Response to Question about CLHIA Mandate

This is the mandate of our travel insurance committee:

The Travel Insurance Committee monitors, studies, informs and provides input on matters relating to travel insurance plans (group and individual, life and health). These matters include licensing and voluntary or government rules affecting such plans. Stewardship for Guideline G5 – Travel Insurance. The Committee coordinates activities with the Group Insurance Committee where necessary.

My initial reaction is that CAFII is very important in travel insurance because of the multitudes of ways that consumers become insured that aren't direct insurance purchases (like with their credit cards).

? Are There Other Issues or Priorities that Should be in the Strategic Plan?

Changes to the Strategic Plan? *Do we have it right?*



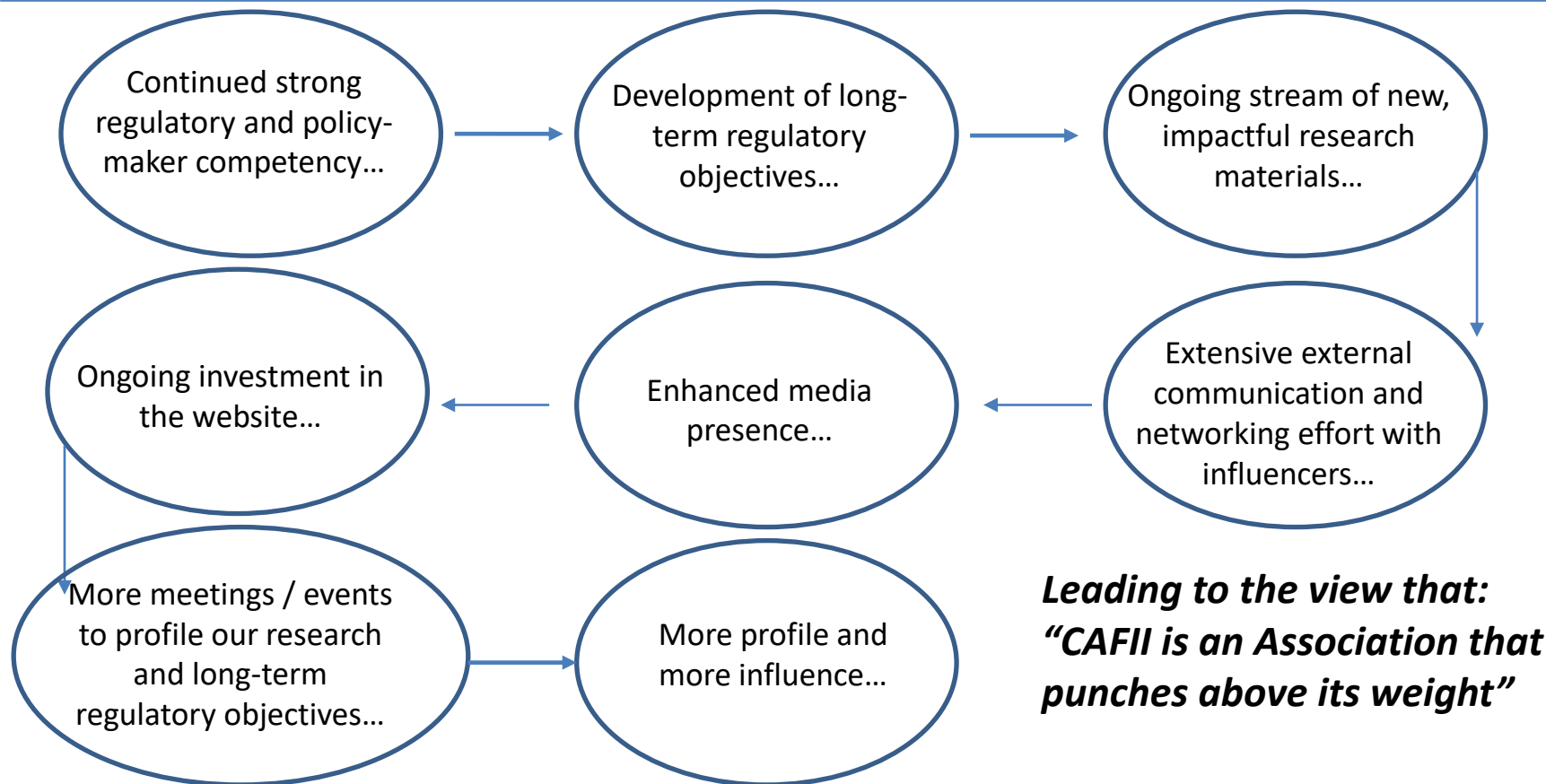
Next Steps



High Level Strategic
Review

- Continue putting Strategic Plan on the EOC Agenda Until we have Arrived at Consensus on the Plan to Present to the Board in October, 2024

In 2018 we asked: “If this Strategic Plan is Successful...What Might CAFII Look Like...in 2021?” That Question is Still Relevant.



Thank You