

CAFII Strategic Options— Recommended Direction for Board Approval

April 2024

The Objective of This Presentation is to Get EOC Input on the Strategic Plan



The Board reviewed the Strategic Plan at the April 9, 2024 Board Meeting and Asked for a 20-30-minute Discussion about it at the June 4, 2024 Board Meeting



Board Members asked for the EOC to also Review the Plan and Offer Input and Recommendations to be Shared with the Board



An Allocation of Time to Discuss the Plan will be Made at the May 14, 2024 EOC Meeting

Please Send Keith Martin Your Suggested Changes, If Any



Keith Martin will Share Options around Revisions to the Plan at the May 14, 2024 EOC Meeting



Please Send Keith Any Changes you would Like Discussed, and they will be Included in the Options Document

In February 2018, the CAFII Board Approved a Strategic Plan



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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

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

In 2021, the Board Reviewed the Plan and While Generally Satisfied, Approved some Modifications to it

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CAFII Core Strategic Prioritization Statement was Updated to be More Customer Focused

Core Statement—CAFII's Mission Statement

CAFII represents, communicates about, and advocates for 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 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 months.

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. 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 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, 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 Board Wanted to Maintain CAFII's Core Focus on Regulatory Relationships

The Board felt that the general regulatory approach taken by CAFII was effective and should continue.

The Board supported adding FCAC as a key regulatory to include in CAFII's regulatory priorities going forward.

CAFII should continue to explore ways to proactively, and not just reactively, influence regulators and policy-makers on CAFII members' key priorities. Key to this is CAFII research and the Regulatory Tours.



Webinars are Effective and Should Continue

The Board supported adding webinars to CAFII's regulatory toolkit to build relationships and get our key messages to regulators and policy-makers.

They should not replace in-person visits, but should supplement them, even after the COVID-19 pandemic subsides and in-person visits are possible again.

These webinars complement in-person meetings, and provide opportunities to connect with more regulators—including both those who are on the panels as well as those who attend the sessions as observers.



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Continue with New Priority around RSM Canada¹⁰ Benchmarking Study

CAFII took over a discontinued CBA benchmarking study on credit protection insurance in 2020, and has allocated \$67K annually for four quarterly studies. The Board supported this initiative as well as trying to improve the data quality and comparability of the study going forward.



The Board Supported Continued Attention around Understanding International Trends

Canada's insurance regulators and policy-makers are increasingly reviewing what other jurisdictions are doing, including in the US, UK, Singapore, and Australia, and considering whether these initiatives are relevant in the Canadian context.

The Board was asked if CAFII should make the sharing with members of international insurance policy and intelligence about regulatory developments and trends a new strategic priority? CAFII has introduced this into webinars, and in the Weekly Digest and Regulatory Updates.

Board members noted that CAFII does have its antennae out on international developments, so this is not really a new focus; rather, it is validating the importance to continue to look at international developments, as they have the potential to influence Canadian regulators and policy-makers.



The Board Felt that Digitization is Worthy Of Being A New Strategic Priority Focus

CAFII members have observed a dramatic increase in consumers' willingness to engage with companies digitally during the pandemic.

In response, CAFII sponsored a Pollara consumer research study and a study of Digital Best Practices by Deloitte.

The Board felt that digital trends will be an important future reality for the industry. The Board did not feel that this was a new strategic priority, in that it is already woven into the research and monitoring elements of CAFII's mission. But the Board did feel it should be a more central focus for CAFII going forward.



Next Steps



Full Strategic Review

- A Special Purpose Board Meeting to Review Strategic Plan



High Level Strategic Review

- Allocate 20-30 minutes at the Next Board Meeting to Review Plan



Status Quo

- Board feels review Not Needed, Continue on Course

Next Steps



Board Members Encouraged to Send Keith Martin Possible Areas for Review of Strategic Plan, or Additions to It

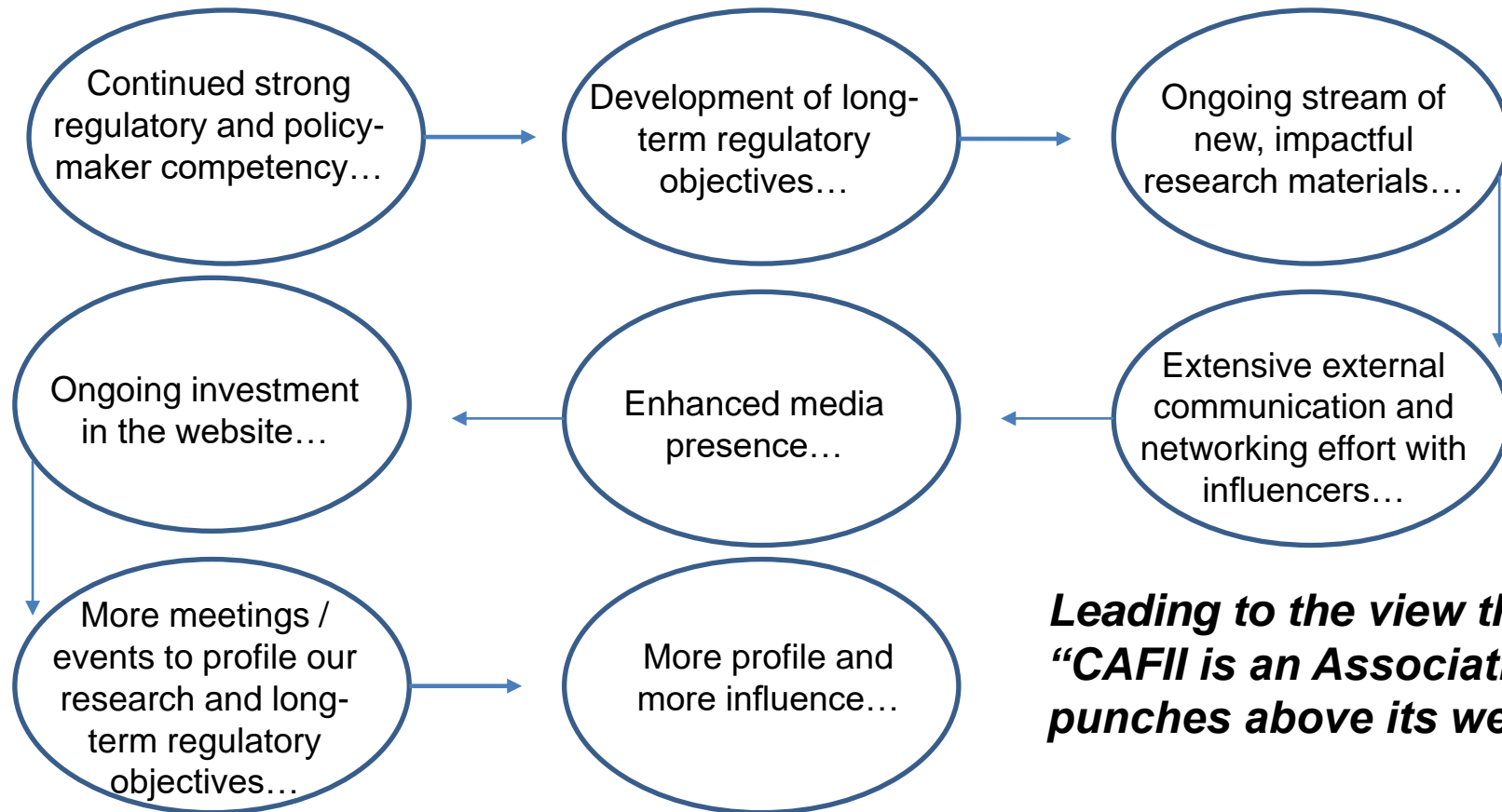


New Initiatives Should either be Integrated into Existing Efforts, Result in Something Else Dropping, or Be Resourced



A Key Element of Success for the Existing Plan is it is Focused

If this Strategic Plan is Successful...What Might CAFII Look Like...in 2021?



***Leading to the view that:
“CAFII is an Association that
punches above its weight”***

Thank You