

**SPECIAL PURPOSE BOARD OF DIRECTORS MEETING
CANADIAN ASSOCIATION OF FINANCIAL INSTITUTIONS IN INSURANCE
Thursday, 11 February, 2021
MINUTES**

Board Present:	Chris Lobbezoo	RBC Insurance, <i>Chair</i>
	Nicole Benson	Valeyo
	Paul Cosgrove	Assurant Canada
	Janice Farrell-Jones	TD Insurance
	Zack Fuerstenberg	ScotiaLife Financial
	Louie Georgakis	The Canada Life Assurance Company
	Peter McCarthy	BMO Insurance
	Sophie Ouellet	Sun Life
	Rob Robinson	Canadian Premier Life Insurance
	Mica Sweet	CIBC Insurance
	Peter Thompson	National Bank Insurance
	Wally Thompson	Manulife Financial
	Kelly Tryon	CUMIS/The Co-operators

Also Present:	Rob Dobbins	Assurant, <i>Board Secretary and EOC Chair</i>
	Keith Martin	CAFII Co-Executive Director
	Brendan Wycks	CAFII Co-Executive Director
	Albert Lin	Managing Matters

1. Call to Order and Meeting Confirmation

C. Lobbezoo welcomed all to present to this Special Purpose Meeting of the CAFII Board of Directors on possible updates and adjustments to the Association's 3 to 5 Year Strategic Plan, and he called the meeting to order at 1:02 p.m. Albert Lin acted as Recording Secretary.

R. Dobbins, Board Secretary, confirmed that notice of this meeting had been sent to all Directors in accordance with the Association's By-Law; and that a quorum of Directors – more specifically, 13 of the Association's 14 Directors -- was present on the MSTeams platform.

C. Lobbezoo declared this meeting of the Board of Directors of the Canadian Association of Financial Institutions in Insurance duly convened and properly constituted for the transaction of business.

1.a Welcome To A New CAFII Director and A New CAFII Member

C. Lobbezoo noted that Co-Executive Director Brendan Wycks had confirmed to the Board via email that morning that all 13 existing CAFII Directors had signed and returned a Three-Part Written Resolution which had been circulated the previous week, such that the three important Association governance matters set out in that Written Resolution had been declared Approved, effective today.

Mr. Lobbezzo advised that he therefore wanted to take a few minutes at the outset of this meeting to make those matters completely official.

On behalf of the Board of Directors, Mr. Lobbezoo extended

- congratulations and a welcome to Valeyo as the newest and 14th Member of our Association; and
- congratulations to Nicole Benson on being confirmed for continuation on the Board as the Director from Valeyo, having previously been serving as the Director from Canadian Premier Life Insurance Company; and
- congratulations and a welcome to Rob Robinson on his appointment to the Board, as the Director from Canadian Premier Life Insurance Company.

Mr. Lobbezoo then invited new Director R. Robinson to introduce himself to his fellow CAFII Board members, and Mr. Robinson provided a self-introduction.

1.b Approval of Agenda

On a motion duly made, seconded and unanimously carried

IT WAS RESOLVED that the meeting Agenda be and is approved as presented.

2. Review and Renewal of CAFII's 3 to 5 Year Strategic Plan

C. Lobbezoo called upon K. Martin to provide a *CAFII 3 to 5 Year Strategic Plan Review and Refinement Opportunities* presentation for the Board.

As an opening precept, Mr. Lobbezoo noted that if substantive new items were to be added to the CAFII Strategic Plan, there would need to be discussion of what existing items might fall off, as too many priorities would dilute the Association's focus. As well, substantive new priorities would require resourcing, including human resources implications and budgeting considerations.

K. Martin provided a review and refinement opportunities presentation on the current CAFII 3 to 5 Year Strategic Plan which had been approved by the Board of Directors in February 2018; and he answered clarification questions posed by Directors.

Mr. Martin noted that comments from Board members at previous Board meetings had suggested that there was general comfort with the strategic direction that the Association was taking. However, with the pace of change in the industry, combined with the passage of time and the changes brought about due to the COVID-19 pandemic, the Board felt that this was an opportune moment to review the strategy and obtain feedback from the Board about whether any adjustments should be made to it.

Mr. Martin highlighted that the Strategic Plan review document included some proposed tweaks to the CAFII Mission Statement, with the intent being to modify the wording to reflect more specifically a consumer-centricity in CAFII's mission, including a fundamental emphasis on the fair treatment of customers.

On the issue of CAFII's primary focus on relationship-building, communications, and advocacy with insurance regulators and policy-makers across Canada, the Board felt that the current approach and goals being pursued by the Association were effective and should continue.

The Board supported adding the Financial Consumer Agency of Canada (FCAC) as a key regulatory relationship body, to be included in CAFII's regulatory priorities going forward.

There was agreement that CAFII should continue to explore ways to proactively, and not just reactively, influence regulators and policy-makers on CAFII members' key priorities.

The Board supported adding periodic webinars to CAFII's toolkit as a vehicle for building relationships and getting our key messages out to regulators and policy-makers. Webinars should not replace in-person meetings/visits, but rather should supplement them, even after the COVID-19 pandemic subsides and in-person visits are possible again. There was general agreement that webinars can effectively complement in-person meetings, and provide opportunities to connect with more regulators and policy-makers— both those who are sole or panelist presenters in the webinars as well as those who attend as audience members.

With respect to the discontinued Canadian Bankers Association (CBA) benchmarking study on credit protection insurance which CAFII took over and relaunched in 2020 with RSM Canada as actuarial services provider, for which the Association had allocated \$67K annually for four quarterly studies, the Board supported continuation of that initiative as well as trying to improve the study's data quality and comparability going forward.

The Board was asked if CAFII should build upon the RSM Canada study and make the collection and sharing of CPI industry data statistics a new strategic priority, much like CLHIA had done through its annual "Canadian Life & Health Insurance Facts." Board members did not indicate a desire to move in that direction at this time.

It was noted that Canada's insurance regulators and policy-makers are increasingly reviewing what their counterparts in other international jurisdictions are doing -- including the US, UK, Singapore, and Australia -- and considering whether their initiatives are relevant in the Canadian context. The Board was asked if CAFII should make the sharing with members of intelligence about international insurance policy and regulatory developments and trends a new strategic priority? Board members noted that CAFII does have its antennae out on international developments already, so this is not really a new focus. The Board validated the importance of CAFII's continuing to monitor and disseminate insights about international developments, as they have the potential to influence Canadian regulators and policy-makers.

It was noted that CAFII has raised its media and public profile in recent years, and has therefore generated more media coverage. The Board was asked whether CAFII should look for more speaking opportunities for CAFII management to promote the Association's key messages and our Members' commitment to fair treatment of customers? The Board felt that speaking events would arise naturally in response to opportunities, and where appropriate CAFII should engage in these events. But the Board did not see the need to proactively explore opportunities for engaging in more of these events.

It was noted that the Association's members have observed a dramatic increase in consumers' willingness to engage with companies digitally during the COVID-19 pandemic. CAFII had therefore commissioned a Pollara Strategic Insights consumer research study to see if this trend was likely to become a permanent reality. 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 that digitization should become more of a central focus for CAFII going forward.

3. Adjournment

On a motion duly made, seconded and unanimously carried

IT WAS RESOLVED that the meeting be adjourned at 2:00 p.m.