



CAFII EOC Meeting
Tuesday, April 23, 2013
Location: To Be Confirmed
1:00 –4:00 pm

Conference call dial-in information:

416-764-8662 or 1.888-884-4534; Participant pass code: 771017#; Moderator pass code: 7661560#

Chair: J. Hines

Agenda

1. Call to Order J. Hines
2. Approval of Agenda All
3. Minutes All
 - a. EOC Minutes of March 26, 2013
 - b. Board Minutes of April 10, 2013
4. CAFII Financials- Review M. Fabian
5. Decision Items
 - a. Recommendation to Board Re CAFII Project Next Steps S. Manson/W. Eccles/J. Poolman
 - b. CAFII Logo Modernization and Rebranding: Three Options B. Wycks
(Guest : C. Aitchison, by teleconference)
 - c. CCIR Pre-Consultation re TPAs -Positioning/Key Messages J. Hines/B. Wycks
6. Regulatory Update
 - a. Regulatory Newsletter B. Wycks
 - b. FSCO: Improve Response Times To Consumer Complaints- Update B. Wycks
 - c. FSCO: Draft 2013 Statement of Priorities- Update B. Wycks
 - d. Regulator Visits
 - (i) Regulator Visits Plan B. Wycks
 - (ii) Upcoming Visits - Carolyn Rogers (BC) & Joanne Abram (Alta) S. Gelgor
 - (iii) Meeting - Gerry Matier (BC) S. Gelgor
 - (iv) Proposed Visit to AMF in Quebec City (W/O June 17-21) B. Wycks
 - (v) Proposed Visits to Atlantic Regulators (late June) J. Hines/B. Wycks
7. CAFII Priorities and EOC Committees
 - a. CAFII Priorities By Committee B. Wycks
 - b. Distribution and Market Conduct Policy Committee S. Manson / W. Eccles
 - (i) AMF Distribution Guide - Update
 - (ii) Proposed DMC Project on IAIS Core Principles
 - (iii) Proposed DMC Project on Industry Complaint Statistics
 - c. Licensing Efficiency Issues Committee M. Gill

CAFII Priorities and EOC Committees (Continued)

- d. Media & Advocacy Strategy Committee S. Gelgor /J. Lewsen/B. Wycks
 - (i) Next CCIR Webinar - Update B. Wycks
 - (ii) CAFII Communications Strategy- Discussion & Next Steps All
- e. Event & Networking Committee P. Yeung / M. Sanchez-Chung
 - (i) CAFII 15th Anniversary Event - Feedback/Debrief

- 8. Inter-Association Liaison
 - a. Global Federation of Insurance Associations (GFIA) B. Wycks
 - b. American Bankers Insurance Association (ABIA) J. Hines/B. Wycks

- 9. Governance
 - a. CAFII Bylaw Provisions Governing Decision Situations B. Wycks
 - Where Board Consensus Can't Be Achieved
 - b. Appointment of a CAFII Vice-Chair, and Related Bylaw J. Hines/B. Wycks
 - Amendment Proposals
 - c. CAFII Compliance With Canada Not-for-Profit B. Wycks
 - Corporations Act (CNCA)

- 10. Other Business

Next EOC meeting is May 28, 2013, hosted by CIBC Insurance

**Next Board Meeting/CAFII AGM/Regulator Reception is June 11, 2013 hosted by
BMO Insurance (location to be confirmed)**

CAFI

55 St Clair Ave West, Suite 255

Toronto, ON M4V 2Y7

Balance Sheet

As at March 31, 2013

ASSETS	Current 2013
Current Assets	
Bank Balance	\$244,191
Investments ^A	\$52,097
Accounts Receivable	\$71,595
Interest Receivable	\$679
Prepaid Expenses	\$473
Computer/Office Equipment	\$2,334
Accumulated Depreciation -Comp/Equip	(\$156)
Intangible Assets-Trademarks	\$0
Accumulated Amortization-Trademark	\$0
Total Current Assets	\$371,212
TOTAL ASSETS	\$371,212
LIABILITIES	
Current Liabilities	
Account Payable ^B	\$17,645
Deferred Revenue	\$131,325
Total Current liabilities	\$148,970
TOTAL LIABILITIES	\$148,970
UNRESTRICTED NET ASSETS	
Unrestricted Net Assets, beginning of year	\$179,424
Excess of revenue over expenses	\$42,819
Total Unrestricted Net Assets	\$222,242
Total Unrestricted Net Assets	\$222,242
TOTAL LIABILITIES AND UNRESTRICTED NET ASSETS	\$371,212

Minimum Reserve = Greater of:

Reserve at 25% of Annual Operating Expense =	\$ 61,383
Reserve at 6 months of Operating Expense =	\$ 121,759

2013 Reserve (based on 6 month Reserve):

C A F I I
55 St Clair Ave West, Suite 255
Toronto, ON, M4V 2Y7
Balance Sheet Items
As at March 31, 2013

Item A

Investment Portfolio

Investment Type	Issue Date	Principal	Rate	Deemed Interest	Maturity Date
Cashable GIC #0087-8019718-11	Monday, May 07, 2012	\$52,096.99	1.45%	\$755.41	Tuesday, May 07, 2013
Total		\$52,096.99		\$755.41	

Item B

Accounts Payable

	Total
	5,367.50
	12,277.45
Total outstanding:	17,644.95

CAFII

55 St Clair Ave West, Suite 255
Toronto, ON M4V 2Y7

Statement of Operations As at March 31, 2013

REVENUE	Current Month	Current YTD	Budget 2013	% Used	YTD 2012 Balance	% Used YTD 2012
Membership Fees	\$34,175	\$102,525	\$410,100	25%	\$104,925	27%
Interest Revenue	\$64	\$186	\$750	25%	\$153	153%
TOTAL REVENUE	\$34,239	\$102,711	\$410,850	25%	\$105,078	27%
EXPENSE						
Association Operating Expenses						
Management Fees	\$19,687	\$55,893	209,150	27%	\$17,654	26%
Lawrie Savage Fees	\$0	\$0	-		\$44,038	26%
CAFII Legal Fees/Corporate Governance	\$0	\$0	10,500	0%	\$0	0%
Audit Fees	\$0	\$0	13,250	0%	\$0	0%
Insurance	\$237	\$710	5,368	13%	\$710	16%
Website (incl translation)	\$0	\$10	540	2%	\$183	34%
Telephone/Fax/Internet	\$58	\$117	750	16%	\$170	8%
Postage/Courier	\$16	\$19	500	4%	\$35	3%
Office Expenses	\$62	\$760	4,500	17%	\$167	6%
Bank Charges	\$38	\$38	-	0%	\$0	0%
Miscellaneous Expenses	\$0	\$0	-	0%	\$0	0%
Amortization Expense	\$0	\$0	-	0%	\$0	0%
Depreciation Computer/Office Equipm ¹	\$39	\$117	640	0%	\$0	0%
Sub Total Association Operating Expenses	\$20,136	\$57,663			\$62,956	
Distribution & Market Conduct Committee						
Provincial Regulatory Review	\$0	\$0	35,000	0%	\$0	0%
Research/Studies	\$0	\$0	42,000	0%	\$0	0%
Sub Total Distribution & Market Conduct Committee	\$0	\$0			\$0	
Licensing Efficiency Issues Committee						
Regulatory Model (s)	\$0	\$0	12,000	0%	\$0	0%
Federal Financial Reform	\$0	\$0	-		\$0	0%
Sub Total Licensing Efficiency Issues Committee	\$0	\$0			\$0	
Media & Advocacy Strategy Committee						
Tactical Communications Strategy	\$0	\$0	25,000	0%	\$307	1%
Association Branding	\$0	\$0	7,000	0%	\$0	0%
Sub Total Media & Advocacy Strategy Committee	\$0	\$0			\$307	
Networking & Events Committee						
Board/EOC/AGM Expense ²	\$0	\$2,230	10,000	22%	\$6,598	31%
Networking Events	\$0	\$0	3,500	0%	\$0	0%
15th Anniversary Event	\$0	\$0	30,000	0%	\$0	0%
Sub Total Networking & Events Committee	\$0	\$2,230			\$6,598	
Media Relations, CAFII Consultant						
Media Relations, CAFII Consultant	\$0	\$0	-		\$0	0%
Sub Total Media Relations, CAFII Consultant	\$0	\$0			\$0	
TOTAL EXPENSE	\$20,136	\$59,893	409,698	15%	\$69,861	14%
EXCESS OF REVENUE OVER EXPENSES	\$14,103	\$42,819	\$1,152		35,217.22	

Explanatory Notes:

- (1) Amortization of office equipment based on 4 year straight line depreciation
(2) Board meetings and receptions, special Board or EOC lunch meetings, speaker expenses

CAFII
 Toronto, ON M4V 2Y7
Membership Fees
As At March 31, 2013

	<u>Jan-13</u>		<u>Jul-13</u>
	<u>Billed</u>	<u>Received</u>	<u>Billed</u> <u>Received</u>
TD Insurance	\$23,500.00	8-Mar-13	\$23,500.00
Assurant Solutions	\$11,750.00	22-Feb-13	\$11,750.00
BMO Insurance	\$23,500.00		\$23,500.00
Canadian Premier Life Insurance Company	\$11,750.00	1-Mar-13	\$11,750.00
CIBC Insurance	\$23,500.00	8-Mar-13	\$23,500.00
National Bank Insurance Company	\$11,750.00	8-Mar-13	\$11,750.00
RBC Insurance	\$23,500.00	7-Mar-13	\$23,500.00
ScotiaLife Financial	\$23,500.00	12-Apr-13	\$23,500.00
Desjardins Financial Security Life Assurance Company	\$11,750.00	8-Mar-13	\$11,750.00
AMEX Bank of Canada	\$11,750.00	15-Mar-13	\$11,750.00
Avalon Actuarial	\$4,800.00		
CSI Brokers Inc.	\$4,800.00	28-Mar-13	
Dion, Durrell & Associates Inc.	\$4,800.00	15-Mar-13	
KPMG	\$4,800.00	12-Apr-13	
Laurentian Bank of Canada	\$4,800.00	15-Mar-13	
Oliver, Wyman Consulting Limited	\$4,800.00		
Optima Communications	\$4,800.00	12-Apr-13	
RGA Life Reinsurance Company of Canada	\$4,800.00	1-Mar-13	
Swiss Reinsurance Company Ltd	\$4,800.00		
Munich Re	\$4,800.00	8-Mar-13	
Aimia	\$4,800.00	15-Mar-13	
The Canada Life Assurance Company	\$4,800.00	1-Mar-13	
January Invoices	\$233,850		\$176,250
July Invoices	\$176,250		
Total Membership Fees	\$410,100		



















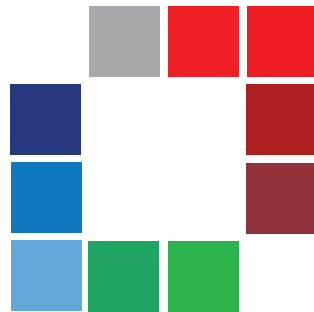












CAFII

The Canadian Association of
Financial Institutions in Insurance







Design Option 1:

This logo design focuses on the Canadian context of CAFII/ACIFA (Canadian member organizations, regulators, media, consumers) using the strong Canadian symbolism of the maple leaf as the dominant element. As per the brief, it's a clean, simple graphic that has a contemporary look.

The inset, stylized “i”/figure has multiple readings:

- It can be seen as a person: the insurance provider
- It can be seen as a person: the consumer
- It can also be read as the “i” in insurance

When the graphic is read as a person, the serifs of the “i” read as arms thrown open/outstretched—a very open, positive gesture.

- If the figure is seen to represent the insurance provider, this gesture connotes:
 - Openness: transparency, nothing to hide
 - Offering: a “what’s mine is yours” or “here is the WIDE array of choices available” sort of gesture that speaks to the providers offering their product options without reservation
 - Welcome: A friendly gesture, sometimes prelude to an embrace
- If the figure is seen to represent the consumer, this gesture also connotes:
 - Joy: arms thrown open in happiness and triumph (this type of imagery is often used in advertising to dramatize a high level of customer satisfaction as blissful—“at last, I’ve found the product service I’ve been looking for that meets all of my needs!”

Note: For the purposes of reviewing this concept, the graphic has been set in the grey blue colour from the current CAFII website. This design could work with any other colour that might be preferred, and also works in black and white.

Design Option 2:

This option is a variation on option 1 which incorporates the primary corporate colour of each of the ten member organizations into the maple leaf graphic.

Notes:

1. For the purpose of this draft, corporate colours have been approximated/assumed in some cases—if this option is selected, each organization would need to confirm their colour specs prior to execution of the final design.
2. If this option is selected, my recommendation for the black and white option would be to use a solid black leaf as in Option 1, rather than converting the colour panels to their greyscale.

Design Option 3:

This logo design features an abstract graphic rather than one with literal/figurative meaning. Abstract logos are fairly common in general, and within the insurance industry in particular (see the examples included in the Creative Brief Template document).

This version uses the corporate colours to create an open shape with a pleasant amount of negative (or white) space—it's solid, but there is also an openness to it (not stuck "inside the box", not rigid, limiting or restrictive).

For this design, the bulk of the relevance/meaning for your association is based on the fact that the logo features the corporate colours of the ten member organizations. It could be read as the member organizations coming together (ie around a board table), and could also convey the array of clear, simply choices they make available to the Canadian consumer.



March 22, 2013

Dear Stakeholder

RE: Invitation

I am writing to bring to your attention the next phase of work to be undertaken by the Agencies Regulation Committee (ARC) and invite your organization to meet with us.

ARC is a working committee that was established by the Canadian Council of Insurance Regulators (CCIR) to research whether the activities of managing general agents (MGAs), wholesale brokers and third part administrators (TPAs) cause risk to consumers and whether existing legislative and regulatory regimes provide adequate protection. If gaps are identified, part of ARC's mandate is to try to identify appropriate solutions, keeping in mind the desire for harmonized risk based regulatory approaches.

Recently ARC completed its review of the role of MGAs in the distribution of individual life products [add hyperlink to paper]. ARC is now intending to examine the use and oversight of TPAs in group life, group accident and sickness, creditor's protection insurance, and travel insurance.

The objectives of this work will be the following:

- Gather up-to-date information on current regulation of TPAs across Canada;
- Research industry practices regarding the use and oversight of TPAs in the targeted sectors;
- Identify if there are any regulatory issues or potential regulatory issues arising from insurers' use of TPAs in these sectors, including potential risks to consumers;
- Formulate proposed recommendations to mitigate any identified risks or potential risks;
- If legislative gaps exist, identify appropriate solutions; and
- If necessary, develop a position paper on the findings.

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Toronto ON M2N 6L9
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Fax: (416) 226-7878

www.ccir-ccrra.org

5160, rue Yonge, C.P. 85
Toronto (Ontario) M2N 6L9
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télécopieur: (416) 226-7878

As part of our information gathering, we would like to gather your preliminary input on the use and oversight of TPAs to ensure we are focusing on the correct areas. The committee envisions this could be done by teleconference with appropriate representatives of your organizations. We would also like to gather your feedback on the types of consultations or surveys that could be undertaken and, if applicable, the survey delivery method.

Please advise Carol Shevlin, at (416) 226-7893, whether you are interested in participating in this pre-consultation phase by April 5th. If you wish to participate, please also provide contact information for your principle representative.

We thank you for your time.

Regards,

Harry James
ARC Chair

CAFII

External Communications Strategy
Presented to Board, April 10, 2012,
Updated with Direction from Board and
Communications Committee (Slide 10).

Context and Considerations

- The development of a strategy for external communications is in response to a request from the CAFII Board of Directors.
- This process has included reviews with the Media and Advocacy Committee and the EOC.
- This document is meant to facilitate discussion with the Board. Some questions to consider in this discussion include:
 - Is the range of options broad enough?
 - Each member has a different appetite for risk. Are we striking the right balance in being proactive versus reactive?
 - Are there risk concerns with the proposed strategy? Where do we need to detail and plan for any risks emanating from each Phase of the Plan?
- This document is meant to facilitate achieving consensus on strategic direction. More detailed analysis of resource requirements and cost to implement will need to be developed.

Broad Objectives that our External Communications Strategy Should Achieve

- CAFII wants to ensure that regulators and consumers are informed about the benefits of Creditor Insurance protection and the benefits to Canadians of easy, widespread access to a product that meets the needs of most Canadians.
 - Our research has good news that we want to share.
 - Example: there is a high level of satisfaction among purchasers of Creditor Insurance.
 - CAFII wants to leverage the positive messaging available from objective consumer research and new capabilities such as a newly designed, more consumer friendly website.
 - We want to be in a better position when the media calls. Less defensive.
- Enhance the perception of CAFII among key stakeholders so that:
 - CAFII is the “go to” resource for credible information related to Creditor Insurance.
 - CAFII and it’s members are seen to be advocates for multiple distribution channels and easy access to insurance products for consumers.
 - CAFII and it’s members value simple and convenient processes to meet consumer needs.
- CAFII wants to move from a largely reactive communications strategy to being more proactive, especially related to regulators and consumers.
 - CAFII wishes to be selectively more proactive with media and potentially, advisor/agent groups.
- CAFII wants to be better positioned to deal effectively with misinformation regarding Creditor Insurance products.

Current Situation: External Communications Approach

Strengths	Weaknesses	Opportunities	Threats
CAFIL has completed research that reinforces the benefits of Creditor Insurance.	CAFIL does not have a clear consensus from members for a well articulated strategy related to external communications, except for media contact contingencies.	Research with positive messages can be leveraged in the short term. More frequent reinforcement of messaging to regulators utilizing a variety of approaches: in person meetings, website content and webinars.	Existing research has a limited shelf life.
CAFIL has additional capacity to deal with adverse media developments.	CAFIL does not control the communications agenda related to Creditor Insurance.	New website provides a rationale for introducing CAFII and our key messages to a broader audience.	Being more public with positive research results provides opponents with new “intelligence.” Being more proactive may attract more negative attention.
Respect from most regulators. CAFII is a “go to” resource for regulators on issues related to Creditor Insurance and in many cases, insurance distribution.	CAFIL is not a “go to” resource for the public or the media when issues arise related to Creditor Insurance.	Developing relationships with some consumer groups and media outlets better protects us for the future.	Lack of more visible messaging may make CAFII a target for opponents.
New web site initiative provides better communication potential.	Without a strong advocacy position, CAFII member employees may not be as confident in Creditor Insurance as they should be.	Enhanced advocacy may facilitate a better public awareness of the product and support member sales efforts.	Unexpected media or regulatory action.
The external environment related to Creditor Insurance has been relatively quiet.	Intelligence gathering on emerging media issues.	Potential to engage with advisor groups.	International developments with similar products may stir regulators and the media.

Current State: Who are CAFII's Stakeholders for our External Communications Activities? Current Approach?

Regulators and Governments

Strong relationships, good reputation, regular interaction.

Selected sharing of CAFII research.

The Media

Little or no interaction. Prepared to be reactive with media.

Selected use of CAFII research in "defence" scenarios currently contemplated.

The Public

No specific current objective or strategy.

New website contemplates some content designed for the public.

Future State: What is CAFII's Vision for External Communications?

Regulators and Governments

Regulators are fully aware of the needs of Canadians regarding Creditor Insurance and the role CAFII members play in providing this valuable service. CAFII represents ease of access for consumers.

CAFII interacts more frequently with regulators through a variety of approaches.

Research is leveraged. Messages for other stakeholders can be tested.

The Media

The benefits of creditor insurance are clearer.

Myths regarding Creditor Insurance are dispelled.

CAFII is seen to be a consumer advocate related to easy, convenient access to a straight forward product.

CAFII (and not others) is the go to place for credible information related to Creditor Insurance.

Information relies on fact based research.

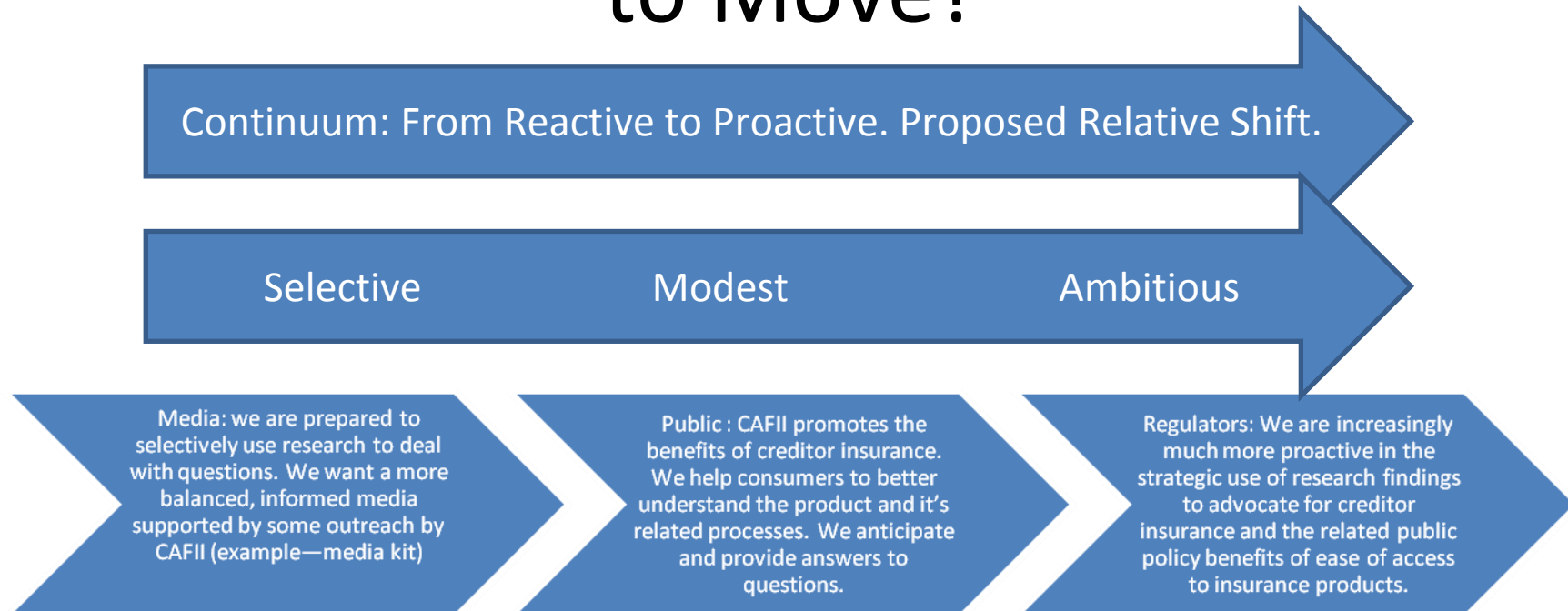
Where possible, detailed research findings are available to support public information.

The Public

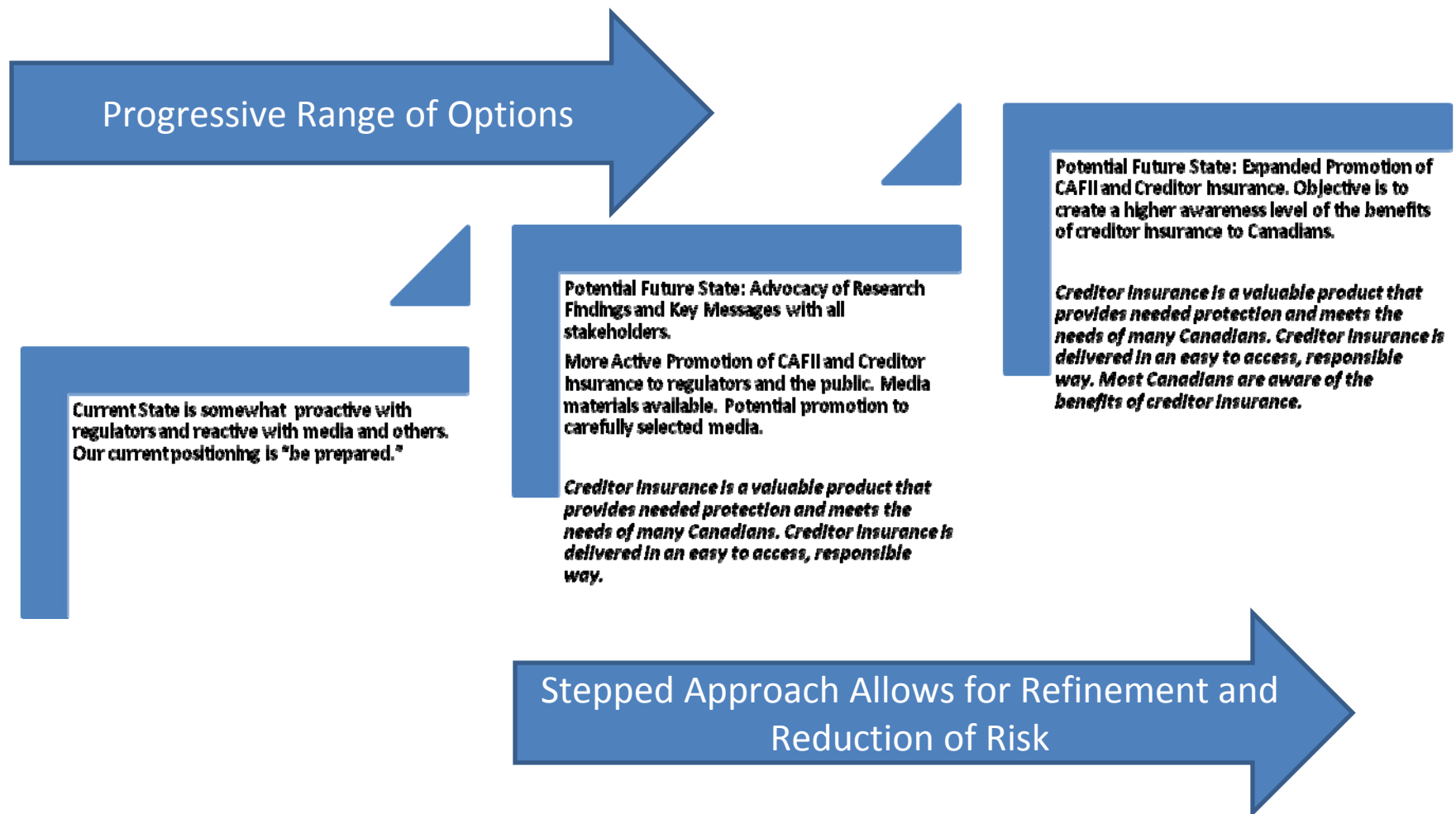
We are very proud to serve Canadians with a product that meets their needs both in terms of protection and availability.

Better information and facts are available regarding Creditor Insurance and CAFII in general.

From Reactive to Proactive; How Far to Move?



Future State: A Proposed Stepped Approach



Future State: CAFII's External Communications Approach for Message Delivery.

Governments and Regulators

In person meetings.
Regulator events.
Webinars.
Enhanced web content.

Initial, cross Canada tour with refined messages.

The Media

Media section on website.
Create "About Creditor Insurance" media kit.
Promote media kit to targeted test outlets .
Test other outreach approaches, such as releases to selected media.

The Public

Largely reliant on new website.
Consideration of a "contact us" capability for questions.
Outreach presentations to consumer and advisory groups.
Collection of more human stories that capture the impact of creditor insurance (video and/or printed story modes) for CAFII website.

Future development of social media capability such as proactive use of Twitter.

Summary of Strategic Direction (April Board Meeting and Subsequent Communications Committee Meeting of June 4, 2012)

- Our communication priority is to focus on regulators. This priority includes being more proactive with regulators when we should provide them with information due to adverse media coverage.
 - Our focus will include creditor insurance, broadened with more emphasis on CAFII being an advocate for access to alternative distribution, particularly for the underserved market. More messaging will be developed regarding the underserved market. CAFII will develop a “tag line” to reflect our focus. Members will be asked to support the development of testimonials for use on the CAFII website.
- Our media focus is to continue to improve our own preparedness. This will include the ongoing development of potential story scenarios, a broad inventory of updated stock answers and key messages. These will be shared with members for their own potential use.
- A more detailed Action Plan is available in a separate document.

CAFII Webinar for CCIR on Social Media and Ecommerce

Agenda

Overview:

Presentation and discussion - How social media and ecommerce are being used to provide new channels of engagement with customers, provide an overview of industry trends and the implications of the trends.

Presentation – 45 minutes

Q&A – 20 minutes

Presentation Overview:

- **Overview of trends and business drivers driving digital adoption** (social, mobile and ecommerce) including types of social platforms, technology advances, customer expectations, demographics of users and distribution evolution.
- **Leading practices in financial services** with examples. Scope will include insurance, wealth, banking and non-regulated financial services firms (ie payments).
- **Top business strategies.** What are the business benefits and risks? For example communications and marketing, customer service, product innovation, recruiting and collaboration.
- **Where are the trends going?** Potential for the future.
- **Implications to CAFII membership including, technology, risk, people, business changes.**



Brendan Wycks' Feedback/Commentary On
June 7, 2012 CAFII Communications Strategy Document

(Comments Based Mainly On Slide 10: Summary Of Strategic Direction (April Board Meeting and Subsequent Communications Committee Meeting of June 4, 2012):

- Based on where CAFII is today – its strategic focus; scope; available resources; and the lack of a clear consensus and majority appetite for moving to a more proactive approach to media and public communications – my view is that the right decision was made to focus the Association's communications efforts on regulators predominantly. And to maintain a “reactive but prepared” approach to media and public communications.
- Maximizing CAFII's effectiveness and its ability to achieve results with its primary audience – Governments and Regulators (Slide 9) – will be largely dependent upon relationship-building, through face-to-face meetings and similar forms of interpersonal interaction over time.

Given that the Executive Director is the official spokesperson for CAFII and will be the Association's “continuity” over time, it's imperative that CAFII empower the Executive Director to be the front-and-centre relationship-builder with insurance and financial services regulators across the country, and invest in his/her capacity to travel to meet with regulators, as appropriate.

As per what's proposed in Slide 9, an initial cross-Canada tour for the Executive Director – either alone or accompanied by one or two volunteer leaders – armed with prepared Key Messages would be an effective and efficient way to kick-start and advance the necessary relationship-building.

While there will obviously be other events and opportunities for interaction with regulators that will contribute to relationship-building, such a cross-Canada tour – possibly broken up into two or three segments – should be repeated periodically, possibly annually but at least once every 18 months.

To limit the Executive Director's role and curtail his/her relationship-building and face-to-face interaction with regulators will only lead to blurred accountabilities and a lack of effectiveness, and is a recipe for failure.

- Even though “reactive but prepared” is the optimal approach for CAFII to take with respect to media communications at this time, that does not mean that the Association should shun and steer clear of future opportunities where the potential return outweighs the required investment of time, money and human resources; and the risk of any communications fallout is low or non-existent, eg. media opportunities where CAFII will be in complete control of “the pen” and there is low/no risk of negative repercussions. One such opportunity that will come up again in the future is Mediaplanet insurance supplements.
- If and when things evolve and CAFII becomes more confident, and a strong consensus favouring a proactive approach to media and public communications emerges, moving to a so-called “Selective” proactive approach will not work and is doomed to fail. An organization cannot be open, proactive and transparent with just certain media outlets, or just at certain times. Attempting that approach would only backfire before too much time has elapsed.

CAFII can only become a “go to” resource for the media and public if it is willing to be proactive, open, and transparent to all comers at all times.

- CAFII was well-advised by Richard Evans to consider using independent consumer/industry research as the basis for proactive media and public communications. I was the media spokesperson for MRIA’s very successful VoxPop media and public relations program that did exactly that.

Such objective consumer/industry research would need to be conducted with some regularity, and CAFII would need to budget for that.

- (Slide 4): It is definitely the case that CAFII does not currently control the communications agenda related to creditor insurance. The agenda has been hijacked by the media – specifically programs such as CBC’s Marketplace – to which CAFII, to date, has not responded.

In my view, the only way that CAFII can change that and gradually gain control of the communications agenda around creditor insurance is through a recurring, research-based media and public communications program.

**Excerpt From Draft CAFII Board Meeting Minutes
April 10, 2013**

CAFII Communications Strategy

B. Wycks has had an opportunity to review the communications strategy as created by Richard Evans for the Board. His feedback/commentary on that strategy is that based on where CAFII is today and as per member reactions to recent media communications, his view is that the right decision was made to focus on regulators and to have a “reactive but prepared” approach to media and public-focused communications (... [take notes from word document presented at EOC....](#))

- [NOTES ONLY.. Rick Lancaster: emphasis has been on regulators in Canada in the past. We should continue this. Recently he is coming to the opinion that we may get blind-sided via social media and on the consumer side. As a first step, he would suggest adding more advocacy with consumer associations with the goal of identifying other high risk areas.](#)
- [Brendan: there is a Canadian who blogs and posts on YouTube who is on a mission against creditor insurance.](#)
- [Jennifer: in a discussion with Mark Cummings, he noted that we should have a well-articulated Communications Strategy for this that will be used to inform our actions and decisions going forward.](#)
- [Dave Minor: common tactic that organizations around the table will use is consumer polls. This can be used as the basis for entering the media. This can generate content that is both strategic in focus for CAFII and neutral in tone, and is a great vehicle for getting messages out there. The main expense is with commissioning the polls.](#)
- [Brendan noted that some CAFII members do that sort of work for their own business development purposes already. Based on his in-depth experience with survey research-based media campaigns at MRIA, CAFII would have to be explicit about what topics the Association’s research polls can delve into, so that we don’t stray into competing with a member FI.](#)
- [Paul: there is an inherent risk when the debate is opened up: for every positive argument that can be made about creditor insurance, a negative argument exists as well. He feels that the value of CAFII moving in this direction should be debated. Social media is here and perhaps having a strategy is a good idea. Before embarking on a proactive strategy, we must be cognizant of the risk.](#)
- [Yvonne – stay high level and not product-specific. In terms of social media, we don’t necessarily have six hours to respond, there should be someone available to respond right away.](#)
- [Dave reiterated that for every decision made we should go in with eyes wide open on the risk. Be selective of the issues or areas we are willing to communicate publicly about.](#)
- [Greg – we should also ensure that regulators also have all the collateral and information available at their disposal to be able to respond to media issues that might arise.](#)

Next Steps: MAC to work further on this and present Communications Strategy recommendation(s) at the next Board meeting.