



**Alberta
Insurance
Council**

**Strategic Plan
2013 – 2015**

June 2013

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Strategic Plan
2013 – 2015**

BACKGROUND

The Alberta Insurance Council (AIC) held a planning session on September 4, 2012 to review and update its strategic plan and position the organization for success within the evolving provincial environment. The specific objectives of the planning process were to:

- Review progress to date on the current strategic plan and set the context for the development of the 2013 – 2015 Strategic Plan
- Review major developments and trends likely to impact the AIC’s operating environment
- Confirm the AIC’s core service areas and identify key results to be achieved and strategic initiatives for each area
- Review emerging priorities and establish results to be achieved and strategic initiatives in each area
- Identify resources required to effectively implement the strategic plan

Planning Framework and Approach

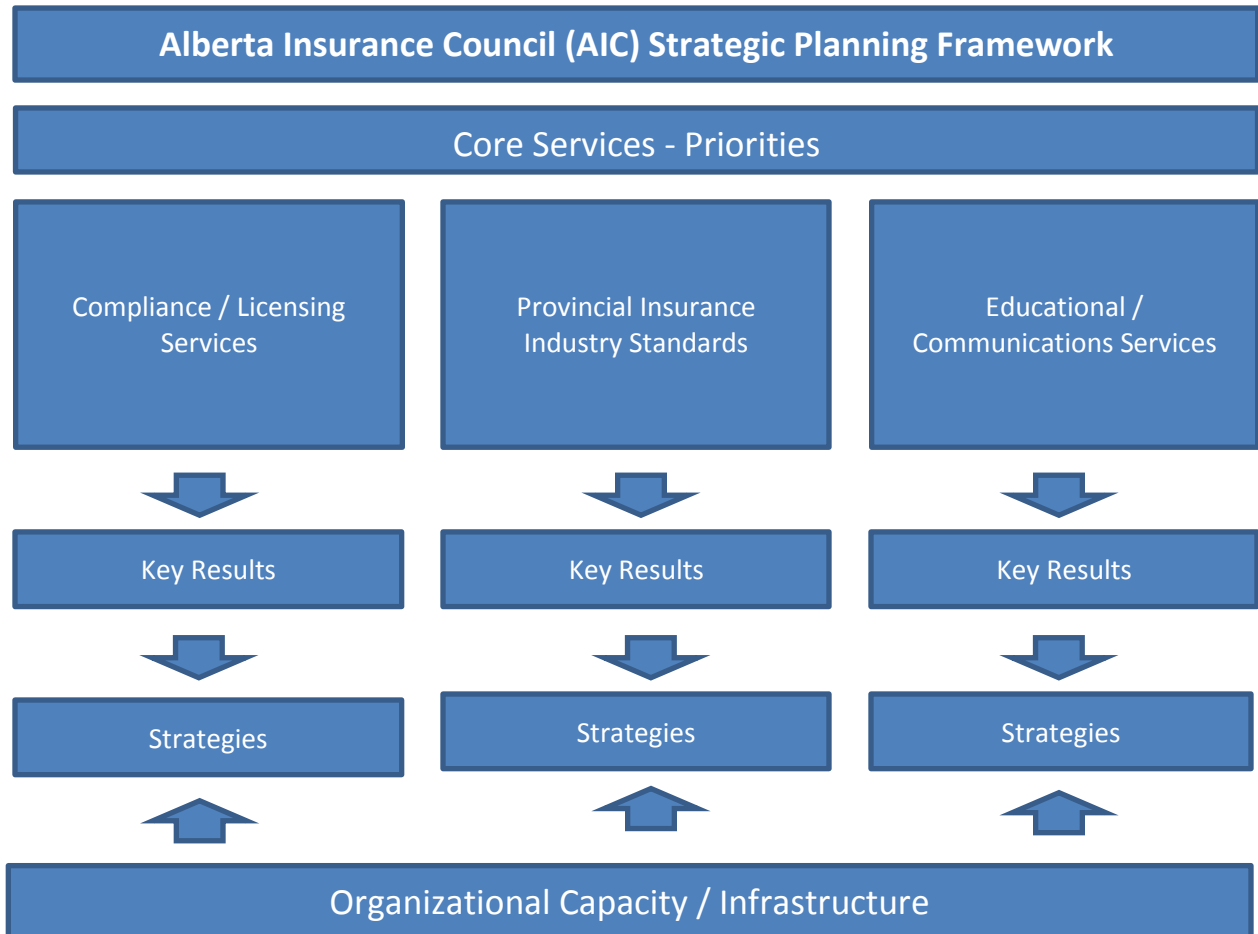


Fig. 1

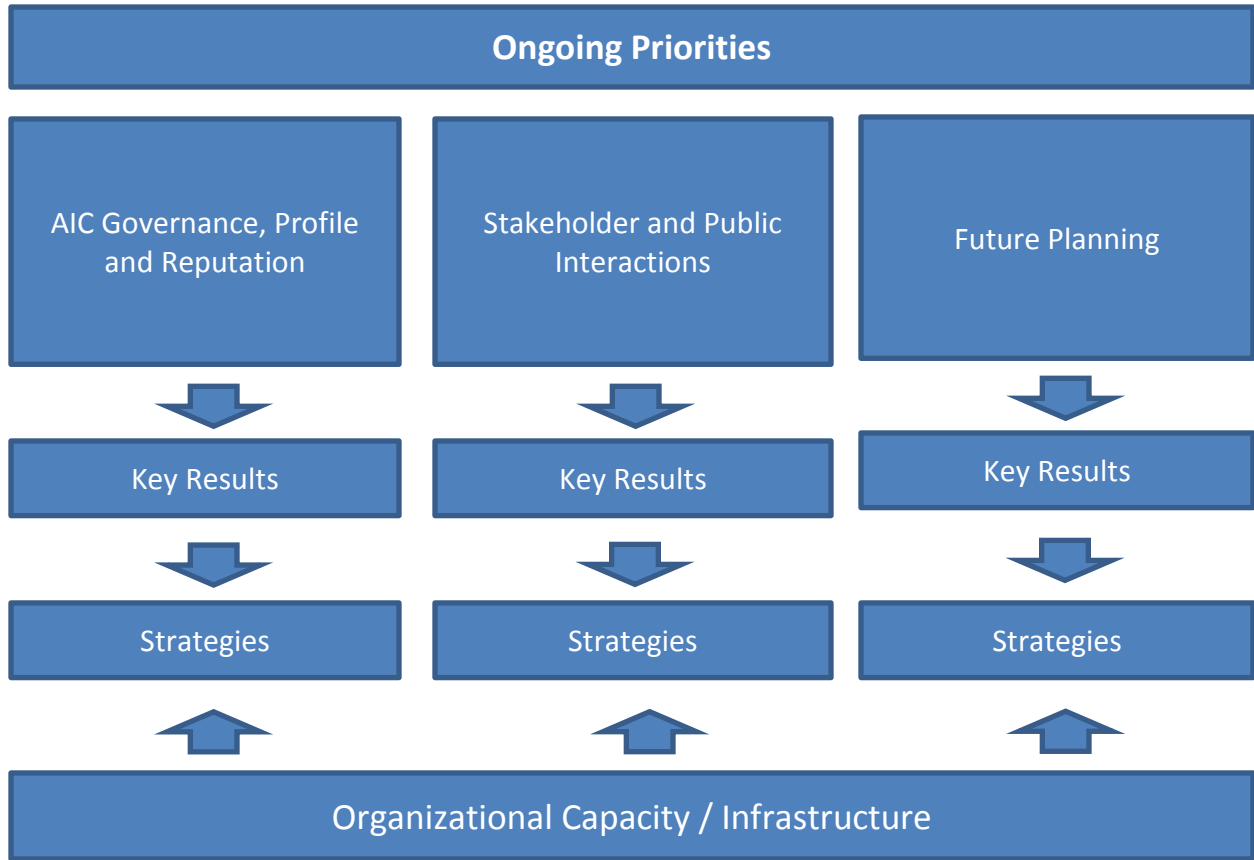


Fig. 2

The approach taken to the planning process is depicted in Fig. 1, *AIC's Strategic Planning Framework and Approach*, on page 1. The Alberta Insurance Council provides services in three core areas:

- **Provincial Insurance Industry Standards**
- **Compliance / Certification and Licensing Services**
- **Educational / Communications Services**

In addition, ongoing priorities include:

- **AIC Governance, Profile and Reputation**
- **AIC Stakeholder and Public Interactions**
- **AIC Future Planning**

The Board has established key priorities and Senior Management has established desired key results to be achieved and recommended strategies to advance the agenda in each area.

The ability of the AIC to achieve desired key results and effectively implement recommended strategies relative to core service and emerging priorities is dependent upon the organizational capacity / infrastructure including people, resources, technology, business systems, etc. This is reflected in the model as the foundation upon which effective implementation of the plan rests.

AIC Mission

Serve the interests of the Alberta Insurance consumer through the regulation of insurance intermediaries.

AIC Vision

The AIC will be viewed by consumers, government and industry as the premier Canadian insurance regulator, through the exceptional development and application of regulatory policies.

Strategic Priorities

Core Service Priorities

- ***Provincial Insurance Industry Standards:*** Protect the interests of the public by advocating for an effective and efficient regulatory framework for the insurance industry in Alberta.
- ***Compliance / Certification and Licensing Services:*** Ensure insurance intermediaries are certified in accordance with provincial legislation and transact insurance business in accordance with the provincial regulatory framework.
- ***Educational / Communications Services:*** Establish educational objectives and standards for insurance intermediaries and communicate these expectations and requirements to stakeholders.

Ongoing Priorities

- **AIC Governance, Profile and Reputation:** Ensure the decision-making structures and authorities protect the public interest, are accountable to stakeholders and facilitate effective fulfillment of AIC's mandate.
- **AIC Stakeholder and Public Interactions:** Enhance the overall accountability of the AIC and the transparency of its operations to industry stakeholders and the insurance consumers in Alberta, while increasing focus on client services to all stakeholders.
- **AIC Future Planning:** Ensure ongoing identification and analysis of issues affecting the insurance industry in Alberta and the potential impact of industry changes on the AIC's mandate and strategic goals.

PROVINCIAL INSURANCE INDUSTRY STANDARDS: Protect the interests of the public by advocating for an effective and efficient regulatory framework for the insurance industry in Alberta.

<i>Priorities</i>	<i>Objectives</i>	<i>Tactics and Performance Measures</i>
<ul style="list-style-type: none"> ➤ AIC will research and adopt best practices to establish effective relationships with elected officials ➤ AIC will establish and maintain a collaborative relationship between the Board and the Minister ➤ AIC will establish and maintain a collaborative relationship between AIC executive and officials of the Ministry of Treasury Board and Finance. 	<ul style="list-style-type: none"> ➤ Key messages are established and approved by the Board ➤ At least one formal meeting between the Board and the Minister held annually with jointly developed agendas ➤ CEO and Senior Management will meet with Ministry officials quarterly; agendas are developed jointly and action items stewarded 	<ul style="list-style-type: none"> ➤ Key messages on AIC website by December 2013 ➤ Minister has a good understanding of the role of AIC ➤ AIC is consulted on pending changes to Insurance Act and regulations ➤ CEO to establish annual agenda with ADM/Finance ➤ Action items identified and timelines developed

COMPLIANCE / CERTIFICATION and LICENSING SERVICES: Ensure insurance intermediaries are certified in accordance with provincial legislation and transact insurance business in accordance with the provincial regulatory framework.

<i>Priorities</i>	<i>Objectives</i>	<i>Tactics and Performance Measures</i>
<ul style="list-style-type: none"> ➤ Industry will support any recommended amendments to regulation or policy changes ➤ AIC will advocate for harmonized educational qualifications and will efficiently issue and deliver certificates to intermediaries on-line 	<ul style="list-style-type: none"> ➤ Develop and implement a strategy to establish shared understanding and buy-in by stakeholders and government ➤ AIC will participate in National Harmonization efforts ➤ AIC will be a leader in on-line delivery of licensing services in Canada 	<ul style="list-style-type: none"> ➤ Strategy approved by Board by June 2014 ➤ Harmonized LLQP program will be developed and implemented by September 2015 ➤ New Certificates of Authority will be issued on-line by January 2014 ➤ Unique I.D. number will be incorporated in Alberta licensing by December 31, 2013

EDUCATIONAL / COMMUNICATIONS SERVICES: Establish educational objectives and standards for insurance intermediaries and communicate these expectations and requirements to all stakeholders.

<i>Priorities</i>	<i>Objectives</i>	<i>Tactics and Performance Measures</i>
<ul style="list-style-type: none"> ➤ AIC is recognized for its role in educating and communicating effectively with the government, intermediaries and industry trade associations 	<ul style="list-style-type: none"> ➤ Ensure the AIC website is user friendly and information provided is current ➤ Ensure Board decisions are shared with industry trade associations and intermediaries and that their views are shared with the Board 	<ul style="list-style-type: none"> ➤ Website is updated, with a focus on functionality and ease of use by December 2014, and user feedback is favourable ➤ Industry-specific Council decisions are published effective April 1, 2013 ➤ Issues identification process is utilized to seek input and feedback from industry trade associations and stakeholders

- **AIC GOVERNANCE, PROFILE AND REPUTATION: Ensure the decision-making structures and authorities protect the public interest, are accountable to stakeholders and facilitate effective fulfillment of AIC’s mandate.**

<i>Priorities</i>	<i>Objectives</i>	<i>Tactics and Performance Measures</i>
<ul style="list-style-type: none"> ➤ AIC will effectively discharge its delegated responsibilities and authorities 	<ul style="list-style-type: none"> ➤ AIC will continue to effectively align and coordinate AIC policy with policies of other relevant regulatory bodies ➤ AIC will take a lead role in promoting Board approved initiatives with other regulatory bodies and industry stakeholders 	<ul style="list-style-type: none"> ➤ Senior Management will seek stakeholder comments and feedback on regulatory activities on an on-going basis and report to the Board annually
<ul style="list-style-type: none"> ➤ AIC will develop a strategy to ensure the long term financial health and stability of the Councils 	<ul style="list-style-type: none"> ➤ AIC will investigate requirements and processes necessary to ensure ongoing funding and develop proposals to examine alternate sources of revenue 	<ul style="list-style-type: none"> ➤ Senior Management will develop long range financial strategy for Board approval by December 31, 2013
<ul style="list-style-type: none"> ➤ AIC will develop and implement an effective Enterprise Risk Management strategy 	<ul style="list-style-type: none"> ➤ In consultation with the Audit Committee, Senior Management will examine risks associated with all AIC operations and develop a strategy to mitigate risk 	<ul style="list-style-type: none"> ➤ Risk assessment to be completed by September 2013 and Risk Management Strategy to be developed and implemented by January 2014

- **AIC STAKEHOLDERS AND PUBLIC INTERACTIONS:** Enhance the overall accountability of the AIC and the transparency of its operations to industry stakeholders and insurance consumers in Alberta, while increasing focus on client services to all stakeholders.

<i>Priorities</i>	<i>Objectives</i>	<i>Tactics and Performance Measures</i>
<ul style="list-style-type: none"> ➤ AIC is acknowledged by stakeholders for its focus on client services, accountability and transparency of its operations 	<ul style="list-style-type: none"> ➤ Ensure Board decisions are shared with industry trade associations and intermediaries and that industry issues and views are shared with the Board ➤ AIC will be considered by stakeholders as a highly professional organization focused on assisting intermediaries with all aspects of regulatory compliance 	<ul style="list-style-type: none"> ➤ An annual stakeholder information session is utilized as a forum to inform stakeholders on the direction of the Board and the results achieved ➤ Client service surveys will be conducted annually and results reported to the Board and to stakeholders via stakeholder information sessions.

- **AIC FUTURE PLANNING: Ensure ongoing identification and analysis of issues affecting the insurance industry in Alberta and the potential impact of industry changes on the AIC’s mandate and strategic goals.**

<i>Priorities</i>	<i>Objectives</i>	<i>Tactics and Performance Measures</i>
<ul style="list-style-type: none"> ➤ Insurance industry regulatory framework will effectively protect the public interest 	<ul style="list-style-type: none"> ➤ AIC will develop a forward looking industry-specific issues identification process and appropriate strategies to address issues relating to the distribution of insurance in Alberta. 	<ul style="list-style-type: none"> ➤ Process to be developed and adopted by the Board by December 31, 2013 ➤ Industry-specific Councils to identify issues in consultation with stakeholders by June 2014 and establish agenda in cooperation with ADM by December 2014.