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Message from the President IBANB

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Atlantic Insurance Broker

Volume 18, Issue 4 Winter 2017

Published by

**Partners
Publishing Ltd.**

2289 Route 101 Hwy, (Fredericton)
Beaver Dam, NB E3B 7T9
Phone: (506) 450-9768
Fax: (506) 450-2546
Email: pcole@nb.aibn.com

Published four times per year.

For advertising sales and deadlines call:
Peter Cole, President
Partners Publishing Ltd.
pcole@nb.aibn.com
1-866-450-9768 • (506) 450-9768

Graphic Design/Layout
Kelsey Cooper, Partners Publishing

The opinions and viewpoints expressed in the Atlantic Insurance Broker may not be those of the Association and its members.



*Brian Schryer CAIB, AIPC
President IBANB*

"It's not because things are difficult that we dare not venture. It's because we dare not venture that they are difficult." Lucius Annaeus Seneca (4 BC – 65 AD).

I remember when telematics devices were the new thing in auto insurance just a few years ago. At the time I thought this was going to fundamentally change the way we did business. It was going to flip the auto insurance industry on its head and change the world! I told this to everyone including my team and even my friends. Fast forward just a few years and the telematics 'box' is almost obsolete. Now, companies are investing in apps that can simply be downloaded on your smart phone, and capture the same data as these telematics devices. That is how fast the world is moving and we've all seen what happens to companies that fail to keep up. Kodak, Blockbuster and now Sears. They missed the opportunity that was right in front of them and simply watched as disruptors came in and ate their business.

A few months ago, I attended a seminar where the speaker was a renowned expert on innovation and disruption. He spoke about how disruption was something many leaders are wrestling with. What he had to say was a little scary but also extremely exciting for brokers. When we later spoke one on one, he mentioned that he had been examining and working with the insurance industry. The reason for this was because our industry is at peak ripeness for disruption. What a tremendous opportunity!

As brokers, often we hear the term 'disruptor'

and think of it negatively. We hear things like "The disruptors are coming" and "The disruptors are coming to take all your business". But here is another thought, why can't brokers be the disruptors in the insurance industry? We are in an industry with a tremendous amount of opportunity right in front of us and no one knows the industry better than we do.

So, how do we take advantage of this huge opportunity? That is possibly the most important question facing us and honestly I'm not certain how. But, a good starting point is by thinking differently and that means thinking about growth rather than protection. Growth takes risk and this can be difficult for us as insurance brokers. We are in a profession that encourages us on a daily basis to be cautious when dealing with risk. It is how we are programmed to think. However, the most dangerous risk we can take right now is not taking any risks at all.

Our purpose is one thing that will never change and that is to represent our clients. At the core of everything, that is why we exist and it is who we are. Although our purpose will always be the same, perhaps we need to re-evaluate our role in certain areas such as in the industry, in our communities, or with technology.

I know this can be difficult; however the IBANB has been taking steps forward to help brokers such as formally creating a Technology committee to help our members with technology and keep up with emerging trends. Want even more help? Engage your younger staff. They have a view of our industry, and the rest of the world, that is a totally different angle. We need that viewpoint to help us move ahead. Some of the most impactful ideas in my own office have come from my younger staff and I'm sure I'm not alone in that statement.

Going into this new term for IBANB, my vision is that I see brokers seizing the tremendous opportunity that exists in our industry right now, and being the disruptors that are inevitably coming. There is no industry in this world that is immune to disruption. Every industry will be disrupted at some point, and we as brokers are in a great position to take advantage. I see brokers taking a new approach to risk and embracing the true entrepreneurial spirit. Finally, I see young brokers being a significant force, if not THE significant force, that launches the broker channel into full growth mode. At the end of this term I'll be able to look back over the year say that brokers are not only here to stay, actually we're

just getting started! ■

You may contact Brian at (506) 548-8994 or via email at, bschryer@kentandwhite.com.

« Ce n'est pas parce que les choses sont difficiles qu'on n'ose pas, c'est parce qu'on n'ose pas qu'elles sont difficiles. » – Sénèque (4 av. J.-C. – 65 apr. J.-C.)

Je me souviens de l'époque, voilà quelques années à peine, où les appareils télématiques étaient LA grande nouveauté du secteur de l'assurance automobile. Je croyais qu'ils allaient changer fondamentalement notre façon de faire des affaires. L'industrie de l'assurance automobile basculerait du tout au tout et changerait le monde! J'ai affirmé cela à tout le monde, y compris à mon équipe et à mes amis. Quelques années plus tard, force est de constater que la boîte télématique est quasiment obsolète. Aujourd'hui, les entreprises investissent dans des applications qu'il suffit de télécharger sur un téléphone intelligent pour recueillir les mêmes données que ces fameux appareils télématiques. C'est ainsi que le monde évolue aujourd'hui et on voit bien ce qui arrive aux entreprises qui ne suivent pas le rythme. Kodak, Blockbuster et maintenant Sears. Ces compagnies ont loupé l'occasion qui leur était offerte et n'ont pu qu'assister à l'arrivée de semeurs de trouble et à la dégringolade de leurs activités.

Il y a quelques mois, j'assistais à un séminaire animé par un expert reconnu en matière d'innovation et de perturbations. Il expliquait à quel point de nombreux dirigeants avaient du mal à faire face aux perturbations. Ces affirmations sont un peu effrayantes, mais aussi extrêmement passionnantes pour les courtiers. Quand, plus tard, nous avons parlé seul à seul, il m'a dit qu'il s'était déjà penché sur le secteur de l'assurance. Pourquoi? Parce que notre industrie est tout à fait mûre pour une perturbation. Quelle formidable occasion!

Dans notre travail de courtiers, nous entendons souvent le mot « perturbateur » ou « fauteurs de troubles », un terme qui nous semble négatif. On entend aussi souvent des phrases comme « Les fauteurs de troubles arrivent » ou « Les perturbateurs viennent prendre tous nos clients ». Pourtant, il existe un autre mode de pensée, comme « Pourquoi les courtiers ne pourraient-ils pas être eux-mêmes les perturbateurs de l'industrie de l'assurance? ». Nous sommes dans une industrie

qui offre d'immenses possibilités et personne d'autre que nous ne la connaît mieux.

Alors, que pouvons-nous faire pour tirer parti de cette fabuleuse occasion? C'est peut-être la question la plus importante à laquelle nous devons répondre, mais honnêtement, je ne sais pas trop quoi dire. Et si on commençait par penser différemment, c'est-à-dire en termes de croissance plutôt qu'en termes de protection. La croissance signifie prendre des risques, ce qui peut être difficile pour nous, courtiers d'assurances. Nous exerçons une profession qui nous incite sans cesse à la prudence face aux risques. C'est ainsi que notre cerveau est programmé. Cela dit, le pire risque à l'heure actuelle serait justement de ne prendre aucun risque.

Nous avons un but qui ne changera jamais : représenter les clients. C'est au cœur de tout ce que nous faisons, c'est notre raison d'exister, c'est ce que nous sommes. Pourtant, même si notre but restera toujours le même, nous devons peut-être réévaluer notre rôle dans certains domaines, comme dans l'industrie, dans les communautés ou par rapport à la technologie.

Je sais que cette démarche peut être difficile, mais l'ACANB a déjà pris des mesures pour aider les courtiers. Entre autres, elle a créé un comité de technologie pour aider nos membres à se tenir au courant des nouvelles tendances. Vous voulez plus d'aide? Engagez du personnel

jeune. La jeune génération voit notre industrie et le reste du monde d'un point de vue totalement différent. Nous avons besoin de ce vent de fraîcheur pour aller de l'avant. Certaines des idées les plus créatives qui sont arrivées sur mon bureau venaient de mes jeunes employés et je suis sûr que je ne suis pas le seul à l'avoir constaté.

J'aborde ce nouveau mandat auprès de l'ACANB avec une vision. Je vois les courtiers saisir la fabuleuse occasion qui se présente et s'imposer eux-mêmes en « fauteurs de troubles » plutôt que d'attendre que d'autres viennent inévitablement jouer ce rôle. Aucun secteur d'activité dans le monde n'est à l'abri des perturbations. Chaque industrie va en connaître tôt ou tard. En tant que courtiers, nous sommes en excellente position pour devancer les perturbations à venir. Je vois des courtiers adopter une nouvelle approche du risque et s'animer d'un réel esprit d'entreprise. Je vois aussi les jeunes courtiers comme une force importante, LA force qui fait référence et qui fait passer le réseau des courtiers d'assurance en mode croissance. À la fin de ce mandat, je pourrai revenir sur l'année écoulée et dire que les courtiers ne sont pas seulement là pour rester, mais qu'ils ne font en réalité que commencer! ■

On peut communiquer avec Brian au 506-548-8994 ou à bschryer@kentandwhite.com.



IBANB Board of Directors

Outgoing Governor



Marc Leger
Assurance Vienneau Insurance

Outgoing Chair



Mike Weston
Thompson Insurance & Associates Ltd.

Outgoing President



Jay Kimball
GoToInsure Saint John Inc



*Front row: LtoR: Jay Kimball, Marc Leger, Brian Schryer, Robert E. Kimball, Kirby Curtis
Back row LtoR: Andrew Page, Chris Russell, Blake Anderson, Andrew McNair*

At our Annual General Meeting in Fredericton, members of the Insurance Brokers Association of New Brunswick chose the following members as their 2017-2018 Board of Directors.

Executive:

Chairman	Jay Kimball, FCIP, CAIB
President	Brian Schryer, CAIB, AIPC
Vice President	Marc Leger, BBA, CAIB
Treasurer	Robert E. Kimball, CAIB (Hons), AIPC, CRM
Governor	Kirby Curtis, CAIB
CEO	Andrew McNair, CAIB, CAE

Directors:

Andrew Page, CAIB
Chris Russell, BBA, CAIB
Blake Anderson

Message from the President IBANS



*Gina McFetridge
President IBANS*

It's great to be able to look back at our most recent Atlantic Broker Convention with both relief that the work in preparing for it is over, but more importantly the satisfaction for a team effort well done. It's equally exciting to be confident our next convention in Newfoundland in September 2018 will go just as smoothly.

This year the Atlantic Provinces came together to develop shared guidelines for this event and eliminated the Joint Conventions, held every second year in favor of only having conventions representing all four Atlantic provinces. A Steering Committee with representatives from all these provinces also began meetings and will be working collectively to provide continuity from convention-to-convention. There will be a standard approach for items such as registration fees, trade show and even sponsorship packages. So, whether you are attending as a delegate, sponsor or trade show participant, moving forward there will be fewer questions about how things will work from year-to-year.

In summary, the standing committee lightens the load of the local organizing committee by providing a framework on how to structure the base program. It ensures our delegates receive a similar experience from year-to-year in terms of what is included with their registration fee. For our sponsors and trade show participants, it also provides continuity in terms of the

cost and value they receive in return for their participation. At the same time, it still provides lots of flexibility for the local committee to make the convention unique and highlight the host province. This is important, as working together doesn't mean we should lose sight of what makes each of us unique.

Looking beyond convention, the striking of an Atlantic Convention Standing Committee represents an important step towards working more collaboratively within our region. There is much potential for using this as a stepping stone towards more joint efforts. We already see pockets of cooperation have developed where needs existed. For example, New Brunswick and PEI are working together on education and Nova Scotia and Newfoundland recently starting working together on administrative and program support. Now is the perfect time to consider expanding the mandate of the convention standing committee to explore other potential areas for joint effort?

No doubt, there are obstacles to working together. We remain four separate provinces under four different governments. Rates are filed separately in each province and rules regulating licensing and underwriting differ. These variances present a roadblock as we look at ways to work more closely together. That being said, we know our provincial governments are looking for ways to harmonize programs throughout the region. Rather than waiting for them to take action, we have the opportunity to be leaders in bringing ideas to government on ways to work more closely together. Needless to say, the various governments' desire and ability to create a regional regulatory environment would dictate how integrated all our four provincial associations activities could become.

Another obstacle in the potential impact to our voice at the national level. If the four Atlantic provincial associations reached a point where they were able to form an Atlantic Insurance Brokers Association, what would the outcome be at the Insurance Brokers Association of Canada? Would we lose voting power? It's an important consideration as we look at ways to work more closely together. We would need to work with IBAC to ensure

that we do not weaken our voice at the national level.

Barriers aside, working more closely together has a potential to strengthen each of our broker associations by utilizing the expertise found within each province to develop and deliver programs for all brokers throughout Atlantic Canada. Certainly the potential for cost savings may be one motivation in working together, but there are far greater considerations. Imagine if association employees and board volunteers could avoid duplicate efforts from province-to-province? How much more could we accomplish and deliver to our member brokers if we eliminated the need for identical efforts in all four provinces?

Another reality we've all been dealing with is a decline in member brokerages through mergers and acquisitions. While the number of licensed brokers may be stable within in our region, the number of brokerages is no doubt in decline in all four Atlantic Provinces. Those brokerages remaining tend to be larger and have a different set of demands that they place on their broker association. A larger broker association with representation in all four provinces in the region will be in a better position to serve the needs of this next generation of brokerages.

Despite the obstacles to working together, a case can still be made for more regional collaboration. In Nova Scotia, our brokers have asked us to look at ways we can streamline operations without our region. Indeed, part of our board's strategic plan is to examine ways to work more closely with our counterparts in Atlantic Canada and we're excited to explore ways to make this happen. The desire to work more closely together must exist within each of the provinces in order for any efforts to be successful. The success we've seen through work on the convention is a great starting point and we're excited about the potential to continue to journey towards more joint efforts within our region. ■

You may contact Gina at (902) 477-2511 or via email at, gina@archwayinsurance.ca.

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Message from the President

IBAN



Jason Sharpe
President IBAN

Well, the day has finally come: President - Insurance Brokers Association of Newfoundland & Labrador.

As I look at the landscape of our industry with hyper-paced change, mergers, acquisitions and consolidation, the rapidly expanding capabilities of technology, regional economic realities, industry disruptors around every corner and looming product reviews by regulators I have to ask myself..."What was I thinking!"

Well, here's what I was thinking. I grew up listening to my father, Wayne Sharpe, talk about insurance around the dinner table. This industry has become not only what I do but, more importantly, who I am. It has provided a good living and a fulfilling life for me and I have every intention of doing my part to ensure it continues to provide opportunities for my family, for my company and our employees and for those businesses willing and able to compete in the ever-changing world in which we operate.

I have worked in the insurance business for 17 years which is just about half of my life. I started answering the phones at the Steers insurance office in St. John's Newfoundland, moved on to quoting new home and auto business, servicing customers, managing personal lines and ultimately, with my brother Jeff, taking over the operations of Steers Insurance Limited from our father Wayne.

Over that time I feel that I've gained a detailed and balanced understanding of our industry not only from the work but from attending endless E&O seminars, "lunch and learn" sessions, YBN, IBAN & IBAC meetings, spending late nights studying for my CAIB & CIP, and attending broker management courses from York and Queens Business schools and the occasional "course" in Miami or London (not always a tough gig). And along the way I've even learned to install and inspect wood stoves and became WETT certified, so I could be a better underwriter. It is safe to say that my life has certainly been influenced by insurance. Now, I am proud to serve the members of the Insurance Brokers Association of Newfoundland & Labrador ("IBAN") as their President.

The day of our AGM when I became President is a day I'll never forget. It was memorable because of the support I received from the members of our Association, my family, friends and colleagues – support reflecting a trust in me to do a good job in representing our industry in these dynamic times, but the date will also stick in my mind because it was the day that lead singer of the Tragically Hip and Canadian legend Gord Downey passed away after a courageous and public battle with brain cancer.

Like insurance, Gord had a big influence on my life. It seems like every song of "The Hip" has some specific life memory attached to it. As a lot of people did that evening, my wife Laura & I picked out the best Tragically Hip playlist on Spotify and put the volume up as loud as we could without waking our children and listened to one tune after another. The classic hit off their Trouble at the Henhouse album entitled, "Ahead By a Century." brought back a thought I have had time and time again in my office:

"No dress rehearsal, this is our life. You are ahead by a century."

This becomes more true every day for any insurance broker who wants to survive in this industry. We need to "get ahead by a century" and we need to get there fast. The truth is, I feel many brokers could end up behind by a century unless they recognize and act to proactively address the rapidly changing environment in which we find ourselves. The mindset that we'll keep our

clients and grow our business simply because "we give good service" is no longer the only thing our clients are looking for. While it is certainly important to provide the best service possible, we unfortunately now find ourselves playing catch up to new entrants to our industry, an industry that my brokerage and other brokerages have been in for over a century. They don't have the legacy "baggage" and that is being used as a significant competitive advantage.

I'm not saying that it's all doom and gloom, to the contrary, I'm actually saying there are as many opportunities in this industry today as there have ever been, maybe even more. The key though is being a broker that embraces change. The time is now; change needs to be happening in any broker who wants to see the next century, or even the next decade for that matter. I believe this is the most important challenge we will all struggle with in short term. The way I look at it is you have to treat every challenge as an opportunity.

So how does a broker adapt? There are some low hanging fruit I see that every broker should grab:

- Social media - Facebook, Twitter, LinkedIn, Instagram, etc. This may sound like old news but it's ever more important. It's a simple yet great way to market your brand on a budget and get information to your clients. Invest in the internal or external resources to create videos and other ways of catching people's attention. It doesn't always have to be about boring insurance topics.
- Develop an online marketing campaign. A Facebook account is great for your brokerage but, online marketing is not just social media. Google is a very powerful tool that changes all the time. Make sure you are familiar with the acronyms, not only SEM and SEO but PPC, CPM, UV, PI, PV, CTR, CPA AND CPC. And the last one is not the CPC we brokers are familiar with. When people "Google" ways to buy insurance you want them to see your name.
- Re-develop your website. This goes

hand in hand with the bullet above. You need to get more creative with online chat, blogs, online quoting, etc. You need to keep everything up to date in terms of search metrics because Google is watching. When people are directed to your website, you need to have something there to ensure they find what they need quickly and easily and don't have a reason to leave your page.

- Look out ways to make accessing your products and services fit the needs of your client. Clients don't want to call to get a payment amount or date, look for a policy number, confirm coverage or request simple changes anymore. Find ways to give them digital access anytime from anywhere. There are multiple solutions out there.
- Develop a strategic plan and vision. Share the vision with your employees.

Entice them to embrace the change rather than fight it but realize that those not willing to come along for the ride, no longer have a place (and that's a hard reality we have to acknowledge).

I could ramble on with more ways to develop your brokerage but who am I to tell you what to do, I only offer my vision of the future. The simple truth is these solutions are available but it's the real change that's hard. No one has an immediate and comprehensive solution just yet, that's something we are going to have to figure out as we move forward.

In closing, again I thank everyone for their support. It will be my privilege to serve the members of the Insurance Broker's Association of Newfoundland and Labrador for the 2018 term. We have a busy year ahead as we prepare to advocate for our businesses and our clients as the Government of New-

foundland and Labrador conducts a review and possibly a reform of the Automobile insurance product in the Province and we're also planning a year of events, education, and branding of the broker channel.

I want to thank Kent Rowe for paving a path of clarity for me as I take over the duties of President. It will be tough to follow in his footsteps. The time and passion he put into IBAN and IBAC over the last two years and beyond is simply amazing.

I want to thank our members for the opportunity to serve as president and I promise to do everything in my ability to advocate the right message on behalf of our members. ■

Jason can be reached by phone at (709) 570-1471 or by email at jasons@steersinsurance.com.



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Message from the President IBAPEI



*Helen Hyndman, BSc, CIP, CAIB
President IBAPEI*

Greetings once again from beautiful PEI. As I put pen to paper we are once again in the throes of a spectacular fall and, knock on wood, almost at the end of the hurricane season with, thankfully, no catastrophic events occurring here on the Island. It is hard to fathom what our neighbors to the south deal with daily as they re-build their homes and businesses.

Many of you are no doubt aware that November 1st was "Take Our Kids to Work Day." My Grade 9 student informed me that she was choosing to spend the day with her band teacher rather than with her mother. Ouch! Now, to be fair to the fourteen year-old, had such a program existed back in the dark ages when I was in school I'm not sure my teenage self would have wanted to join my insurance broker father either. However, all of this was an excellent reminder how important it is that we make concerted efforts to reach out to the younger generation. We must ensure that we present careers in the insurance industry as what they truly are – challenging, interesting and rewarding. (Heaven knows a broker's day is never boring!) Ours is an industry that is not always well-known and sometimes viewed negatively so attracting new talent can take more of an effort.

The 2016 – 2017 Report Card for the Insurance Institute's "Career Connections" indicates that they have 10,000 searches on their job site each month and over 85,000 post-secondary students and graduates were reached at on-campus events so young people are discovering for themselves what careers in the insurance industry entail. As brokers we can let the youngsters know how

complex our jobs can be in the run of a day. The next time I run into a student who doesn't know what they want to be when they grow up they will be in for an earful! And the next time the teenager asks me how my day was there will definitely be more than a monosyllabic "Fine," "Busy," "Good" and/or "Crazy." She can look forward to a long dissertation titled "A Day in the Life of a Broker."

October 26th was IBAPEI's AGM and the following is our Board of Directors for 2017 – 2018:

Past President: Mark Hickey, CIP, CAIB

President: Helen Hyndman, BSc, CAIB, CIP

1st Vice President: David Cooke, CAIB

2nd Vice President: Nancy Fullarton, BA, CAIB

Secretary: Karen Doiron, FIIC, CCIB

Treasurer: Gillian Corriveau, CAIB

Directors: Skip Bearisto, Blake Craig, BBA and Mark Willson, CIP

Our AGM marked the last IBAPEI meeting for Darke Carr after many years with the association. Darke served twice as President of IBAPEI. We thank you and wish you all the best! We also welcome Mark Willson and David Cooke as new members to the board.

The very best perk of being IBAPEI's President is having the pleasure of presenting the CAIB graduates with their certificates at the annual convocation banquet. Congratulations on behalf of

IBAPEI to Karen Molyneux, CAIB (Honors,) Wendy Dickieson, CAIB, Gillian Corriveau, CAIB (Honors,) Brodie McGregor, CAIB and David Cooke, CAIB.

I wish everyone a peaceful winter and Daisy wishes you all a "Cool Yule." ■

Helen may be contacted at (902)566-4244 or via email at, helen.hyndman@hyndmaninsurance.ca.



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2017 PEI Annual Awards Banquet

The Insurance Brokers Association of PEI would like to congratulate the graduating class of 2017!! Your accomplishments are something to be proud of – education is an important part of what makes you a true insurance professional and a knowledgeable advisor for your clients.



Gillian Corriveau, David Cooke, Brodie McGregor, Wendy Dickieson and Karen Molyneaux

IBAPEI graduates included:

Karen Molyneaux, CAIB (Honors)
HL Sear Insurance – Huestis Insurance Group

Gillian Corriveau, CAIB (Honors)
Cooke Insurance Group

Wendy Dickieson, CAIB
Clark Insurance - Huestis Insurance Group

Brodie McGregor, CAIB
Cooke Insurance Group

David Cooke, CAIB
Cooke Insurance Group



Benita MacConnell, Crystal Gallant, Lisa Wells, and Meg Cooke

IIPEI graduates included:

Lisa Wells, CIP
Atlantic Adjusting Ltd.

Crystal Gallant, CIP
PEI Mutual Insurance

Meg Cooke, CIP
Cooke Insurance Group

Benita MacConnell, GIE
Bennett Carr Insurance Ltd.



Helen Hyndman, BSc, CIP, CAIB, President of IBAPEI presenting the award for Top Graduate to Crystal Gallant, CIP, PEI Mutual Insurance

The Top CIP Student

PEI Mutual Insurance Company sponsored the award for the Top CIP Student. The award went to Trenna Sanderson of HL Sear Insurance (Huestis Insurance Group). Congratulations Trenna!

The Top Graduate

IBAPEI is pleased to sponsor an education award for the Top CIP Graduate. The recipient of this year's award is Crystal Gallant, CIP – PEI Mutual Insurance. Congratulations Crystal!



Blair Campbell of PEI Mutual Insurance presenting the award for Top CIP Student to Trenna Sanderson of HL Sear Insurance (Huestis Insurance Group)

Make Your Next Event Memorable



*Doug Daley
Kiers Marketing Group*

Do you plan events for staff or clients, or are you involved in organizing events outside your role as an insurance broker? If so, is your goal to just get it done so everyone is happy, or do you want to have an event where everyone will be happy and remember it?

This past summer, Fredericton played host to the first ever Everest Curling Challenge. It was a memorable event for everyone who attended because Everest wanted it to be.

The sponsor, Everest Funeral Concierge, wanted an event that went against many of the traditions of the sport of curling. They wanted the fans to experience something they have never seen before. To accomplish this, their mindset for the event was an NBA game and not a curling match.

Curling fans are usually very quiet and respectful. However, at this event, the fans were encouraged to make noise and have some fun. A DJ kept the crowd engaged, fans were given thunder sticks and cow bells. There was an on-ice lounge that ran the entire length of the curling sheet where fans could literally reach out and touch the players. Plus, there were lots of giveaways and activities during commercial breaks.

The result was a rocking good time, which the fans and the players loved. It was memorable because the goal was to make it so. When you are planning an event, like an open house or a staff function, throw away the rules and do something completely different. Make it something they will never forget. Dare to make it memorable.

I think you have a pretty good idea about what I am talking about and are now thinking about events that you attend that are the same every year. Look at any golf scramble for instance. You arrive at the course, register, get your goodie bag, find your cart, listen to the rules of play and take off to find your hole. There are usually a few activities at some of the holes, like a closest to the pin and longest drive contest, you know the drill. There is nothing wrong with this because it's the way it is at every tournament you attend. Unless you win a big prize, it's not memorable.

The same thing goes for staff parties, open houses, and awards banquets. If it is the same old thing people will get tired of it and stop going. Think about what you can do to make your event more memorable. Dare to think outside the box and come up with something that will make people say "WOW" or "I can't wait to come back next year".

It might not be some-

thing you come up with by yourself. Get a group or committee together and brainstorm. There are lots of great new ideas that have already been done and have been successful. Use one of those or twist it around to make it your own.

When organizing an event, make sure you have clear goals in mind. The goal of the curling event was to make it memorable. Not every-

thing they did worked perfectly, but they tried and at the end of the day, the players and fans were at an event they would never forget. When you plan your next event, make sure it will be memorable. ■

Doug Daley is the Vice President of Sales and Marketing with Kiers Marketing in Fredericton. Doug can be reached at ddaley@kiers.com or by visiting www.kiers.com.

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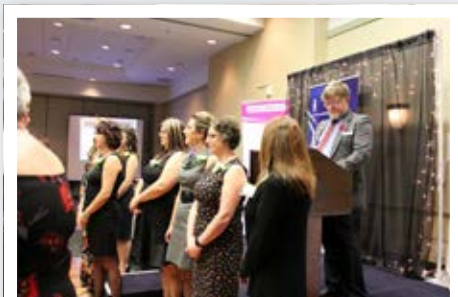
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2017 IBAN Convocation



Viewpoint



*Scott Treasure, President
Insurance Brokers Association of
Canada (IBAC)*

I am honoured to be taking over the helm as President of the Insurance Brokers Association of Canada (IBAC). I would like to thank out-going President, Robert Harrison, for his tremendous leadership and service. I look forward to working with Robert as Chair, along with Chris Floyd as President-Elect, and Kent Rowe and Robyn Young as our two Vice-Presidents. 2018 is going to be an exciting year!

This is a pivotal time for our profession, as technological advances create both threats and opportunities for insurance brokers. As an Association, IBAC has an important role to play in providing a national direction by which we can minimize the threats and maximize the opportunities while safeguarding the interests of brokers. IBAC's position is that technology can enhance broker operations, but not replace them.

Technology can speed things up, reduce costs, and you have to admit, it's pretty cool. But there is one thing that no amount of technology can replicate and that's the human touch. Personal relationships that provide exceptional customer service are at the core of the broker value proposition.

The value of the broker is, simply put, choice at the point of purchase, advocacy at the time of claim, and advice throughout the life of the policy. These three elements – choice, advocacy, and advice – depend on personal interaction and a trust relation-

ship. And they can only be assured through independent brokers who work for clients, not for insurance companies. That is what differentiates the broker channel from our competitors.

As technology infiltrates our industry, IBAC's membership and insurer partners have highlighted the need to re-state the importance of the broker distribution channel. I couldn't agree more, and as President of IBAC, this will be a key priority for me. I believe that by strengthening and promoting the broker value proposition, we can make technology work for us.

Technology and the direct sales channel have some bright and shiny incentives, but consumers need to take a closer look. Sure, you can get an online quote and buy a policy in 20 minutes – but is it the right policy at the best price? You can make a claim but will you get personalized service from someone who will advocate for your rights and get you the best settlement? And you can renew your policy but how will you know if it needs to be reviewed or updated? Only an independent broker can provide the choice, advocacy and advice that consumers deserve.

However, consumers are also demanding online services, documentation, and communication. Instead of seeing this as a threat, brokers have an opportunity to demonstrate the true value of the broker-client relationship by responding to consumer demands and providing their traditional service and customer care in new ways.

As we transition to a more technology-focused environment, I envision IBAC as a leading voice in promoting the value that brokers bring to the

insurance marketplace, and helping brokers incorporate technology solutions that enable them to better serve their clients. I look forward to the year ahead, working with IBAC's leadership team, membership, and insurer partners to ensure that the broker value proposition remains front and centre. ■

Scott may be reached at (708) 452-4405 or by email at ibac@ibac.ca.



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IBANB CEO Report



Andrew McNair, CAIB, CAE
IBANB Chief Executive Officer

Since my last article there has been plenty of change. The IBAC AGM was held in beautiful Nanaimo, British Columbia on September 29th where Scott Treasure from Alberta was inducted into the role of President of our National Association. The IBANB had Jay Kimball step into the role of IBAC director and Brian Schryer will be our observer at the National level. Our Annual General Meeting was held October 26th at which we saw Brian Schryer take over the reigns as President of IBANB. I would like to take this opportunity to congratulate and thank Brian for stepping into this important role; Brian's enthusiasm and personable way are a testament to what brokers are all about and how well liked they are in their communities...for many reasons, including how much brokers do for the communities in which they live! I look forward to working with Brian over the next year to make sure that IBANB continues to do the work we do for brokers throughout New Brunswick. The following quote, which Brian brought to my attention a few years ago, speaks to the reason why many people decide to volunteer for organizations such as the IBANB and I believe anyone who works in an industry such as ours, should give it some thought.

"Every man owes a part of his time and money to the business or industry in which he is engaged. No man has a moral right to withhold his support from an organization that is striving to improve conditions within his sphere" - Theodore Roosevelt

To continue along a similar vein, the 'chang-

ing of the guard' theme was something that I noticed as being quite prevalent at our recent convention in Halifax, NS. Throughout the years, I have been attending convention and I often see many of the same faces, both on the broker side and company side of the industry; however, this year was quite different. I missed seeing many 'faces of the past', but also saw many completely new faces, as well as many familiar faces that hadn't been at convention in the past. This resonated with me! I am seeing a 'changing of the guard' as we see many young brokers moving into either management or principal roles within brokerages. This hasn't happened overnight, but this year is looking like the year for significant change. To me, this is exciting because as we witness the rate at which our industry is changing, especially on the technology front, we need to have people in 'decision making roles' who want to embrace change in order to prepare for their own future. Young brokers who are becoming decision makers in brokerages will be the ones to experience the impact of today's changes. To use another quote that recently hit home with me:

"It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change"
- Charles Darwin

Change will continue to happen and a lot of the change happening within our industry right now involves the need for brokers to be, in the words of Charles Darwin, responsive to change. By the time you are reading this, the IBANB board and Young Broker Network executive will have been through our Strategic Planning Session that took place in early December. This important couple of days will chart the course for the next few years at IBANB. Based on feedback from our member survey, the plan will be

intended to guide the board and staff in making the right decisions to ensure the longevity of the broker distribution channel in New Brunswick. With the right plan and actions, the changes taking place can be embraced and used to our advantage.

To paraphrase a part of our new President's acceptance speech from our recent AGM... when we think about disruptors...we can either worry about them or we can 'be the disruptor'. I challenge brokers to 'be the disruptors'.

In closing, I would like to wish each and every one of you a Merry Christmas and Happy New Year. I trust you will take some time to enjoy family and friends over the holiday season.

Thanks for reading! ■

Andrew may be reached at (506) 450-2898 or via email at amcnair@nbinsurancebrokers.ca.

The advertisement for Beacon Underwriting Ltd. features a romantic scene of a bride and groom standing on a grand, ornate staircase. The bride is in a white gown holding a bouquet, and the groom is in a dark suit. The background is a large, arched window with a view of greenery. In the top left corner is the Beacon Underwriting Ltd. logo, which includes a lighthouse icon and the text 'BEACON UNDERWRITING LTD.'. Overlaid on the image is the text 'For all your social, entertainment, business, and sporting events!'. At the bottom, a blue banner contains the website 'www.beacon724.com'. Below the banner, a list of services is provided: 'Watercraft | Mobile Homes | Events | Contents in Storage'.

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IBANB Young Broker Network



*Jeff Daniels BCom, CAIB
Chair, New Brunswick YBN*

With the summer rush finally, but unfortunately winding down owners and managers are starting to regroup and turn their focus back to staffing and operations.

When it comes to staffing you are faced with a decision, do you hire someone with experience from within the industry, or do you try a fresh start and train them from the ground up?

Both options have their pros and cons but the second option is what most of us now have to face. As our broker force grows older they are looking more at retirement versus new career choices. "Growing" a broker can work out perfectly but is very time consuming and costly when it comes to training and licensing.

On top of the time and money, you need to find a willing individual who will jump into the insurance industry. As most of you know brokers have mainly fallen into the industry or were born into it. Despite our best efforts, the general public know little about what an Insurance Broker actually does and absolutely nothing about how to become one.

I think a big part of solving the upcoming talent shortage and attracting new faces into our industry is the education component. You can go to school to become an accountant, an engineer, a welder, heck even to flip burgers at hamburger U, I am sure there is more to it but you get my point. So why

can't you go to school to become an Insurance Broker?

To date there has been little to no offerings for an insurance broker programs from post-secondary schools in our region.

I have set up a booth at few career fairs around Fredericton and have had a number of great conversations with campus directors and professors at these events who were interested in what we do and the appetite for hiring within our industry. These conversations turned into working with Eastern College to develop an Insurance Specialist program they are hoping to offer starting in January.

The Insurance Specialist graduate will have their level 1 CAIB certificate, along with a whole spectrum of other relevant training related to our industry and day to day tasks. Some of the topics covered are your typical Microsoft Office Suite and basic administrative support skills, but they have taken the course one step further including topics like: client relations, negotiation & conflict resolution, critical thinking, problem solving and decision making, New Brunswick specific insurance coverages and forms.

Two sections I was particularly excited to see included in the program were the Property and Auto Insurance Practical Assessments. Where students will review case studies and scenarios then role play the actual CSR role in these scenarios.

On the Property side they will focus on property quotes, service requirements etc. The students will also be given hands on training with industry specific tools we use every day like EZitv and iClarify. They will also learn how to explain to clients the difference between appraised value and rebuilding costs as it relates to insurance. They will cover the importance of the Brokers role when it comes to explaining what different coverages are available for tenants, condo, or home insurance packages.

On the Auto Insurance Practical Assessments section they will focus on automobile quotes, service requirements etc. They will become comfortable using "Compu-quote" and understand the importance of properly filling out each section of the quote screens to generate an accurate quote. They will

practice explaining different coverages to potential clients, what should be recommended to them and why.

Throughout the course students will be evaluated through a variety of assignments and exams in addition to their participation in these role playing exercises.

At the end of the course the students will be required to complete an 8 week unpaid work placement at a business or organization within the insurance industry as part of their course. The students will have to search out these work placements or Employers can pre-register available space by signing a letter of intent. Contact your local Eastern College for course information and to fill out a form. The more forms they receive from Brokers looking for placements the better the enrollment in the program will be. If this is of interest to you please send one along! The work placements would be a great opportunity to "test drive" a potential new employee for your office at no cost to you during our busy season.

Now that we have a program to help attract young people to our industry, we need to keep them here! This is where you come in, involvement with the Young Brokers Association and attendance at our YBN events will certainly help perpetuate your Young Brokers career! Attendance at these events has been slowly dwindling over the years, this is partially due to the state of our industry but we know there are more Young Brokers out there. Please do your part and encourage attendance at our next event! ■

*Jeff can be reached by phone at (506) 450-7719
or by email at jeff.daniels@gotoinsure.ca.*



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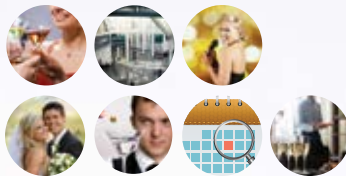


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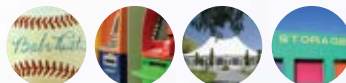
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IBANS Young Broker Network

Looking Towards the Future



*Christy Silvestri, CAIB
Chair, Nova Scotia YBN*

I saw a quote the other day that said, "Old ways won't open new doors". The time period we live in is ever changing and technology now impacts every part of our lives. The quote above rings true for our industry. Over the 13 years I have been in the industry I have seen a lot of changes. I'm not going to lie, I don't miss the carbon applications one bit!

One change I'm excited for is eSlips! For those who may not know what I'm referring to, eSlips are electronic pink cards that clients can access from their cell phones! I may not be the best person to discuss all the legalities or the tech processes behind how they work, but what I can talk about is what they will mean for us brokers. eSlips will result in an amazing ease of doing business for our clients. Think about yourself for a minute. I bet sometimes you have to look around for your keys, wallet, purse but your cell phone is always with you. eSlips will help our clients when they need to produce insurance at random stops, or register their vehicles or plates at the DMV. Also, if a client is in an accident, they will have the information they need to make a claim easily accessible. They will have access to that electronic policy card right there at their fingertips! I think that is pretty cool! (but then again, I may have been told by more than one person I am an insurance nerd).

Industry organizations such as CSIO have been helping the Canadian government work through the legalities of eSlips to make them a standard across Canada, like the little pink

piece of paper in everyone's dash is right now. Once this red tape has been worked through, Canadians will be able to show electronic proof of insurance at traffic stops, at the DMV, etc. and will no longer need to carry a piece of paper around with them. This is already a reality in 49 US States according to the Property Casualty Insurance Association of America (PCI). Not surprisingly, Canada is following suit and the province of Ontario is going to be the first to roll out eSlips. We are hoping to see this change coming to the Atlantic Provinces soon as well!

Another big change that the industry needs to prepare for as we look to the future is building a successful workforce. The insurance industry has one of the largest aging workforces in Canada, and attracting new, young talent has been a struggle. According to a recent study from Hartford, only 4% of millennials are interested in a career in insurance - Insurance Business Canada claims that we're facing a "millennial recruitment crisis". I urge every brokerage out there to make hiring young talent a priority! This has been a key focus of the YBN this year - drawing more people into our amazing industry. Over the past few months we have focused on the following areas to help with this:

YBN Bursary – We have awarded two people with bursaries to cover the cost of their Fundamentals of Insurance exam and books. Both recipients are very excited to take the program and begin their careers in the insurance industry. We wish them the best of luck and we're sure they will be snatched up in no time!

High School Career Fairs – The YBN Committee recently attended Career Fairs at local high schools. We got a lot of attention especially when students found out a career in insurance didn't come with large student loans and that they could be employed while studying for their CAIB or CIP designations. It was our first attempt at a career fair for high school students and the group has a lot of ideas for making the next one an even bigger success.

Convention – This was the first year the YBN committee extended the invitation to university students to attend the trade show portion of the Atlantic Insurance Brokers Convention. We had two students from Dalhousie University join us. We received great feedback from the students who came and the vendors that they had the opportunity to chat with! Our hope is to use these new contacts to obtain greater exposure in the career centres at local Universities.

How can you help attract more people to our industry? You can help promote the YBN Bursary to get millennials' in the door of brokerages. Follow this link https://www.ibans.com/ybn_bursary.html or visit [ibans.com](https://www.ibans.com) to learn more. In addition, come out and support YBN sponsored events where funds for the bursary are raised. We should all be looking toward the future and looking at new ways to promote what a great industry we work in. ■

If you have any questions about what we do, ideas you would like to share, want to help the YBN by volunteering at events, or want to join the YBN, please reach out to me at christy@cheepinsurance.ca.

iban Insurance Brokers Association of Newfoundland **Holiday Wishes** **ibans** Insurance Brokers Association of Nova Scotia

On behalf of the board and staff of the Insurance Brokers Association of Nova Scotia and Insurance Brokers of Newfoundland we wish everyone a safe and happy holiday season.

All the best in 2018.



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The Benefits of eLearning for Adult Learners



*Keri Foley, BTHM, CAIB
IBANS/IBAN Professional
Development Coordinator*

It's fair to say that most learners in 2017 want relevant, personalised and self paced content when pursuing an educational course or designation. With ever growing to-do lists and schedules that include both work life and personal life, many adult learners are finding they simply do not have the time to attend traditional classroom setting classes. However, a solution to these problems is simple – eLearning. This option gives busy adult learners the opportunity to improve on the job performance, develop skills and work towards an insurance designation such as CAIB, or CPIB.

Here are just a few of the many ways that eLearning is ideal for an adult learner:

Fits into your Busy Schedule

e-Learning can be accessible at anytime, anywhere! Literally eLearning fits into any schedule because you can access the information at a time that works best for YOU – like on your lunch break, or in between meetings.

No Need for Travel Arrangements

Your days are busy enough without adding additional travel time. No more sitting in traffic or making hotel reservations! e-Learning is all done virtually which means less time and money spent on actually getting to your classes. This is also ideal for students who live outside the busy city centres where classes are usually held.

Removes the Risks that can Limit a Student's Potential

The online learning environment takes the risk out of learning for some students because they no longer need to fear being “wrong” in front of their peers during in class sessions. When this anxiety is removed from the equation, students may flourish and acquire new skills and knowledge. Students become more willing to take chances and test boundaries because there is no judgement from peers.

Empowers You! (the Adult Learner)

This way of learning allows the student to be empowered; to take control of their own goals. They also can acquire new skills, such as time management, that will perhaps give them extra motivation.

The Insurance Brokers Association of Nova Scotia in partnership with the Insurance Brokers Association of Newfoundland have created a pilot program to test out the theory's noted above. CAIB 1 is currently being offered in webinar format as a Lunch & Learn session. Although instructed during a specific time frame, the sessions will begin to allow us to determine if eLearning is a good fit with our students. Our national association, Insurance Broker Association of Canada, is also looking at various pilot programs to introduce eLearning in such programs as CAIB and Fundamentals of Insurance. Stay tuned for updates regarding enhancements in the way we deliver our programs. ■

CONGRATULATIONS IBAN GRADUATES

On November 4, 2017, the Insurance Brokers Association of Newfoundland & Labra-

dor proudly presented CAIB certificates to our 2017 graduates. The event, which was held with the Insurance Institute of Newfoundland, and RIMS brought together insurance professionals from across the province to celebrate the successes of all insurance graduates.

Kent Rowe, with the Insurance Brokers Association of Canada, spoke on behalf of our national association. “As Vice President of IBAC, I was especially proud to bring greetings in my home province at this year's convocation. Education amongst our brokers is critical in maintaining the professional image that we've worked so hard to create in our business, and there is no better way to demonstrate professionalism, than by committing to excellence through continuing education.”

Presenting the 2017 CAIB Graduates:

Claudine E. Morgan, CAIB – Munn Insurance

Jeanette C. King, CAIB – Crosbie Job Insurance

Wandalee Inkpen, CAIB – South Coast Insurance

Krista Colbourne, CAIB (Hon) – South Coast Insurance

Tammy Hiscock, CAIB – Munn Insurance

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The Evidence Overflows:

Canada Needs a Comprehensive Approach to Flooding



By Tom O'Handley, Manager,
Government Relations
Insurance Bureau of Canada

As property and casualty (P&C) insurance advisors and experts, we have a responsibility to do everything we can for consumers. And as employers with a significant stake in the Atlantic economy, we have a duty to work with the government and regulators to ensure Atlantic Canadians are prepared for all manner of risk – including catastrophic weather.

For several years now, Insurance Bureau of Canada (IBC) – on behalf of its members – has called for collaboration between all levels of government and the private sector to reduce the economic costs of natural disasters. In fact, it was nearly a decade ago that the P&C insurance industry recognized that climate change was a real threat and that adapting to the resulting increase in floods was everyone's responsibility.

While severe weather events have been on the rise across the globe and here in Canada, Atlantic Canada is particularly vulnerable in this respect. From record-breaking winters to heavy rainstorms (think last year's Thanksgiving floods) to several hurricanes, the region has seen more than its share of Mother Nature's wrath in recent years. Each time, insurers and brokers were inundated with claims and frustrated consumers.

Water, water everywhere

Years ago, the most prevalent property risk

was fire – but not anymore. An increase in rainstorms, caused by ever-changing weather patterns, has vaulted water damage ahead of fire as the leading cause of property insurance claims. With the exception of 2015, claims related to natural catastrophes have surpassed \$1 billion each year since 2009.

Similarly, the average annual expenditure of the federal government's Disaster Financial Assistance Arrangements program has risen from \$40 million in the 1970s to nearly \$600 million this decade. Against this backdrop, the need for a more comprehensive, long-term approach to the problem becomes crystal clear.

The industry has begun to respond, with several insurers introducing overland flood insurance products in the last few years. While new to the market, nearly a quarter of Canadians have already purchased the coverage, providing them with a level of financial protection. Flood insurance may not be available everywhere, or to everyone, but is gaining traction as more insurers add it to their portfolio. But insurance in itself is not sufficient.

For its part, IBC has made disaster-proofing Canada a top priority in recent years, advocating for measures that include:

- Educating and empowering consumers to mitigate their risk
- Targeting priority infrastructure investments
- Improving land use planning
- Improving and implementing climate resilient building codes and standards
- Promoting the sharing of data on infrastructure investments
- Encouraging wetland preservation and restoration.

Progress being made

Fortunately, governments have begun to take notice. The 2017 federal budget dedicated significant funding to disaster mitigation, including a landmark investment of \$2 billion for a Disaster Mitigation

and Adaptation Fund. A sizeable chunk of these infrastructure dollars will be directed to flood mitigation projects. The federal government has also allocated nearly \$200 million to implement new building codes that focus on climate resilience.

Here in Atlantic Canada, the race to adapt to climate change continues. The Atlantic Climate Adaptation Solutions Association, a partnership among the provincial governments of Newfoundland and Labrador, Nova Scotia, Prince Edward Island and New Brunswick, along with regional stakeholders, continues its efforts to manage risks and opportunities related to climate change, with a focus on coastal hazards such as flooding and erosion.

Brokers as leaders

Apart from the work being done by IBC and its industry partners, there is much that brokers can do to further climate change adaptation efforts in their communities.

As industry representatives on the front lines, brokers have an intimate knowledge of the impact of climate change and natural disasters on the local community and economy. More importantly, for some insurers, brokers are the primary link with consumers. And with consumer outreach at the forefront of education efforts, the broker's voice is essential.

A 2017 survey by lowestrates.ca, an online service that compares personal financial products, shows that consumers greatly overestimate their financial literacy skills. In a 2014 report, the Organisation for Economic Co-operation and Development refers to an "over-reliance on the state" by households and businesses related to emergency preparedness. Another 2017 survey by University of Waterloo and Partners for Action, indicates the only 6% of Canadians know if their home is located in a designated flood risk area.

Brokers have tremendous influence in this regard. In daily interactions with consumers, regardless of the line of business, brokers can discuss emergency and severe weather readiness – and on a broader scale, an overall risk management plan. Brokers can also engage other business leaders on their risk exposure and encourage munic-

ipal leaders to invest in more resilient infrastructure.

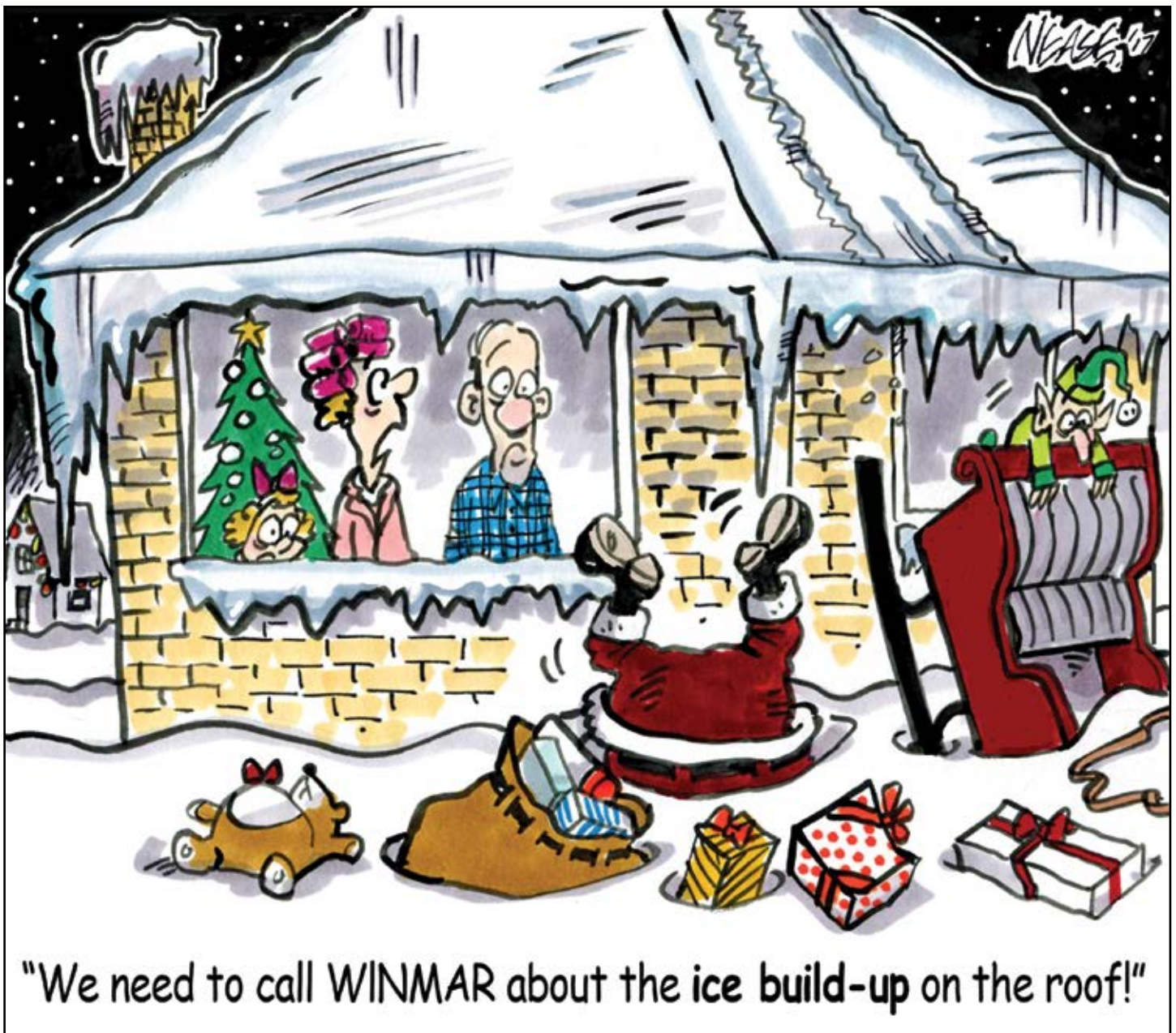
It's imperative that we take action now to adapt to our changing climate. Because when we speak of the next big weather event, it's not a question of "if" but "when". Canada needs to augment its adaptation

efforts and implement a whole of society approach to help Canadians better prepare and cope with the challenges brought by increased severe weather events, including increased flooding.

Canadians look to the insurance industry for leadership on risk mitigation. The im-

portance of seizing this leadership opportunity has never been greater. ■

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Explaining a Material Change of Risk to Clients

By Kyla Russell and Gregory Hardy

After an insurance policy is purchased, even if it is one that is chosen to meet the insured's needs, coverage disputes may still arise. These disputes often center on different interpretations of the policy. The principles that apply to interpretation of insurance policies, which are fundamentally contracts, also apply to the interpretation of contracts in general. In this article, we give a basic overview of how insurance policies are interpreted and the approach taken in providing a legal opinion on policy interpretation. When insurers or their agents require a policy interpretation they should get a legal opinion, because the nuances of policy interpretation extend beyond this article.

Interpretation generally flows in favour of the insured

Although it is included as one of the rules of construction of insurance contracts below, a key principle of insurance interpretation is *contra proferentem*. Broadly speaking, the doctrine of *contra proferentem* means that when there is doubt about the meaning of the insurance policy or ambiguity, the policy will generally be interpreted in favour of the insured and construed against the party that drafted the contract, notably the insurer.

The reasoning behind *contra proferentem* is to encourage the party drafting the contract to be as clear and definitive as possible with the terms of the contract since that party has primary control over the content of the contract.

Whether coverage extends to the insured requires a broad interpretation of the policy as a whole, which is favourable to the insured, while exclusions to the coverage, which would normally be favourable to the insurer, are read narrowly.

The Policy is to be read as a whole

In interpreting an insurance policy, the policy has to be read as a whole and that includes any endorsements or riders which are attached to the policy. If insurers or their agents seek a coverage opinion or a policy interpretation, they must be prepared to provide the entire policy to the lawyer who is providing that opinion.

A person reading the policy cannot assume to understand a policy simply by reading one part or one section, as that part or section may

be dependent on the wording of another part or section. As well, the parts of a policy are to be read in a particular order. If the parts of the policy are read out of order, it can result in an incorrect interpretation. For example, the order in which a commercial general liability policy should be read is 1. Declarations, 2. "Persons Insured" and/or "Insured Property" Clause, 3. Coverage Agreements, 4. Exclusions, 5. Conditions, 6. Limits, and 7. Endorsements. Other insurance policies can be read in a similar order.

Rules of Construction of Insurance Contracts

Once the policy is obtained and read in its entirety, then the rules of construction are applied to formulate the opinion. In Sanderson, Emblem and Woodley, Commercial General Liability Insurance (Toronto: Butterworths Canada Limited, 2000), eight primary rules applicable to the construction of insurance contracts are found at pages 22 and 23. While this text deals with commercial general liability policies, these rules of construction are equally applicable to other insurance contracts:

1. The insurance contract must be read according to the common intention of the parties as expressed by the words used.
2. A heading followed by a portion of a policy, such as an exclusion, is to be construed as part of that portion of the policy.
3. Where the words used are precise, they must be given their ordinary meaning and are not to be interpreted as technical expressions.
4. If the words used are clear and unambiguous, they must be given effect, despite the result that may follow.
5. The meaning of a word may vary according to its context.
6. If the words and phrases used are ambiguous, the ambiguity is resolved in favour of the insured and against the insurer. This is referred to as the *contra proferentem* rule. This rule is applied with particular vigour with respect to exclusions.
7. All the provisions of a policy are to be given effect. Clauses are not to be construed

as repugnant "unless irreconcilable with any reasonable interpretation which incorporates them as forming a harmonious plan for insurance of the nature contemplated by the parties."

8. If, despite the applications of these rules, the court determines that the portion of the policy at issue is ambiguous because it supports two or more interpretations, the court should honour the reasonable expectations of the insured, despite policy provisions which appear to negate coverage, if the insured developed that expectation of coverage prior to the loss occurring by either reading the policy or relying upon what the broker represented the coverage to be. If there is no evidence of the insured's reasonable expectation, then the court should apply the interpretation which gives the maximum benefit to the insured.

A Final Word

A dispute about a policy often requires an opinion about the policy's interpretation in order to resolve the issue; however, policy interpretation cannot be rushed. Reading the policy and applying a proper interpretation can take time. If a rash assumption is made at the onset as to what the obvious answer or interpretation may be, an erroneous result may occur.

Once the opinion on the interpretation of the policy is complete, if the claim remains within coverage of the policy then the insured is entitled to coverage pursuant to the indemnity up to the limits of the policy, and in consideration of deductibles and co-insurance.

Gregory Hardy is a lawyer at C3 Legal Inc. Kyla Russell is a legal analyst who provides legal writing and research services to C3 Legal Inc. C3 Legal Inc. is a modern insurance defence law firm that takes a fresh look at services for the industry. ■

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CALENDAR OF EVENTS 2017-2018

DECEMBER

6	National CAIB/CPIB exams	various locations
7	PEI Industry Christmas "Meet & Greet"	Charlottetown, PE
13	Fundamentals of Insurance exam	Fredericton, NB

JANUARY

15	IBANS CAIB 3 Immersion	Halifax, NS
16	IBANB Board Meeting	Fredericton, NB
18	Powertalk: "Turn up the heat, not the risk!"	Webinar
31	IBANB Fundamentals of Insurance exam	Fredericton, NB

FEBRUARY - Education Month

5	IBANS CAIB 4 Immersion	Halifax, NS
7	National CAIB/CPIB exams	various locations
22	Curling Funspiel, Lakeview Curling Club	Sackville, NS
27	IBANB Board Meeting	Fredericton, NB
28	IBANB Fundamentals of Insurance exam	Fredericton, NB
TBC	YBN 2nd Annual Winterfest	Location TBD

MARCH

28	IBANB Fundamentals of Insurance exam	Fredericton, NB
TBC	Powertalk: "Short term rentals/Airbnb"	Webinar

APRIL

9	Insurer Forum	Fredericton, NB
10	IBANB Board Meeting	Fredericton, NB
17	IBANS Aspire Awards Dinner and Graduation	Halifax, NS
18	IBANS MLA Dinner	Halifax, NS
26	CAIB 1 Immersion	Fredericton, NB
31	CAIB 2 Immersion	Fredericton, NB

MAY

2	National CAIB/CPIB exams	various locations
3	IBANB Convocation	Fredericton, NB
5	CAIB 3 Immersion	Fredericton, NB
10	CAIB 4 Immersion	Fredericton, NB
TBC	Powertalk: "RV/Cottage Insurance"	Webinar

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