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2022

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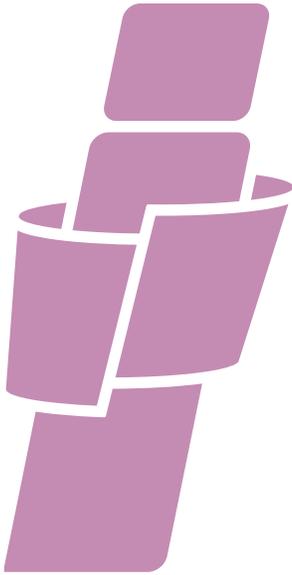
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Winter 2021

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

Table of contents

Presidents' Messages	1-6
IBAC Viewpoints	8
IBAC - The National Broker Voice	10
Improving our digital body language	12
IBANS YBN Year in review	14
Social media. Which is best for your business?	15
10 valuable soft skills that you need to succeed!	16
The importance of saying THANK YOU in business	20
Commercial Lines: The road to CSIO's revitalized data standards	22
Helping your clients manage cybercrime risk	24
E-Signatures for Atlantic Canada insurance brokers	25
Your marketing plan for 2022	26
The insured, the insurer, the lawyer: The Tripartite Arrangement	28
Insurer Spotlight	30





Message from the IBANB President

I would like to congratulate immediate past President Stephen Halsall for his hard work and dedication over the last year and to wish past Chair Robert Kimball all the best as he transitions his focus back to running his brokerage and leading the basketball team through winter. It becomes abundantly obvious our time spent on the board of your local association does take some time away from our everyday business and it is for that reason, I would also like to thank those who have re-offered their time to sit on the board and welcome Jeff Daniels, Nadine Raill, and Natalie Leger once again as our two newest board members.

What a year we have had! As brokers, we have seen hard and soft markets, new competitors to the industry, mergers and acquisitions, and yet, we continue to be ev-

er-changing and continue to find ways to support our clients and conduct our business.

We thought we had seen it all and were nearing some level of normalcy, then along comes Covid-19 spike once again. We as an industry, continue to be proactive, resilient and the essential service that we have been since the beginning of 2020. Thank you to my fellow brokers, customer service personnel, accounting friends, and anyone else within our brokerage teams. We were able to survive where some didn't, while serving your customers, during some of their most difficult times.

As always, pandemic or not, insurance continues to evolve and waits for no one. Our current hard market does not look to end any time soon, and unlike others in the

past, it is not just a premium level issue but a capacity and risk selection one also. We continue to work on our members behalf, to ensure markets are giving us plenty of time to remarket when necessary and policy extensions on commercial accounts when needed. Credit scoring is forecasted to be added to personal automobile rating for many companies in 2022, and please keep us informed of any developments, positive and negative.

IBANB has undergone its own changes this year, and education continues to develop to meet the needs of our members. We have seen incredible uptake from our online immersion over the last 18 months, and happy to see so many of our brokers working towards their designation. The association will continue to work with our national association, on developing the training materials, and ensuring our members, have the necessary training to be successful. Our strong board will continue to work with our partners in the industry to ensure your voice is heard, and more importantly, listened to. I look forward to hearing from our membership on issues as they arise, those of which we should be aware of and work together towards solutions.

Thank you to our staff at IBANB for working behind the scenes and operating as seamlessly as possible. The whole board of directors appreciate all their hard work.

Happy Holidays!



*Joanne Deveau Murphy CAIB(Hons), CPIB
President, IBANB*

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via email at joanne@archwayinsurance.ca*



Message du président de ACANB

J'aimerais féliciter le président sortant Stephen Halsall pour son travail acharné et son dévouement au cours de la dernière année et souhaiter bonne chance au président sortant Robert Kimball alors qu'il se concentre à nouveau sur la gestion de son courtage et la direction de l'équipe de basket-ball pendant l'hiver. Il devient tout à fait évident que notre temps passé au conseil d'administration de votre association locale prend un peu de temps loin de nos affaires quotidiennes et c'est pour cette raison, je voudrais également remercier ceux qui ont offert de nouveau leur temps pour siéger au conseil et Bienvenue à Jeff Daniels, Nadine Raill et Natalie Leger en tant que nos deux nouveaux membres du conseil d'administration.

Quelle année nous avons eue ! En tant que courtiers, nous avons vu des marchés difficiles et faibles, de nouveaux concurrents dans l'industrie, des fusions et acquisitions, et pourtant, nous continuons d'évoluer constamment et de trouver des moyens de soutenir nos clients et de mener nos activités.

Nous pensions avoir tout vu et nous approchions d'un certain niveau de normalité, puis le pic de Covid-19 est revenu une fois de plus. En tant qu'industrie, nous continuons d'être proactifs, résilients et le service essentiel que nous sommes depuis le début de 2020. Merci à mes collègues courtiers, au personnel du service à la clientèle, aux amis comptables et à tous les autres membres de nos équipes de courtage. Nous avons pu survivre là où d'autres n'ont pas réussi, tout en servant vos clients, pendant certaines de leurs périodes les plus difficiles.

Comme toujours, pandémie ou pas, l'assurance continue d'évoluer et n'attend personne. Notre marché difficile actuel ne semble pas se terminer de si tôt, et contrairement à d'autres dans le passé, il ne s'agit pas seulement d'un niveau premium mais aussi un problème de capacité et de sélection des risques. Nous continuons à travailler au nom de nos membres, pour nous assurer que les marchés nous donnent suffisamment de temps pour recommander si nécessaire et des extensions de

politique sur les comptes commerciaux si nécessaire. La notation de crédit devrait être ajoutée à la notation automobile personnelle pour de nombreuses entreprises en 2022, et veuillez nous tenir informés de tout développement, positif ou négatif.

IBANB a subi ses propres changements cette année, et l'éducation continue de se développer pour répondre aux besoins de nos membres. Notre immersion en ligne a connu un succès incroyable au cours des 18 derniers mois et nous sommes heureux de voir un si grand nombre de nos courtiers travailler pour obtenir leur désignation. L'association continuera à travailler avec notre association nationale pour développer le matériel de formation et s'assurer que nos membres aient la formation nécessaire pour réussir. Notre solide conseil d'administration continuera à travailler avec nos partenaires de l'industrie pour s'assurer que votre voix est entendue et, plus important encore, écoutée. J'attends avec impatience d'avoir des nouvelles de nos membres sur les problèmes à mesure qu'ils surviennent, ceux dont nous devrions être conscients et travailler ensemble pour trouver des solutions.

Merci à notre personnel à ACANB pour travailler dans les coulisses et fonctionner aussi harmonieusement que possible. L'ensemble du conseil d'administration apprécie tout leur travail acharné.

Joyeuses fêtes!



*Joanne Deveau Muphy CAIB(Hons), CPIB
Président, ACANB*

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ou par courriel à joanne@archwayinsurance.ca*

Message from the IBANS President

Our Association held our annual AGM on September 15th, during which we elected our board of directors for 2021-2022. We were very pleased to return to an in-person AGM – this was held in Halifax at the Old Ashburn club and was a great opportunity for members to reconnect and discuss some of the current challenges facing our channel. This year, we were excited to elect a broad group of individuals to our board, representing a diverse group of personal lines and commercial brokers, as we continue to work towards providing a united voice for our members.

As I begin my second term as President of our Association, it has become clear to me that many insurers, brokers, and related associations spent significant time reflecting on their operations and future over the past year, and are now turning towards action, based on the outcomes of those reflections.

For our Association, this means beginning to implement our new 5-year strategy. Earlier this year our board spent time working with an outside consultant to revitalize our

multi-year strategic plan – we took a hard look at where we are at as an Association and where we want to head over the next 5 years.

Through this process, we were able to identify three main priorities for our members that our board has begun to work on:

1. We need to re-engage and strengthen our membership community.
2. We need to work together as an association, and with our sister Atlantic associations, to provide a strong and unified voice for Nova Scotian brokers.
3. We need to continue to provide information and support for our members so that they may thrive as professionals in an increasingly challenging and shifting marketplace.

In speaking with and working with other provincial associations, it is interesting that many others are moving in the same direction we are. I also had the opportunity in the fall of this year to begin working with

our national association (IBAC) our national strategy – while we are in early stages, there does seem to be consistency across the country in the challenges that brokers are facing.

Moving forward into this year, I am looking forward to getting to work on our priorities. My hope is that we will continue to be able to engage both virtually and in-person, and that we will be able to revitalize our committees so that we may lean on our members to continue to move our association forward. Our board is currently reviewing the committee structures in an attempt to modernize our committees and provide a clearer path for members to engage with the association.



*Aneill MacCaull, BA, CAIB, FCIP
President, IBANS*

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IBANS Annual General Meeting 2021

On September 15, 2021 IBANS hosted their annual AGM at Ashburn Golf Club in Halifax. Thanks to all members who attended, and congratulations to the newly elected Board of Directors.

(L to R)

*Jen Jackson, Cheep Insurance – Director
Matt Davison, Contrast Insurance – Director
Donald K. MacDermaid, Stanhope Simpson - Director
Don Jacobi, Jacobi Brien Insurance – Treasurer
Aneill MacCaull, AA Munro Insurance Brokers – Chair/
President
Rhonda Kelly, Caldwell Roach – Director
Jennifer MacLeod, MacLeod Lortway – Vice President*



Message from the IBAPEI President

Approaching year 2 of the pandemic, the world has undoubtedly changed and keeps changing. I don't believe any of us would have believed we would still be living in this pandemic world. Nonetheless, we are slowly returning to normal, although a new form of normal. We are adapting and certainly COVID has created some new opportunities for many of us as there has been lots of self-discovery leading us to discover many new things we certainly would have overlooked. Such things as taking up new hobbies and discovering beauty in the places closest to us in our respective provinces as well as communities. But one cannot help to ask, "when will this all end, when do I get to some palm trees and crystal-clear waters?"

On top of the pandemic, the hard market continues. This marketplace has certainly made many of us much better brokers as we continue to find solutions for our clients... which we have always done but we have become much more attentive and creative, leaving no crack unfilled, guiding and advising our clients on how to be the best-in-class risk that insurers will fight for. The hard market in lieu of the pandemic has certainly presented its own challenges with many working from home, underwriters being difficult to get a hold of, insurers being short staffed and behind on processing, quoting, renewals which can bog down even the best of brokers as we continue to try and stay on top and best serve our clients. It has also made it difficult for recruitment with many new brokers starting in a very interesting and challenging time and some of these new recruits having to work from home in the absence of colleagues and our work atmospheres. The current environment is a stressful one for any recruit which very well places doubt in their minds.

Beyond that I wanted to talk about the current dire situation on PEI for our potato farmers as I am sure all of you are aware, they have been hit hard due to the discovery of Potato Wart again, the first time in

21 years, in only 2 fields. With a swift flick of a pen, the CFIA banned the export of all seed potatoes on November 2, 2021. Following this, on November 22, 2021, the US notified the Federal Government that it would ban all exports of fresh potatoes to US unless Canada took further action. This action does not affect processed products. Not to point fingers, we have a Liberal government, and PEI has 4 MLA's (all liberal) and not one spoke up.

A little background, Potato Wart was discovered on PEI in 2000 leading to a 6-month ban. Since then, the CFIA has surveyed 1000s of fields annually for Potato Wart. In 2015, the US put a federal order in place outlining specific mitigation measures required for the movement of all fresh and seed potatoes. This has been followed ever since but yet, here we are again, and it is apparently no longer sufficient. There is no scientific basis to the ban as Potato Wart poses no threat to food safety or human health, it simply disfigures the potatoes, but once peeled it's an ordinary potato. Unfortunately, it can have an economic impact on return for potato growers as it can reduce the yield grown as well as make the potatoes unmarketable due to their disfigurement.

PEI is the third largest grower of potatoes in the country, behind Manitoba and Alberta accounting for 20% of our national harvest and contributing \$1 billion to our economy here. The ban to the US has an impact of \$120 million currently which works out to a loss of about \$2 million per week. Unfortunately, this ban comes on the heels of a record year of potato yields for PEI and the Federal Government claims we can still ship them to the rest of Canada, but it is difficult for our farmers to do so as Quebec and Ontario also had great years... the market will become saturated and they simply cannot move that amount of product to the rest of Canada. On top of that, many of our growers that ship to the US, their clients will begin to look



elsewhere such as Ontario, Manitoba, or Alberta... our growers will lose their client base leading to a difficult recovery process once the ban is lifted. The lack of drivers in trucking in North America also add to the chaos.

My heart aches for our farmers, the backbone of our economy, please support them in any way you can. Let's all hope 2022 is better than 2020 and 2021 and I wish you all a prosperous new year.



*David Cooke, BSc, CAIB
President, IBAPEI*

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DCooke@cooke.ca*

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- Our solution also meets the world’s most rigorous cloud security standards and is verified by third-party auditors.
- Secure cloud infrastructure hosted in Canada to meet data residency requirements

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- OneSpan Sign is designed to meet simple, advanced and qualified e-signatures in countries that have enacted electronic signature laws.

Process Efficiency

- Keep transactions completely digital, use contract templates, and apply workflow rules to streamline processes and eliminate risk associated with document errors, such as missing signatures and data.

*Louis-Nicolas Hamer, Eng.
President, IBANB*





IBAC Viewpoints

In November 1921 the Canadian Federation of Insurance Agents was established to bring together the associations that had been created in a number of provinces and provide a unified national voice for insurance brokers. Today, of course, we are known as the Insurance Brokers Association of Canada (IBAC) and 100 years later, we continue our advocacy on issues that affect P&C insurance brokers across the country.

Unfortunately, our 2021 AGM was canceled and had to be moved virtually. We said farewell to Chair Chris Floyd, VP Julia Marshall and several outgoing directors. At the same time, we welcomed new members of our Executive, Traci Boland and Mario Reimer, along with new Directors from across Canada.

In October, we had our first in-person meetings since January of 2020. The IBAC Board met for an orientation workshop and a strategic planning session to set our direc-

tion for the next 3 years. We had some great discussions around our key pillars of Advocacy, Professional Development, Technology and the Broker Identity Program, and there are exciting changes afoot. There is no question that our primary focus is advocacy, and our highest priority is to strengthen the broker channel and our value proposition. All IBAC's efforts will stem from this core mandate. Once our official Strategic Plan is finalized in 2022, we will have lots of work to do!

There are still a number of COVID-19 restrictions in place across the country, but as vaccination numbers increase and the numbers of cases decrease, we are starting to return to a semblance of normalcy. Of course what this looks like post COVID is a bit of a mystery. Likely our (and many our customers') workplaces are going to look different with more people working from home at least part of the time. As brokers, we need to continue to look after our customers

and their changing risks and needs as they adapt to the post COVID world. This is a great opportunity for us to reach out to our customers, perhaps even outside of the normal renewal cycle, and to provide additional value to ensure that their risks are properly assessed, and coverage provided. Due to restrictions, commercial risks may not have had an in-person visit from their broker in the past 18-20 months, so it will be important to get back out to see our customers as soon as we are permitted to do so to ensure that we are not missing anything.

The IBAC board, executive and office staff continue to work on key national issues that are emerging in our industry that can affect both brokers and the consumer: how to attract people to work within our industry, the potential for a national curriculum for broker licensing, the effect of consolidation at both the company and brokerage level, changing regulations, fair treatment of customers, open banking, climate change, the hard market and availability of coverages for certain risks and of course, the continued renewal of the Bank Act ensuring that a consumer does not feel compelled to purchase insurance at the point of granting credit.

It is a very exciting time to be President of IBAC and to work with such an amazing group of people to set the direction of IBAC as we begin our second 100 years. I am looking forward to meeting with many brokers in the upcoming months at some in person broker events!



Robyn Young
President, IBAC

Robyn Young, President & CEO
robyn.young@excelandy.ca

WE'D LIKE TO SAY THANK YOU.

IBAC 2021 FULL PARTNERS



PARTICIPANTS : NORTHBRIDGE, PAFCO AND LLOYD'S

Thank you to the exceptional insurance companies who work with us to deliver security and peace of mind to millions of Canadians. Your support and partnerships are greatly appreciated.

IBAC – The National Broker Voice

Effective federal advocacy is a continuous process that is based on building and reinforcing strong relationships with Parliamentarians at both the local and national level. These connections enable the Insurance Broker Association of Canada (IBAC) to successfully leverage the collective voice of 38,000 insurance brokers to advance key issues that support insurance consumers, brokers and the overall industry.

The Bank Act

IBAC's primary mandate is to ensure that Canada's Bank Act continues to uphold the separation of the pillars of banking and insurance. IBAC was founded on this principle a century ago, and we carry on this fight today.

Section 416 of the Bank Act contains consumer protection measures that prohibit banks from selling insurance at the point of granting credit when consumers may be vulnerable to undue pressure. We remain vigilant to ensure that these important provisions are maintained, and we intervene when they appear to be threatened.

The last Bank Act review in 2018 resulted in new provisions for fintechs. IBAC supports technological advancements, but we were concerned that the strong protections in the Bank Act may be diluted. We engaged with Finance Canada from the early stages to ensure that the new fintech regulations would not change the provisions prohibiting a bank from providing prescribed customer information to an insurance company. Having seen the draft regulations, we are optimistic that our intervention will be successful when the regulations are finalized in the coming months.

Open Banking (also known as consumer-directed finance) has also been on our radar screen. IBAC believes that existing consumer protection measures, including the separation of banking and insurance, must

be upheld in an Open Banking environment. We provided a written submission to the government consultation and a recently released Open Banking report responds to our concerns, recommending that "banking data should not be used for underwriting insurance policies as part of the initial scope of open banking." The possibility of using banking data for insurance in a later phase raises a red flag, and IBAC will continue to monitor this issue.

Small Business Advocacy

Many insurance brokerages are family-owned and operated. IBAC contributes the broker voice on federal legislation that impacts small businesses.

We advocated strongly for Private Member's Bill C-208, which eliminates the previous tax penalties for the inter-generational transfer of small businesses and creates a level playing field for the succession of family-owned brokerages.

IBAC representatives appeared before the Standing Committee on Finance, encouraging MPs to endorse the bill. A support letter was sent to Senators on the Standing Senate Committee on Agriculture and Forestry, and proactive social media amplified the importance of this legislation.

Bill C-208 ultimately passed and received Royal Assent in June 2021 – a clear demonstration of the power of federal advocacy on issues that directly affect brokers across the country.

Your Voice in Ottawa

Our annual Advocacy Day on Parliament Hill is the most visible aspect of our ongoing advocacy efforts.

This is a strategically important part of our federal advocacy program – a prime opportunity to keep insurance brokers top-of-mind with Parliamentarians, and to pro-

mote our key messages. For the first time ever, IBAC's Hill Day/Week took place in a virtual format for 2021. Over the course of the week, broker delegates from across Canada met virtually with approximately 60 MPs and Senators, including members of the Finance Committee and key people in the Finance Minister's Office.

The success of this event year after year reflects the excellent reputation that IBAC has built throughout successive federal governments. Thank you to all the broker volunteers who participate in this annual effort.

Positioned for Success

The secret to IBAC's successful advocacy is the involvement of insurance brokers in virtually every city and town across Canada. Members of Parliament value the input and perspective of individuals who live and work in their riding, are engaged with their community and who are politically active at all levels.

IBAC encourages all brokers to support national advocacy by taking an interest in the issues that directly affect you and your profession. Get to know your elected representatives. Make sure they understand the important contributions that brokers make to the economy and the community, and highlight the work that we do to protect insurance consumers. These are compelling messages.



*Peter Braid,
IBAC CEO*



IBAN Hosts AGM

Thanks to all members who joined us virtually for the 2021 AGM.

IBAN Board of Directors for 2021/2022:

(L to R)

Lisa Codner, Brokerlink

Keely Coombs, Cal LeGrow Insurance

Basil Crosbie, Crosbie Job Insurance

President & Chair- Adam Nolan, Munn Insurance

Bill Buckingham, Wedgwood Insurance

President Elect -Jeremy Cheater, Steers Insurance

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We thank Lloyd's Canada for their continuing support of our participation in the World Federation of Insurance Intermediaries (WFii). For the 38,000 Canadian insurance brokers we represent, this is an important bridge to the world.



**INSURANCE BROKERS
 ASSOCIATION OF CANADA**



Improving our Digital Body Language

In a world where the use of digital tools increased over night, the way we are perceived through email, text, messenger, video calls, etc. has become even more important. I recently read a book by Erica Dhawan called Digital Body Language. I would highly recommend this book to everyone working in an organization that operates in any sort of digital environment. She provided tips, tools, and information about how to maximize our efforts and thrive in our digital world. There are so many ways we can show our body language, tone, and personality even if we are behind a screen. There is also a lot of

things we need to start doing or stop doing as we continue in the digital environment.

As a young millennial professional, I am confident I excel in having my personality come out in my online communication. I have grown up in a world where online communication is a norm and sounding excited through a text or frustrated in an email is an easy task. But I have started to notice a lot of older generations struggle with this and do not have the same skill sets simply because they grew up in a different environment. I hate to say it, but it is time to jump on board if you're going to collab-

orate with the even younger generations joining the work force.

Sometimes I wonder if the baby boomer generation even notices an email that would make me think "well they must be grumpy" or "I hope they are not angry at me". Boomers don't seem to understand how quickly one short email can come across negatively. The placement of a period or explanation mark can make all the difference in the way you are perceived in an email or text. And how about an emoji, how many smiley faces is to many smiley faces? Keeping up with all this has become more challenging then ever. So, I have pulled out some tips that I think are useful to our industry.

Before I get into ways to improve email communications, I think it's important to



point out that we all still need to pick up the phone. Even as a millennial it bothers me when an underwriter is unwilling to pick up the phone, consistently saying “just put it in an email”. As a young broker I am still learning new things every day and there is simply no way for me to understand risk inside and out especially when insuring new sectors of business. A phone conversation helps me learn and leaves an open space for additional questions.

Erica uses a great analogy in her book about sending emails. She says think of an email as a sporting event. The people in the “To” box are the athletes (essential to the email), the people in the “CC” box are the audience (kept in the loop) and the people in the “BCC” box are the scouts, recruiters, and VIPs (secretly watching). When you fill all

the boxes the stakes only continue to grow. And remember when you hit reply all, wow, it’s like you are yelling over the entire stadium. So be thoughtful about who you put in an email. Do certain people need to be cc’d on everything? Probably not. And remember that clicking reply all instead of reply by accident can have BIG consequences.

Create a precise and effective subject line. Leaving the subject line blank can come off as disrespectful. Take your time to answer thoughtfully. Have you ever sent over a question or request and immediately get a response back with questions and remarks that, first off, don’t fully answer the questions you asked and, second, would have been better answered if the file was fully reviewed before an answer was given? This happens all too often, so my tip here is to SLOW DOWN.

- Do not reply to an email as soon as it comes in
- Review the file before asking questions that you may already have the answers too (especially when looking at a file that someone else touched before)
- Re-read the received email before sending your response as you may have missed questions or items that need to be addressed. Your response should touch briefly on all points mentioned in the received email.
- Re-read and proofread your response for grammar, spelling and punctuation mistakes. These types of mistakes make you look like you didn’t care enough to take the time to send a clean response.

Some other quick tips that are worth mentioning:

- Explanation Marks – too many can make you come off as if you are yelling but the perfect amount makes you sound fun and happy. Explanation marks are my favorite tool to show my positive & fun character.
- Ok. or Thanks. – using a period after either of these answers comes off as cold

and makes us millennials think you are probably mad.

- The dreaded “come see me.” email – This is the worst email to receive. This type of email instantly starts the “what did I do wrong” or the “am I going to be fired” thoughts. So, write a brief description of why someone needs to be called in for a face-to-face meeting.
- “...” or ellipsis – I personally think these three little dots should never be used. To a millennial this is the most passive aggressive punctuation mark. It indicates that there needs to be a follow up to fix the faults or omissions leaving someone wondering what they did wrong.
- Emojis – There are currently 3,633 emojis in the Unicode standard as of September 2021. And it is estimated that the average person sends 96 emojis per day. Make sure you think before you emoji, too many emojis can come off as being incompetent but there is nothing wrong with a smiley face to end off an email in the appropriate setting.
- Stop using passive aggressive phrases in emails like “per my last email” or “for future reference”. Weather you believe they are passive aggressive or not there is a fine line between what’s aggressive and polite. Maybe instead try picking up the phone or simply just re-explaining.



*Mary Beth McInnis, BBA, CAIB, CIP
IBAPEI YBN Chair*

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IBANS YBN Year in Review

As the year comes to a close, I wanted to take some time to reflect and celebrate the events we were able to host over the year. 2021 was a big year as we were able to hold actual in-person events for the first time since our rescheduled Office Olympics way back in January of 2020. As great as it is to take in all your meetings and industry networking events at home while wearing sweatpants, it was amazing to get out and see everyone in person! With the amount of turmoil and uncertainty over the past two years, in-person events bring a sense of normalcy that many of us have been looking for.

Our first events occurred during Broker Month, where we held two events! Given the current state of the pandemic and the restrictions in place at the time, we held another virtual Trivia Night on April 8th, where we had over 70 attendees from across the province. Some of the highlights were the creative team names. A couple that stood out were some common phrases we heard over the last two years including Team “YOM (You’re On Mute!)” and Team “That’s Outside our Appetite”. Personally, I’d rather have audio issues on a zoom call than hear something is outside an underwriter’s appetite! I would consider any trivia night that only has one contested question and answer a success in my books!

On April 29th we had our Virtual Cooking Class with Andy Hay, who was the runner-up on MasterChef Canada Season 5! Fun fact about Andy, his father, Stewart Hay, was the President of IBANS from 1998-1999 and Andy worked as a commercial underwriter with Dominion after he finished school. Andy led the group through his recipe for Chipotle Black Bean Burgers and Crispy Lemon Potato Wedges. From the photo’s that attendees submitted, it looked like everyone had a great time and their meals turned out phenomenal.

September 23rd was a big day, as we held our annual Golf Tournament at Oakfield

Golf and Country Club. We were hopeful that we would have a significant number of brokers and industry representatives attend and we were not disappointed! Registered, we had a record number of 96 golfers and almost every hole had a sponsor or an industry representative on them. It also didn’t hurt that the weather was absolutely perfect that day. Collectively, the industry was also able to raise a significant amount of funds for Phoenix Youth Programs, who were represented by Mark McIntosh. Mark started the event off with a brief talk about the work that Phoenix Youth Programs does, highlighting some of the struggles and challenges that Covid has caused for their programs, but also their success stories throughout. In the end, with the gracious donation back to the 50/50 pot by the winner, we were able to raise \$1,113, all of which went to Phoenix Youth Programs.

At the time of writing this, we are currently in the midst of planning for our 4th Annual YBN Office Olympics, which (barring inclement weather), will be held on November 18th, at Dooly’s in Bedford. Finger’s crossed that we don’t get an early snowstorm like in years past which delays it! This should be another fun-filled evening where brokers and underwriters alike can mingle and engage in some friendly competition.

Looking forward to 2022, we are very excited to start planning for our upcoming events including (but not limited to):

- Curling Bonspiel
- Golf Tournament
- Lawn Bowling
- Virtual events (trivia, escape room)
- Office Olympics

Last, I would like to thank a few groups for their work, assistance, and participation over the past year. Without them, we



wouldn’t be able to plan and host network events. First, thank you to our sponsors, including our Platinum Sponsor Economical, our Premier Sponsors Aviva, Intact and RSA, our Feature Sponsors Wawanesa and Travelers, and our Presenting Sponsor Pembroke. Without their backing, our ability to put on these events would be significantly decreased. Next, I’d like to thank the YBN Committee and the team at IBANS. Without their work behind the scenes, none of what we were able to accomplish through the year would be possible. Last, I’d like to thank everyone who attended one of our events. Without you being actively involved and engaged in the events they wouldn’t move forward!



*Mark Townsend, MBA, CAIB, CRM
YBN Chair, IBANS*

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Social Media.

Which is best for your business?

If your small business isn't using social media, you could be losing opportunities such as increasing your customer base and engaging with customers and competitors alike. Plus, social media can be a very cost-effective way of reaching your customers in a personalized way. With so many platforms available, which platforms are best for your business?

Not every social media platform is a good fit for every business, so you should invest your time and skills in the platforms where you're most likely to reach and engage with your target audience. Each platform has a mission, purpose and unique audience. For example, Instagram is heavy on visuals, whereas Twitter allows you to inject some personality into your posts and engage with followers. Here are some of the popular options.

Facebook

Of course, every business should have a Facebook page. When used correctly, a Facebook page can be invaluable to a small business as this is an opportunity to engage with current and potential customers.

Instagram

This visual platform is based entirely on photo and video posts, so it's best for businesses that have strong visual content to share.

Twitter

While Twitter is great for short updates, engaging with followers and sharing links to blog posts, it isn't for every business. If you're a highly visual business or you don't have a strong brand voice, you may want to skip this social media network.

Pinterest

This is great for niche businesses, but it's not for every businesses. Popular categories on the site are DIY projects, fashion, exercise, beauty, photography and food. That's not to say that businesses outside of these categories can't succeed here. It is not a place for things like sharing your business hours.

YouTube

Many businesses on YouTube have a creative, visual or educational component. The platform is heavily creative in nature, so it's important for you to have a dedicated video editor producing content. The quality of your video reflects your business.

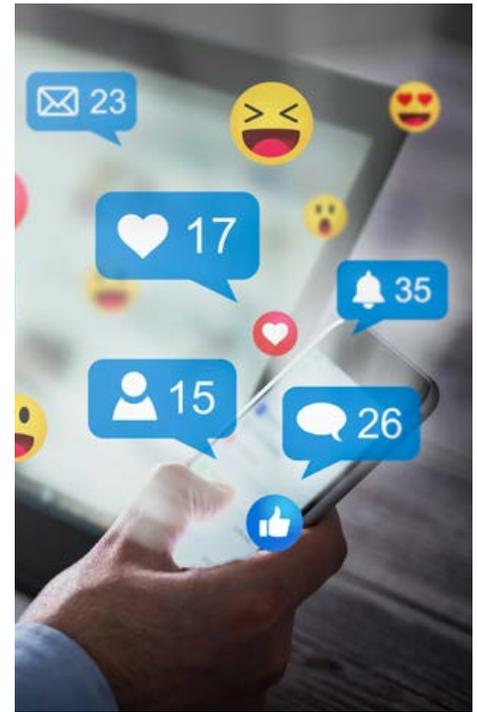
LinkedIn

This is the best platform for professional networking. It's a great place to find top talent, position yourself as an industry leader and promote your business. LinkedIn is designed to be more professional than other social media platforms and is geared toward businesses and professionals.

TikTok

OK, don't roll your eyes at this one. It is an up and coming platform that is being used more and more by savvy businesses who are using it to reach the sometimes elusive Generation Z. You might want to look at how other businesses are using it before you try it yourself.

Not every social media platform is a good fit for every business, so invest your time and skills on the platforms where you're most likely to reach and engage with your target audience. Investing the time is of the utmost importance. You really need someone on staff to take ownership and make it their own. It has to be done well and pro-



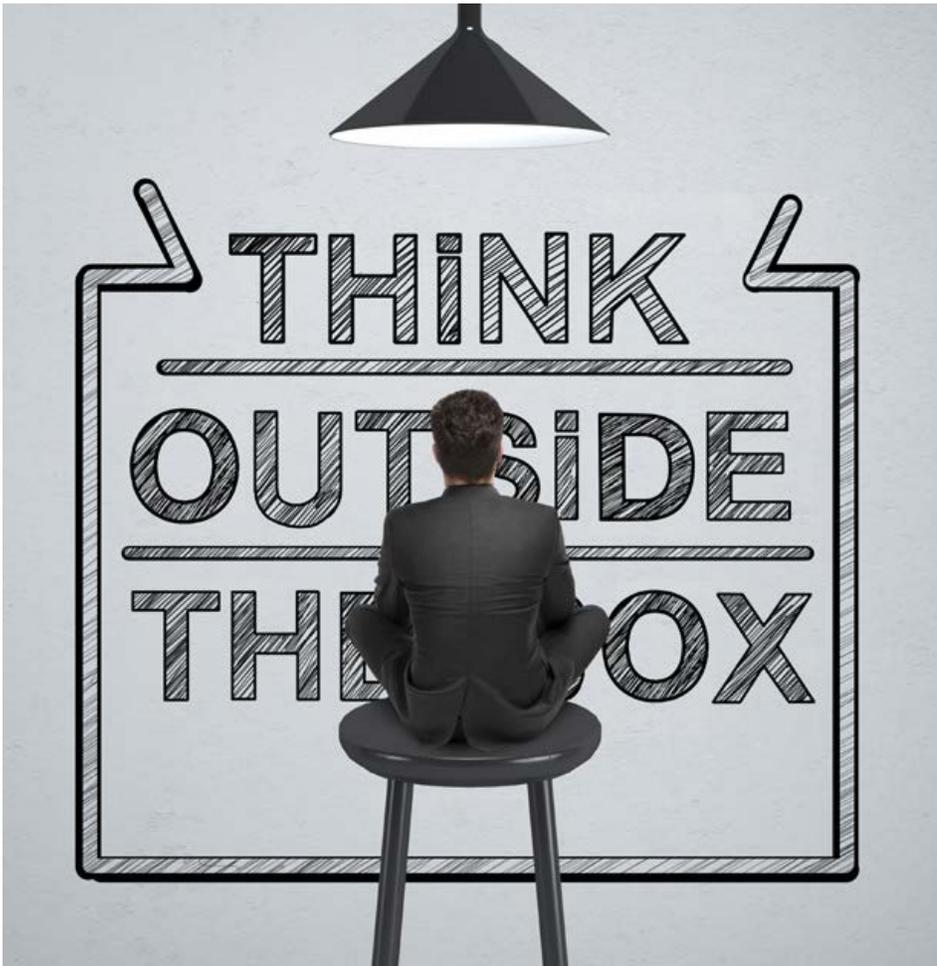
professionally if you are to maximize your investment. You may even want to outsource this to a company that specializes in this. Kind of like buying insurance, you need an expert advising you on it.

If you are doing the social media in-house, make sure you know what's working and what is not. If you're not sure, check the analytics on a monthly basis to see how your engagement is doing. No matter which platform you use, remember every user that sees your message needs or will need insurance at some time.



Doug Daley
Kiers Marketing

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10 Valuable Soft Skills You Need to Succeed!

Soft skills are incredibly valuable in all industries, workplaces, and roles. These skills and qualities enable you to be a productive and communicative team member, which is why employers often seek these skills just as often as hard or technical skills. Understanding what soft skills are, can help you identify and improve upon your own, helping you become a more well-rounded employee. In this article, we explore 10 important soft skills you can showcase daily!

What are soft skills?

Soft skills are non-technical skills that promote productivity, efficiency, and effective communication in the workplace.

Some soft skills can also be part of your personality or work ethic. These skills are often transferable across roles and industries and are necessary in every level of the workplace, from entry-level roles to top-level executives.

Why are soft skills important?

Soft skills offer many benefits to you, your team members, and your organisation, including:

- Increased efficiency and productivity
- Stronger interpersonal and professional relationships

- More innovative solutions
- Company growth
- Employer's value soft skills because these skills:
- Demonstrate your initiative, proactivity, and confidence
- Help them understand your professional personality
- Determine if you are a good fit within a team and align with an organisation's goals
- Promote better company culture
- Examples of soft skills

Many soft skills are valuable in the workplace, and these are 10 of the most impactful soft skills you can have:

- Communication
- Teamwork
- Problem-solving
- Dependability
- Critical thinking
- Positive attitude
- Organisation
- Creativity
- Adaptability
- Conflict resolution

Communication is how you express your thoughts, ideas and feelings to others as well as understand those you interact with at work. There are a few important types of communication skills that you can use in your everyday work life:

Verbal communication: This involves speaking to anyone you encounter in the

workplace, including people at different levels of an organisation. Effective verbal communication includes interpersonal conversations, speaking over the phone, public speaking and appropriately interacting with clients and customers, peers, and supervisors.

Non-verbal communication: This type includes being able to understand body language, maintain proper eye contact, manage your tone of voice and vocabulary, and use gestures to show engagement.

Written communication: There are many forms of written communication, including business correspondence, emails, reports, contracts, and memos.

Audio-visual communication: These skills are important when using digital visualisation tools like slide shows and videos while giving presentations or working in certain industries, such as those involving design.

Active listening: This communication skill enables you to better focus on what a speaker is saying, retain more information and confirm with follow-up questions that you understand their ideas, instructions and/or needs and expectations.

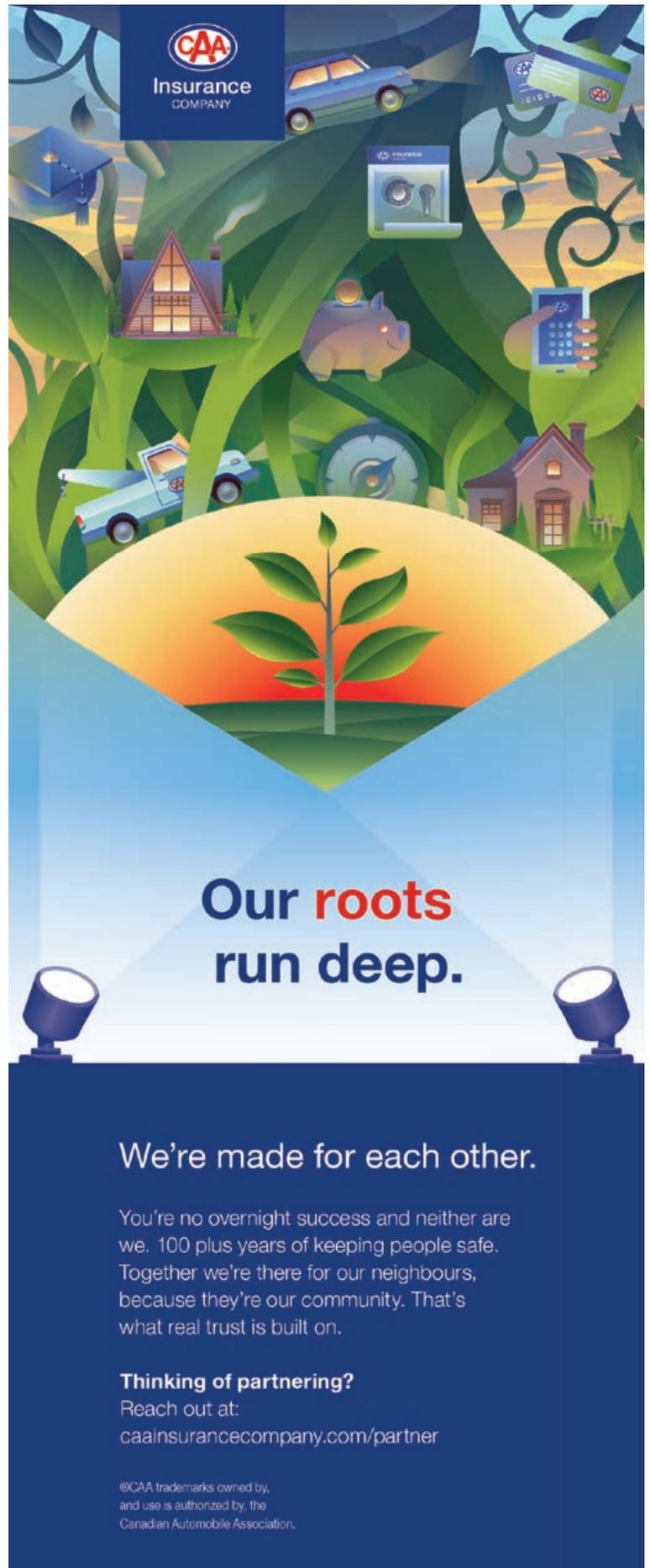
Digital communication: This can involve many different forms of communication but include using video conferencing tools, social media, and instant messaging.

Teamwork skills are the qualities that allow you to work well with others and include the ability to relate, communicate and collaborate in reaching goals. This soft skill reflects your ability to:

- Help others with their tasks
- Train others on tasks and processes you excel in
- Participate in meetings
- Complete your part of a project correctly and on time
- Provide constructive feedback to your peers
- Be respectful of everyone's ideas and opinions

This skill is incredibly important for companies since it helps you complete tasks more efficiently as a team and creates an enjoyable working environment.

Problem-solvers are innovative thinkers who specialise in finding several solutions to an obstacle. With problem-solving skills, you can identify an issue, research pos-



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sible solutions, use logical trial and error and establish ways to prevent the issue from happening again. Like many other soft skills, experience and knowledge can improve your efficiency and effectiveness.

Dependability is the ability to follow through on what is expected of you. This may include consistently:

- Doing high-quality work
- Meeting deadlines
- Being punctual to work and meetings
- Helping others when you have the time

Brokerages need employees they can count on, so by developing your dependability, you show potential employers that you are a responsible and reliable team member.

Critical thinking is the ability to analyse facts to make a decision. While it overlaps with problem-solving, the key aspects of critical thinking include:

- Research and data analysis
- Considering all possible options and outcomes
- Mitigating risk

This skill is exceptionally helpful for making important decisions and solving more complex problems, so employers seek out candidates with this skill to promote growth and improve company-wide processes.

Having a **positive attitude** means being optimistic and cheerful at work, no matter the task. People with a positive attitude are more eager to work, demonstrate self-motivation and can interact well with others. This quality can help to improve morale for an entire team or company and shape company culture and values, too.

Organisation refers to the efficient and effective processes you adhere to while at

work. It includes other skills and qualities like time management and punctuality. Some examples of being organised at work include:

- Keeping a calendar or diary
- Creating a file system for documents
- Prioritising daily tasks
- Managing deadlines
- Establishing procedures for completing tasks
- Organisation is important because it promotes individual efficiency and productivity as well as that of the team and company.

Creativity means the ability to come up with something new, innovative and/or engaging. You can use creativity for many different situations at work, including:

- When finding solutions or testing hypotheses
- To brainstorm with colleagues

Typically, creativity is used with a variety of other soft skills, including teamwork, communication and problem-solving. It can also be used with hard skills as well, such as using specific software in design or referring to technical knowledge like mechanics or health science.

Adaptability is the ability to change your way of thinking and acting to accommodate a new situation. You might use adaptability to change the way you communicate with clients than the way you communicate with a team member. You may be adaptable when your organisation institutes a policy change, and you must adhere to new rules or procedures to be effective. You can even be adaptable by learning new skills, pursuing more education, or training or just keeping up to date on the trends in your industry. Employer's value this skill because it shows that you are dedicated to always improving.

Conflict resolution involves being able to solve a problem respectfully and effectively between two or more parties who have different solutions. This skill can include:

- Mediating between two or more parties to help them reach a compromise
- Help clarify confusion or differences in opinions and communication styles
- Researching each side's arguments
- Knowing when to ask senior team leaders for assistance with conflict resolution
- Promoting collaboration and respect during and after mediation

Conflict resolution helps employees better understand each other, develop mutual respect, and enlighten one another about their expectations and needs. Being able to effectively work through conflicts can strengthen your team's relationships and productivity.

Data resource: <https://ca.indeed.com>



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The pros know



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The Importance of Saying **THANK YOU** in Business (and just in general!)

Thank You

These two small words take so little to say or type but carry with them a message that can truly accomplish incredible things. These words can repair a broken relationship, or even open the door to a long and prosperous business relationship.

Think about the last time you travelled to a foreign country where English (or French) were not the primary languages. I'm positive one of the words you quickly learned how to say was thank you in that country's native tongue! Learning how to thank someone is universal and the respect that comes along with saying these words is a social norm that is literally accepted everywhere around the globe.

In business the words thank you is so often forgotten or undervalued. Simple acts like sending a thank you card seem to have been passed off for an impersonal email that delivers a quick message. Chances are it's been a good amount of time since you've received or sent one. The good news is that it's never too late to start, and the positive impact from this gesture can be surprising!

In her presentation at our Education Day 2021, Canada's Recognition Expert Sarah McVanel was very passionate that one of the easiest ways to truly show recognition for an employee is by sending an "old fashioned" thank you card. This stuck with me, and I purchased a box of thank you cards for the office to remind me that sending a simple handwritten card can be more effective than any call or email (and it's easy too!)

Showing gratitude at work can improve happiness and morale at your office, but it can also ultimately lead to a much greater sense of happiness in your life. If you have been inspired to show more gratitude or simply say thank you to someone who deserves it, I strongly encourage that you follow through. It costs very little time yet carries a priceless value.

THANK YOU for reading!



*Keri Foley, BTHM, CAIB
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IBANS and **IBAN** recently held graduations in October, and I would like to extend a sincere congratulations to all graduates for completing the CAIB program.

Congratulations to Rebecca Buckley from Nova Scotia, and Nicole Rose from Newfoundland and Labrador who each received the Top CAIB Award for their province.



Newfoundland and Labrador Graduates

- Kayla Adams, CAIB – *Steers Insurance*
- Gabrielle Carre, CAIB – *Johnson*
- Terry Greene, CAIB (Hon) – *Wedgwood Insurance*
- Danielle Higdon, CAIB – *Cal LeGrow Insurance*
- Carla Lee, CAIB (Hon) – *Cal LeGrow Insurance*
- Jill Lester, CAIB – *Johnson*
- Kimberly A. Mahoney, CAIB – *Anthony Insurance Inc.*
- Amanda Newell, CAIB – *Johnson*
- Stephanie Osmond, CAIB – *Cal LeGrow Insurance*
- Nicole Rose, CAIB (Hon) – *Cal LeGrow Insurance*



Nova Scotia Graduates

- Vanessa Arsenault, CAIB (Hon) - *BrokerLink*
- Hillary Bonin, Certificate of Completion - *Keyes Insurance Brokerage*
- Rebecca Buckley, Certificate of Completion - *Keyes Insurance Brokerage*
- Caitlyn Doherty, CAIB - *BrokerLink*
- Laura Fitzgerald, CAIB - *Allied Insurance*
- Sara Freeman - *Intact Insurance*
- Marcie Gray, CAIB - *BrokerLink*
- Heather Jenkins, Certificate of Completion - *Keyes Insurance Brokerage*
- Tanya Johnson, CAIB - *Strum Insurance*
- Shelley LeBlanc, CAIB - *Sears Insurance (NB)*
- Gary Leinwand, CAIB - *Gallagher*
- Jack Stanley Milligan, Certificate of Completion - *Keyes Insurance Brokerage*
- Candace Mosher
- Carli Poirier, CAIB - *BrokerLink*
- Beverly D. Redden, CAIB - *Eisenhauer Insurance*
- Ashley Schelleman, CAIB - *Eisenhauer Insurance*
- Lorelei Townsend, CAIB - *BrokerLink*

Commercial Lines: The road to CSIO's revitalized Data Standards

Canadian brokers have reaped the benefits of the Centre for Study of Insurance Operations (CSIO) Personal Lines (PL) Data Standards for decades. Commercial Lines (CL) Data Standards, however, have faced a much slower road to adoption. A CSIO member survey revealed 90% of respondents agree that CL Data Standards are important, making industry-wide uptake essential.

Data standards facilitate the exchange of information between insurer systems and BMS platforms, expedite underwriting, provide real-time quoting, and enable a BMS to automatically generate electronic policy documents (eDocs). Brokers sent over 46 million eDocs to customers last year—more than double the 22 million eDocs sent in 2017.

Here's how the CL Data Standards have evolved to mirror the effectiveness of their PL counterpart and meet the demands of today's modern brokerages.

The Commercial Lines challenge

"The consensus among our carrier, broker and vendor members is that their operations would undoubtedly benefit from the implementation of CL Data Standards," said CSIO's President & CEO, Catherine Smola. "This significant opportunity to positively impact the industry, coupled with our members' enthusiasm for collaborating to strengthen CL Data Standards, made enhancing CL Data Standards a top priority for CSIO."

Industry buy-in was a crucial first step towards improving CL Data Standards; next came figuring out why they weren't widely adopted. To answer this complex question, CSIO enlisted the help of Canada's foremost independent, research organization.

The Conference Board of Canada study

To guide the industry in shaping the future of CL Data Standards, CSIO commissioned

The Conference Board of Canada to research the main barriers preventing insurers and vendors from implementing CL Data Standards and make recommendations for moving forward. Their methodology involved extensive industry consultation via interviews with insurer executives and vendors, a broker focus group, and a nationwide survey of 150 brokerages. The four-month initiative yielded many key findings that are helping to shape CL Data Standards today, including:

- The main challenges to implementing Data Standards in the commercial space are manual workflows and a lack of uniformity in how different insurers receive customer info (online portals, emails, phone calls, etc.)
- 94% of brokers support the industry-wide implementation of CL Data Standards
- 91% of brokerages say they are more likely to work with insurers who have implemented CL Data Standards

The Conference Board of Canada's final report recommended a phased approach with broad industry participation to ensure the successful adoption of CL Data Standards. CL Data Standards Implementation Timeline

CSIO and the industry have accomplished a lot since the Conference Board of Canada study wrapped up in late-2017. *See timeline chart.*

How CL Data Standards can benefit your brokerage

Additional enhancements to CSIO's CL Data Standards, such as binding requirements for multi-operations small business, are on the horizon. In the meantime, the CL Working Group's existing achievements can help enhance your operations by:

- **Accelerating information flow** between your BMS and insurers' systems



- **Automating quotes;** CL Data Standards can reduce underwriting time from three days to mere seconds
- **Saving time and money** by digitizing transactions
- **Improving customer service** via faster and more accurate quotes

"I'm extremely proud of the contributions that Travelers Canada and every other CL Working Group member has made to advancing CL Data Standards over the last few years," said Laura McDonald, AVP Customer Experience, Business Insurance at Travelers Canada. "The diversity of representation by insurers and vendors on the Working Group ensures we're meeting the needs of our entire industry—with the ultimate winner being our customers."

Talk to your insurer partners, and learn more

Capitalize on the advantages of CL Data Standards by talking to your insurer and service provider partners about completing the CSIO CL Certification Program.

Learn more about CL Data Standards by visiting csio.com.



Kathryn Sinclair
Vice President, Strategy & Operations at CSIO

<p>CL Working Group formed</p> <p>Insurer and vendor representatives working to advance CL Data Standards in the broker channel</p>	<p>Working Group establishes minimum data set</p> <p>Common data elements used by insurers to underwrite commercial risks, regardless of complexity</p>	<p>Minimum data set for small contractors established</p> <p>A standard set of questions for underwriting small business contractors</p>	<p>CSIO launches CL Certification Program</p> <p>Supporting and recognizing insurer and vendor members who have implemented CSIO Data Standards</p>
<p>JULY 2018</p>	<p>NOV 2018</p>	<p>NOV 2019</p>	<p>MAY 2020</p>

<p>Brokercore becomes first CSIO member to achieve Level II Certification – Verified designation</p> <p>By implementing CL Data Standards and real-time quoting from their BMS</p> <p>Working Group establishes minimum data set for small retailers</p> <p>Questions improve the speed of information exchanged between brokers and insurers</p>	<p>Minimum data set for small business and professional services established</p> <p>Questions cover all 80 IBC business and professional services industry codes</p>	<p>Unica and Vertafore become first CSIO members to complete the CL Certification Program</p> <p>The first insurer and vendor to achieve all three levels: Foundation, Verified, and Certified</p>	<p>Working Group defines requirements for multi-operations small business</p> <p>Allowing brokers to submit multi-operations quote requests</p>
<p>JUNE 2020</p>	<p>DEC 2020</p>	<p>APRIL 2021</p>	<p>JUNE 2021</p>



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Help your clients manage cybercrime risk

By Amanda Dean, Vice-President, Atlantic, Insurance Bureau of Canada

When the government of Prince Edward Island experienced a ransomware attack in February 2020, its IT department spent about 90 minutes working to contain the virus, which was tampering with its network infrastructure. Fortunately, the government had a backup of its data, and minimal disruption occurred.

Later that year, the City of Saint John, New Brunswick, experienced a similar attack but with more serious consequences. After refusing to pay the criminals' ransom demand of almost \$20 million in bitcoin, the City was forced to rebuild its network at a cost of \$2.9 million.

In both instances, they were well documented by the media given the public interest in the data contained within the breaches.

Research shows small businesses are vulnerable to cybercrime

Incidents of cybercrime – particularly ransomware attacks – have drastically increased since the start of the COVID-19 pandemic. As people began to work from home, criminals began to prey. And as many small businesses adopted digital processes and moved some of their business online, cybercriminals found yet more opportunities.

During Cyber Security and Small Business Month in October, Insurance Bureau of Canada (IBC) published a report highlighting research that Leger conducted to help educate small business owners on the risk of cyber attacks and the ways they can protect themselves.

The research found that, despite the increased threat of cyber attacks during the pandemic, almost half (47%) of Canadian small business owners said they are not allocating any budget to cyber security. In 2021, 41% of small businesses reported that they had previously suffered a cyber attack, up from 37% in 2019.

However, fewer than half of the businesses surveyed (46%) said they have implemented defences against possible cyber attacks, and only a quarter (24%) said they plan to purchase cyber insurance within the next year.

A cyber attack can be expensive. Those surveyed reported that a previous cyber attack had cost them at least \$100,000. A report by the law firm McCarthy Tétrault estimates that ransoms and their resulting lost productivity cost Canadian organizations \$5.1 billion in 2020 alone.

Reducing the risk

Cyber protection doesn't need to be costly or complicated. Here are few simple actions your commercial clients can take to reduce their risk:

- Enforce multi-factor authentication on login and network access. This means requiring at least one more step to log in, such as sending a code to a mobile phone.
- Focus on email security: Enable attachment scanning, use external sender banners, and train staff on how to spot and contain malicious phishing attempts.
- Run regular data backups, making sure they have unique credentials.

Cyber insurance and “silent cyber”

Most IT professionals will tell you that they are constantly upgrading their defenses, as attacks are more frequent and more convincing than they used to be. However, defenses can't catch everything, which makes cyber insurance critical for all organizations. Saint John's cyber insurance policy helped cover 85% of the cost to rebuild its networks and hire a private firm to investigate the incident, bringing their out-of-pocket expense down to \$400,000. A cyber insurance policy may also help pay for other costs related to cyber attacks, such as civil fines,

legal damages, forensic investigations, and other expenses that are required to restore business operations.

Unless a commercial client has standalone cyber insurance, which clearly defines the parameters of coverage, they could be responsible for paying out-of-pocket for cyber losses in certain circumstances.

Silent cyber – also known as non-affirmative coverage – refers to cyber losses that stem from traditional property and liability coverage, but where the insurance policy neither explicitly nor implicitly provides coverage for cyber risks. Silent cyber makes it difficult for commercial clients to understand what they are covered for and what is excluded, resulting in coverage uncertainty. Insurers are taking steps to reduce coverage uncertainty by promoting standalone coverage and clarifying the parameters of traditional coverage as it relates to cyber risk.

As cyber attacks become more common, businesses can no longer afford to ignore the risk. Consider starting a conversation with your clients to ensure that they understand whether they are covered for cyber attacks, and the potential damage they may incur without adequate protection.

About IBC's study

IBC contracted Leger to conduct an online survey of 300 small businesses (sole proprietors and those with up to 499 employees), between July 28 and August 5, 2021, using Leger's online panel. No margin of error can be associated with a non-probability sample (a web panel in this case).

In 2019, on IBC's behalf, Leger conducted a similar survey of 300 small businesses, also using its online panel. Leger compared those results with the findings of the most recent survey to look for trends in how small businesses manage cyber security. For comparative purposes, a probability sample of 300 respondents would have a margin of error of $\pm 5.7\%$, 19 times out of 20.

Visit www.ibr.ca to read the full report.



Meet the new IBANB Board 2021-2022

The board of directors for IBANB

left to right in photo/top to bottom

Lori Thebeau, Nadine Rail, Jeffery Daniels, Erin Schryer, Natalie Leger

Stephen Halsall, Joanne Deveaux Murphy, Scott Embree

(Apologies not in attendance, Brandon McGee, James Higgins)



Award of Merit

The Board of Directors of the Insurance Brokers Association of New Brunswick recognizes over the years, many of their members have given unselfishly of themselves, their time, and dedication for the betterment of their fellow brokers and the insurance community. To honour these outstanding individuals who

have worked on behalf of independent insurance brokers, an Award of Merit has been created.

The recipient has been at the forefront of IBANB for many years, this recipient is also a Past IBANB President and IBAC Director and

always makes an impact and positive impression. He is a proud 4th generation company whose doors opened in the '60s and became incorporated in 1968. It all began when the recipient's grandfather "Ulderic" became the man in the know for life insurance and started by going door to door, connecting with clients. Then began the 2nd generation, "Daniel" who took over in 1966 and grew the business by opening offices in Saint-Basile and Grand Falls. As many of you can relate to, our recipient of the award started working at the brokerage in the summers during his university years from 1980 to 1984, after which he was hired full time. He then bought the business from his father in 1999, opened another office in St-Quentin in 2006, and finally bought the Perth-Andover office in 2018. And now, the 4th generation, his son "Chanel" was hired in 2013. Our recipient's wife was thrilled when we reached out to her, and confirmed how ambitious, hardworking, and dedicated he is. William, Felix, and Noah are proud of their Grampie too!

Join us in congratulating Denis Daigle, of GoToInsure.ca, on being our 2021 Recipient for the Award of Merit!!



Your Marketing Plan For 2022

With 2022 comes a new era of marketing possibilities. Every business should take some time each year to revisit their marketing strategy, but with the rapid advances we've seen in technology these past two years, this is especially true this year. In this article, I want to go through the process of developing your marketing plan for 2022.

A Template For Strategic Planning

To initiate your 2022 planning process, take yourself out of the business for a day or two and apply some strategic thinking. Consider where you want to take your company over the next one and three years and what it might mean for your business development strategy.

Once you've had time to envision the future of your company and examine some

modes of getting there, block off an afternoon or a full day to plan strategically with your team. Communicate to them where you see the company in three years and set some short- and long-term goals toward achieving that vision.

In 2022 SMART, or Specific, Measurable, Attainable, Realistic, and Timely, goals have been replaced with FAST goals. Fast goals are Frequently-discussed, Ambitious in scope, measured using Specific metrics, and Transparent for everyone to see and understand. Be sure that the goals you are setting measure up against this framework. Don't be afraid to be a



little bit ambitious.

Frequently discussing your goals ensures the company is making advancements towards them; ambitious goals promote growth by stretching your team outside the walls of their comfort zones; specific metrics for measuring goals makes it easy to determine how much progress you've made; and transparency is vital for sharing goals with your team and in creating incentives for high performance.

Once you have established your three-year FAST goals, come back to the present and think about what you can do in the next 90

days that will propel you toward achieving these goals. Repeat this process each quarter. Anything beyond 90 days shouldn't be planned because there are too many unpredictable variables.

I have been a Certified Scaling Up Coach for over 12 years now and I can tell you this: companies that engage in quarterly planning sessions see greater success with their marketing strategy each year than companies who recycle the same techniques throughout the year.

At each of General Electric's quarterly planning sessions, former CEO and 'Leader of the Century' Jack Welch worked with his executive team to set three-year FAST goals and 90-day objectives towards achieving these goals. What he called the "three-year strategic plan" and the "90-day execution plan" saw General Electric to great success.

Redefining Your Business Development Strategy

With a solid three-year strategic plan and 90-day execution plan in place, it's time to revisit your business development strategy. This includes your sales and marketing initiatives. Look at your new goals, particularly your new sales goals, and assess what you are currently on track to achieve. If your FAST goals and what you're on track for achieving are not aligned, you will need to redefine your business development strategy to close the gap.

Most of us have sales goals for 2022 that are higher than what we are currently on track to achieve. As a result, we need to fill that gap. If you go into the marketplace in the same way you've done every year in the past, you are going to get the same results. In other words, if you change nothing, nothing is going to change. If you want to fill the gap, you need to do something different.

Think about your core customer and develop aligned sales and marketing messaging that attracts their attention, speaks directly to them, and clearly communicates where you want them to go in their buying journey. Highlight the value of the product or service you are providing and speak to the problem you are solving by selling it to them.

If you have not already done so, we highly recommend optimizing your website to maximize conversions as part of your redefined business development strategy. Having a strong digital marketing component is a must for competing in any industry this year and for propelling your company towards achieving your FAST goals. Optimize your website with a call to action and consider exploring options for pay-per-click advertising and organic content marketing.

Digital Marketing Is What We Do

At Tulip Media Group, digital marketing is what we do. As a StoryBrand-Certified Agency, we help companies across North America achieve real results through our tailored digital marketing programs. We can also help you automate a portion of your sales and marketing process to filter out low-quality leads, allowing you to focus only on potential customers with a high likelihood of conversion. When customers land on your website, we'll make sure they know how and where to take action to engage with your company. That's what we do.

Enlisting the help of a digital marketing expert like Tulip Media Group can help you target your advertising, maximize your return on investment, and accelerate your journey toward achieving your FAST goals. If you want to take your business to the next level in 2022 but need some help leveraging a digital marketing strategy, we would love to talk to you. Our digital marketing programs are so good that they pay for themselves, results guaranteed. Book a product demonstration with us online at TulipMediaGroup.com to learn more.



*Andy Byting,
Founder & CEO of Tulip Media Group.*



The Insured, the Insurer, the Lawyer

The Tripartite Arrangement

When a liability claim arises, customers often hear that their insurance will look after everything, including hiring counsel to defend the claim on the insured's behalf. But how does that relationship work? Who has control of the defence?

The tripartite relationship

The relationship between the insurer, the insured, and the lawyer hired to defend the claim is known as a tripartite relationship. Tripartite means a relationship between three parties, in which case both the insurer and insured are clients to the lawyer.

In such a relationship, the insurer is generally responsible to pay the lawyer for his or her legal services and based on the insured policy, the insurer often indemnifies for any losses for which the insured may be responsible, either through a court decision or a settlement between the claimant and the insured. The insurer's responsibilities, however, do not detract from any responsibility the lawyer has to the insured, especially in those instances when a conflict of interest arises between the insurer and the insured.

Conflicts between the insurer and the insured can occur, but more often than not, the interests of the insured and insurer usually align, which simply put is to defend successfully against the Plaintiff's claim. In those instances when a conflict does arise, the duty to defend is often triggered before a conflict, usually a coverage issue, is identified. In those matters where a conflict exists, an insurer cannot act in its own best interest without considering how the results will affect its insured. The insurer's interest does not have primacy over the insured's interest because the insurer has financial responsibilities for the defence and indemnification of the claim. As an aside, the insurer may give the defence lawyer authority to settle the claim without any input on behalf of the insured, if the settlement does not put the insured at risk, i.e. it is within the policy limits.

The principles of the tripartite relationship

The responsibilities the lawyer has to the insurer and the insured were summarily defined in the Ontario Court of Appeal case, *Hoang v Vicentini*, 2015 ONCA 780. These following principles are fundamen-

tal to the smooth operation of the tripartite arrangement:

1. Where a lawyer is appointed by an insurer to defend its insured, the lawyer's primary duty is to the insured. That is so even though the lawyer is paid by the insurer and the insurer may eventually have to pay the claim against its insured. *Deschênes J.A.* discussed this principle in *Parlee v. Pembridge Insurance Co.*, 2005 NBCA 49, at para. 17:

It is now beyond dispute that a lawyer appointed and paid for by an insurer to defend its insured in compliance with the insurer's contractual duty to defend owes a duty to fully represent and protect the interest of the insured. By doing so, the lawyer, of course, is also acting in the insurer's interest in the sense that the plaintiff's claim (a claim that the insurer may eventually have to pay) is being challenged. But, first and foremost, once appointed, the lawyer must represent and act on behalf of the defendant insured with the utmost loyalty and only in the latter's best interest. No one seriously contends that the lawyer is or should be allowed to take a position contrary to the interests of the insured defendant which he has been appointed to represent. [Citations omitted].

2. An insurer may be required to relinquish control of the defence and pay for independent counsel retained by its insured only if there is "in the circumstances of the particular case, a reasonable apprehension of conflict of interest on the part of counsel appointed by the insurer": *Brockton (Municipality) v. Frank Cowan Co.* (2002), 57 O.R. (3d) 447 (Ont. CA), at para. 43.
3. Where the insurer has insisted on a reservation of rights or its insured has signed a non-waiver agreement, then a conflict of interest may arise if coverage under the policy turns on the insured's conduct in the accident giving rise to the litigation. *Goudge J.A.*

discussed this principle in Brockton, at para. 42:

If the reservation of rights arises because of coverage questions which depend upon an aspect of the insured's own conduct that is in issue in the underlying litigation, a conflict exists. On the other hand, where the reservation of rights is based on coverage disputes which have nothing to do with the issues being litigated in the underlying action, there is no conflict of interest requiring independent counsel paid for by the insurer.

A Final Word

If a conflict arises between the insurer and insured, it is prudent to address the conflict

immediately. Depending on the nature of the conflict, the insurer should seek independent advice from a separate lawyer who is not involved in the tripartite relationship. For example, if there is a coverage issue based on policy interpretation, "coverage" counsel should address the issue and provide an opinion, because that lawyer would be working solely for the insurer, without obligations and responsibilities to the insured too, as found in the tripartite relationship. Timely legal advice on any potential conflict helps to minimize expenses and helps to focus the parties and the strategy to defend the claim.

specific legal advice by contacting members of C3 Legal (or their own legal counsel) regarding any specific legal issues. The article was current as of its original date of publication, but should not be relied upon as accurate, timely or fit for any particular purpose.



Kyla Russell
C3 Legal

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Colin Clahane, North American Director, Head of BMO Insurance Initiatives



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At BMO, we remain firmly committed to supporting the independent broker

Insurer Spotlight

What is a Wawanesa Loss Control survey & how does it benefit clients?

When you get a call from Wawanesa’s Loss Control team to help set up an on-site survey with a policyholder, you and the client may feel a bit hesitant at first and unsure what it entails. The truth is, it can save clients time, money and hassle.

“We’re not inspectors, and we’re definitely not code enforcers. We’re risk consultants,” clarifies Paul Johnston, Eastern Commercial Manager of Loss Control with Wawanesa Insurance. “We work with our clients and try to keep them from incurring a loss. It’s a win-win situation.”

What happens during a Wawanesa Loss Control survey

When our Loss Control team gets a request from underwriting for an on-site survey, we will reach out to you, the broker, first. Sometimes ‘ride-along’ surveys are conducted with brokers, or joint surveys are conducted with underwriters for training and educational purposes.

A Wawanesa Senior Loss Control Representative conducts a home survey in Calgary, Alberta wearing his personal protective equipment

Through both the on-site survey and virtual surveys, our Loss Control team gathers pertinent information from the client to provide risk-related advice that helps minimize or avoid loss.

This provides significant value to the policyholder. When a Loss Control representative surveys a property, they provide transparent feedback on potential hazards that may have previously been unknown. With these insights, the client is in a better position to action items that may have otherwise resulted in an insurable loss—plus avoid the inconvenience of downtime and any deductible costs.

Here’s how the on-site survey works

A member of our Loss Control team will first work with you to arrange a convenient time with the policyholder.

During an on-site appointment, our Loss Control rep will survey the client’s property, ask relevant questions, take notes, measurements and capture photos. We look at a variety of factors, from building construc-



A Wawanesa Loss Control Representative conducts an Infrared Thermography scan on an electrical panel during a commercial inspection

tion features to fire, liability and crime hazards—highlighting areas of excellence as well as conditions that may lead to a loss.

“We perform a different job than the broker,” says Johnston. “Our purpose is to analyze exposures to loss and work with policyholders, brokers and underwriters to offer creative solutions. Once again, that becomes a mutual benefit.”

Conducting surveys during COVID-19

During the pandemic, Wawanesa’s Loss Control team is outfitted with personal protective equipment (PPE) to conduct on-site surveys.

When on-site surveys are not possible, our team has the option of using a virtual sur-





A Loss Control Representative in Moncton, New Brunswick inputs photos into Wawanesa's digital platform during a home survey.

vey platform. This includes phone interviews followed by a smart-phone-compatible link where clients can provide photos and input additional information directly into the system.

Results of a Loss Control survey

Following the survey, our Loss Control team provides documentation to the broker and underwriter. This includes a recommendation letter with photos that highlights opportunities for risk improvement. We encourage you to review that letter with your client and discuss any questions or next steps if needed.

Our Loss Control team is always available for post-survey consultation, including clarification on recommendations or even advice on future building renovations or expansion projects.

Benefits of a Loss Control survey

“We’re there to help both the policyholder and the broker,” says Tyler Bjornson, Director of Loss Control with Wawanesa Insurance. “We’re helping to play that defensive line.”

“Most policyholders don’t have access to the technology we have, such as infrared cameras, and they’re benefitting from the team’s collective years of field experience,” Bjornson continues. “A loss prevented is always a mutual win, saving our policyholders from experiencing downtime, inconvenience and from paying their deductible.”

When it comes to hazards, risks and losses, an ounce of prevention is worth a pound of cure—and the Wawanesa Loss Control team is working with our policyholders, brokers and underwriters for mutual good.

Visit wawanesa.com/LCsurvey to read the customer version of this article. We invite you to share it with your clients who have been selected for a Loss Control survey to help them understand what to expect.

Looking after one another for 125 years.

In 1896, twenty farmers got together to look after each other and their communities. 125 years later, this still holds true.

Wawanesa Insurance

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CALENDER OF EVENTS

JANUARY

- 18** | **NB** Webinar: Commercial Disaster Planning
- 24** | **NS** CAIB 2 Evening Webinars — January 24 – March 14, 2022
- 25** | **NB** CAIB 1 English Online Preparation Course — 4 Week
NB CAIB 1 French Online Preparation Course — 4 Week
- 26** | **NS** CAIB 1 Evening Webinars — January 26 – March 16, 2022
NB CAIB 2 English Online Preparation Course — 4 weeks
- 27** | **NB** CAIB 3 English Online Preparation Course — 4 weeks

FEBRUARY

- 15** | **NB** CAIB 1 Spring Interactive Immersion Class February 15 - 19, 2022
- 20** | **NB** CAIB 2 Spring Interactive Immersion Class February 20 - 24, 2022

MARCH

- 08** | **NB** CAIB 3 Spring Interactive Immersion Class March 8 - 12, 2022
- 13** | **NB** CAIB 4 Spring Interactive Immersion Class March 13 - 18, 2022



The way we work together may have changed.

Our commitment to support our brokers partners remains the same!

We're here to be with our partners today as well as working together towards a better tomorrow.

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- First class risks eligible for Broad Form coverage and Replacement Cost coverage
- Unprotected risks will not be denied coverage

Rented Dwellings

- Includes single family and multi-family homes (up to 6 units), condos, and student housing
- First class risks eligible for Broad Form coverage and Replacement Cost coverage



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