

PULSE



THE HEARTBEAT OF RISK MANAGEMENT, JANUARY 2016

President's Message

The Year of Celebration!

■ **By: Tina Gardiner**, ORIMS President - Regional Municipality of York

Happy New Year and welcome back from what I hope was a restful and fun-filled holiday season for all!

So how about those New Year's resolutions...did you draft any? A recent post on Facebook made me giggle.....It read "My goals for 2016 are being carried over from 2015. They have hung around from 2014 which shifted forward from 2013 and were started in 2012".

Sometimes I know that this feels very true for many of us. We spend more time regretting what we did not do than celebrating what we did accomplish. This focus drags us down and makes us feel guilty instead of feeling proud and confident. Let's make a pact to change this thinking for 2016!

2016...the year of celebration...of sharing good news stories ...of building people up.....of starting new friendships and enhancing old ones! The ORIMS Board started chanting this mantra in July at our

'Blue Sky' planning meeting under Paul Provis' leadership and we are still chanting it today! And The Pulse is just the tool to help us with this task.....

We are starting a new members comments section that will highlight good news, celebratory stories, kudos and thank yous relating to risk management. We invite you to share a story about yourself or someone else. Please feel free to send an email to any board member. We will then verify content, confirm, and obtain your consent on what can be printed. Let's celebrate each other and all we do!

Let me start it off.....sincere thanks to Paul Provis for his long service on the ORIMS Board. As you know Paul has changed careers within our industry and can no longer serve as ORIMS President (hence the "runner up" taking over!). Paul has been an outstanding leader in his service to ORIMS stepping up to the microphone on more than one occasion, taking on tasks outside his portfolio and lending a



hand wherever he was needed. Thanks so much Paul and we will miss you at the Board meetings...but I know you will remain an active member of ORIMS!

The Board has fantastic plans for 2016 including a new way to deliver professional development, combining the AGM with our very popular Golf Day, a Spring Fling event that you will not want to miss, the fun filled curling event in February and much more.....watch for dates and details for all! ORIMS will also be launching a new Sponsorship Program to support the

services, programs and events it provides to its members. Please check out our new Sponsorship & Donations section on the ORIMS website.

For those of you that have been around the industry for a while you might recall that this is not my first time writing a President's Message for The Pulse. It has been exactly 20 years since my first term of office as President. And while a lot has changed, much has stayed the same. Membership in ORIMS is special. We are a supportive, volunteer service driven organization that is not only educational but fun. The professional networking and relationships I have developed through the years are priceless and so very valuable.

I wish for all of you a prosperous, successful, safe and happy year. I invite new and seasoned members to get involved with ORIMS and enjoy all that membership brings. We have much to celebrate! And I look forward to the opportunity to do just that as we move through 2016.



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The Data Game

As the cloud comes rolling in, a new spate of security risks and breaches come falling from the sky

■ By **Angela Conway**, Underwriter, FM Global

It truly is a unique time in our history. The business processes we've come to know will soon become archaic. Technology is advancing more rapidly than ever before and a number of new technologies are emerging as viable business solutions. The rising star among these is, undoubtedly, the cloud.

Businesses can realize huge benefits by adopting cloud technology. There are substantial cost savings when a company doesn't have to purchase and maintain physical data infrastructure, and the ability to access data from anywhere in the world is a major advantage for any business. The ease of implementation and scalability of cloud technology is enough to make companies of any size consider the cloud. It seems that the question is not if we're all moving to the cloud, but when.

Like any new technology, though, the cloud opens the door to a vast new set of exposures. Cloud technology is vulnerable to the same issues that impact computer hardware and does not provide safe haven from data outages, software glitches and cyber attacks. Mixed opinions about its benefits abound, questioning the security of cloud technology and stating the risks that come with the relinquishing of physical data infrastructure ownership. "There is a tendency to feel high and above the problems that have plagued computer hardware in the past," says Bob Hartwig, president of the Insurance Information Institute. "But the reality is that all technology is susceptible. Like electricity, internet or air traffic control, no system is immune to periodic problems. Cloud computing doesn't promise guaranteed continuity." Apple co-founder Steve Wozniak recently expressed his worries about cloud technology, citing the potential for "horrendous" problems in the next five years due to the lack of ownership and loss of control that results from outsourcing data infrastructure.

Moving to the cloud places critical data and computing powers in the hands of a supplier that could be thousands of miles away. The ability to react to data outages in real time and make repairs as needed is disconnected from the company and redirected to the service provider. Data is likely stored and processed in two or more centers



to ensure access in heavy network traffic. In many cases, data may be stored and processed by centers in multiple locations around the world. Often times the service provider is also involved with multiple subcontractors, creating a complex web of suppliers that must react in unison in the event of a power outage or cyber breach, potentially delaying the clients' ability to get back online and resume business operations.

Many cloud service providers and their subcontractors are building data centers in emerging markets where construction and infrastructure is less expensive. For instance, Google and Microsoft are buying new sites in Hong Kong, Singapore and Taiwan for data centers to meet growing customer demand. The property exposures in these markets are undisputed, and as we've learned from the Thailand flooding and power outage in India, outsourcing critical business operations to emerging markets can have a significant impact on a company's supply chain.

From a security standpoint, it's difficult to say if a cloud service is totally secure. Many IT decision makers feel that cloud applications are likely to be breached; the mass of information stored in the cloud is

attractive to cyber criminals. We know that cyber attacks are relatively inexpensive and simple to conduct for someone with the right capabilities, resources, and access. Combine that with service providers or subcontractors located in countries where security regulations are more lax and state-sponsored hacking is rampant, and that's the root of a real problem.

But what about the cost savings and ability to access data anywhere, anytime? Cloud technology does indeed have its benefits, and can be the right solution when implemented effectively. There is a lot of support for the cloud as it applies to business continuity and disaster recovery plans. For instance, Japan has made advances in cloud computing driven by the need for faster disaster recovery systems after events like an earthquake or tsunami. Companies are using cloud computing in disaster recovery practices, mirroring servers in off-site data centers. When a natural catastrophe strikes, cloud technology can help employees work remotely.

To reap the rewards of cloud technology, companies merely have to hold their cloud vendors to the same standards they would apply to in-house data storage. Why settle for less? Be sure that all data center

facilities are highly protected, and understand the exposures. Because building codes and regulations in emerging markets may not meet your company's or insurer's standards, the data center locations should be designed to a recognized criteria, such as the Uptime Institute's Data Center Site Infrastructure Tier Standard. Be vigilant about vendor selection, basing your decision not only on price, but on the service provider's reliability, ability to keep data available and accessible, and comparability to your own disaster recovery plans.

Also be sure to understand how your property insurance policy covers cloud technology and any associated losses. Property insurance policies treat data service interruption differently than other outsourced services, and a loss event as a result of a data outage may not be adequately covered if you're on the cloud. It's important to involve your insurer's client service team in the process early on so they can help assess and engineer the risk and place capacity where it's needed. Additionally, your client service team can help develop an appropriate contract with the provider to ensure that there are no questions of data ownership or other blurry lines that may interfere with the timely processing of a claim in the event of a loss.

With tremendous risk comes tremendous advantage. Cloud computing isn't the only new technology to prove that point, but it certainly is one of the most prevalent. Businesses that adopt cloud technology can benefit greatly, but first they must consider the exposures and potential business interruption implications. But with the right supply chain management program, an adequate understanding of the complex web of suppliers, and an ironclad service level agreement with the service provider, companies with their heads in the clouds can reap great rewards.

This article is reprinted from FM Global's Reason magazine.

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Is Your Property Insured to Value?

■ **By: Vic Persaud, BA, CRM, Suncorp**

One important aspect of fixed asset management is to ensure assets are protected from various risks, including fire, flooding, theft, accidents and various other perils. The best manner to accomplish this is to adopt a prudent risk management policy. The policy should promote continuous monitoring of the insurable values which periodically includes a professional appraisal of the assets.

Assessing the Accuracy of the Insurable Values

If in fact an insurance appraisal of your assets has not been completed in recent years, the first suggestion is to assess the accuracy of the current statement of values. This analysis would typically be completed by the risk management personnel or other individuals that have assumed this responsibility. The key items to assess include:

Has all the Insurable Property been included in the Statement of Values?

It is important to insure all physical assets such as buildings, site improvements, machinery and equipment, furnishings, computer hardware and mobile equipment. Fine arts, library collections, inventories, stocks and supplies should be also insured. As a first step, therefore, a thorough review should be performed to ensure the pertinent insurable assets are covered under the property insurance policy.

Were the Values Developed from Reliable Sources?

Often times adequate consideration is not given to how the insurable values were developed, which can commonly include any or all of the following less-than-reliable sources:

1) Extended Indexing of Insurable Value

It is often the case that annual index factors are utilized to update the original cost or previous insurable value of the property for an extended period of time. Although convenient, indexes can vary substantially from one source to another. In addition, if the original construction cost that is being indexed is incorrect, indexing can compound the error significantly over the years. Lastly, even with a correct original construction cost and accurate inflation index factors, an insurable value should not be indexed up for more than three consecutive years, since building codes are constantly changing, hence the property would not be replaced as originally constructed.



2) Developer's Construction Costs

In some instances, the insurable value may have been based on the developer's construction cost. This amount may not include "soft costs" such as architect fees, development fees and general contractor fees. These are significant costs that should be included in the insurable values of a property. In addition, developers who are building multiple construction projects can achieve efficiencies relative to material and labour costs. The reduction in these costs may result in a lower construction costs for their properties which may not be achieved in the event of a loss and reconstruction of a single property. In most instances, the developer's construction cost may be approximately 20 to 40% less than the replacement cost of the property.

3) Estimates based on "Per Square Foot" Costs

Often, benchmark "per square foot" costs are utilized for insurance placement. This methodology is not reliable since it may not consider location, construction quality and many of the important specialty features of the property's construction and services. Many of the construction details of a property can only be verified by a physical inspection and comprehensive review of the architectural and site plans. This should be completed by an appraisal firm that has specific architectural costing experience versus market value appraisal experience. Market value appraisals consider many other factors that are not relevant to the insurable value.

4) Adequate Consideration for Machinery & Equipment

In some instances the machinery and equipment housed within a facility can comprise the largest component of value. This is especially so for large industrial/

manufacturing facilities. It is imperative, therefore that these assets are reflected accurately in the statement of values. Since these facilities can house hundreds of assets, a physical verification and current appraisal by a qualified professional is required.

Insurance Appraisals By Qualified Professionals -

The Most Accurate Source for Determining Insurable Values

An insurance appraisal is a formal estimate or opinion of value on a property as of a specified date. The premise of value developed is most often the Replacement Cost New (RCN) of the property but in some instances can be the Cost of Reproduction New (CRN) for architecturally unique or historic properties. The RCN and CRN are based on a physical inspection, review of the building plans (architectural and site) and the development of current construction costs. Appraisal firms use various construction costs from published sources including Marshall & Swift/Boeck, R.S. Means Construction Cost Data and Engineering News Record (ENR). A reputable appraisal firm will

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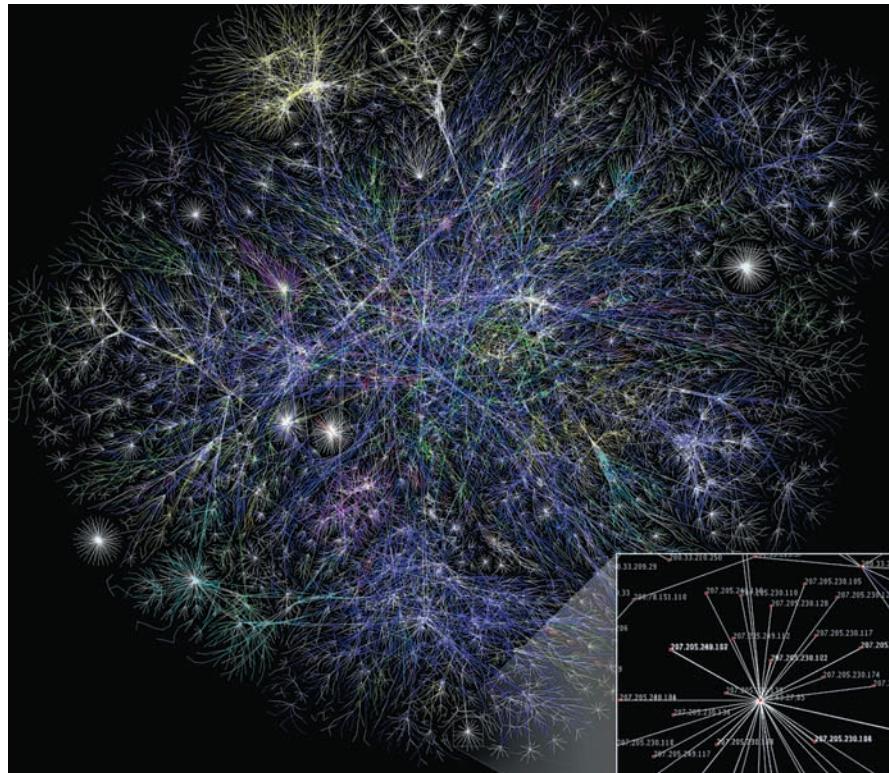
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Big Data, Great Insights?

■ By **Daniel Galvao**, Director Financial Services & Insurance, D&B Canada

One of the most heard terms lately is 'big data.' Many times it is used as a catch-all phrase to encapsulate solutions as wide as predicting consumer behaviour, to back dating regressions for investment returns. What is big data for the risk management community though? How could it help (or at least not hinder...) the ability of insurers, risk managers and the industry as a whole to perform optimally?

I believe it is necessary to start by simplifying the various definitions of big data to: *a quantity of information (or data points) available that is practically impossible for the human brain to process without the aid of machine assisted systems (algorithms, computer processing power, etc.)* With that, we can ask: if we are going to use massive quantities of data and enlist the support of the machines, what problems would we solve? What answers are we trying to get by looking above and beyond the information we might currently have? How do we extract valuable insights?



After all, it would be a waste of resources to use all this extra power just to arrive at answers that we already have or could reach with much simpler models (for ex-

ample, snowfall in the month of July in Ontario is negligible; or interest rates normally have an inverse relationship to fixing premiums).

A cooking analogy

I confess, I am a horrible cook. That, however, does not impede me to try my hand at the kitchen. If you consider data inputs to be ingredients you would use to cook for just a moment, I can illustrate a thought process we can all use. The first question we can ask if I am cooking is: what am I trying to make? A cake, a casserole or a barbecue steak? The answer will dictate the list of ingredients we have to acquire and the equipment that should be used. Similarly, when trying to extract insights from big data, we need to know what information we already have in our database (or our cupboard), which data will have to be acquired outside of our organization (borrow a cup of sugar?) and do we have the computer power and analytical knowledge to process it in-house (or do we

need to use someone else's pressure cooker?). Not to mention, data's quality level is directly associated with the final product's quality level. Old, inaccurate, or stale data can be as detrimental to the final product as moldy flour. As the saying goes: garbage in, garbage out.

Opportunities for insurers

Insurers have a tremendous opportunity to use big data to drive more efficient operations and develop better relationships with stakeholders: policy holders, investors, reinsurers and regulators. From more precise and better priced underwriting, to validating risk models, both life and non-life carriers can (perhaps even, should) integrate analytical reviews based on data enrichment. The number of applications is vast. One example that struck me as very powerful is the integration of economic data (size of policy holder, its financial strength, industry) with geocode and topographical data, to determine which clients are more likely to claim the totality of their coverage and also potentially fail as a business, in the event of a large natural catastrophe (such as a flood). Underwriters and senior management can then decide if that risk is worth acquiring or renewing, and whether it should be priced differently within the insurer's portfolio.

The more commonly discussed application of big data for insurers is on the marketing and sales side. Combining external information such as industry inquiries captured via social media and key websites, can give insurers an advanced foresight to market their coverage. For example, lately cyber risk has been discussed ad-nauseam, with many being unsure of what exactly to offer clients vis-à-vis competitors. If an insurer is able to gain insight from (1) big data on the average loss ratio size of cyber breaches, (2) its financial impact on the affected firms



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Needs versus wants: the risk manager dilemma

Bringing it all together

financiers) to gain better perspective on the risks managed by the industry, as well as to perfect future product and service offerings. The key advantage of data standardization and third-party administration is that it allows competitors to mutually gain insight into their business without

breaches of confidentiality or threat of exposing the levels of risk aggregation of any individual contributor.

Canada has a concise and efficient risk industry, so it is well positioned for initiatives connecting across risk lines, provincial distribution, and participants.

Is Your Property Insured ...

also cross reference this data with actual construction costs (including soft costs) reported by contractors and developers in that region. Finally, construction costs of similar properties appraised should be used as a benchmark test to confirm the insurable value is correct. It is important that the insurance appraisal firm you engage use as many of the above resources to develop an accurate insurable value.

Qualifications of Reputable Appraisal Firms

To select a reputable appraisal firm, it is recommended that they meet the following qualifications:

- The firm carries an adequate amount of errors and omissions insurance;
 - The appraiser(s) are accredited by the American Society of Appraisers or Appraisal Institute of Canada;
 - The appraiser(s) have an educational background in architectural costing or engineering;
 - The appraiser(s) are experienced at completing insurance appraisals of the occupancy of your properties;
 - The appraisal service includes both above grade and below grade assets;
 - The appraisal service is performed in compliance with the Uniform Standards of Professional Appraisal Practice (USPAP);
 - The appraiser(s) reviews architectural plans and site plans; and
 - If applicable, the appraiser has the technical ability to appraise machinery and equipment.

In conclusion, fixed assets represent significant value that should be properly insured from various perils. The most accurate method of determining the insurable value is to engage a professional appraisal firm to complete an insurance appraisal of the property. This will provide the risk manager, its insurer(s) and its insurance broker(s) with the confidence that, in the event of a loss, there will be adequate insurance coverage.

In conclusion, fixed assets represent significant value that should be properly insured from various perils. The most accurate method of determining the insurable value is to engage a professional appraisal firm to complete an insurance appraisal of the property. This will provide the risk manager, its insurer(s) and its insurance broker(s) with the confidence that, in the event of a loss, there will be adequate insurance coverage.

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YOUR FACTORY

TYPHOON

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Preparing Your Home For Winter

The gusting winds, heavy snow, and freezing temperatures associated with winter are normal and typically anticipated characteristics of Canadian winters. However, winter weather events mixed with a lack of preparation can lead to building damage, freeze-up, and flood. Advance preparation can help to mitigate this year's winter weather impacts on your home.

The checklist that follows, though not all-inclusive, can be an effective part of your home's winter weather plan. The issues highlighted herein should be addressed by homeowners to help prepare for the potential impact of winter weather.

Building and Structure

The importance of building maintenance should not be overlooked when preparing for winter. Look for any evidence of past damage to your building's structure. Pay special attention to damaged roofs that may need replacement, and take note of any areas of potential instability during winter weather.

- Review building additions or anything new on the roof that may increase snow drifting. Excessive snowdrifts that increase the weight applied to roof structures can be caused by air conditioners, fan housings, and antennas, and lead to roof collapse. Areas where snowdrifts are likely to occur include:
 - Intersections of low and high roofs.
 - Valleys between two peaked roofs.
 - Intersections of roof and roof-mounted equipment.
- Maintain roofs in good condition, including repairing leaks and securing flashings.
- Check that anything mounted to the roof is secured against damage during heavy winds.
- All building openings should be weather-tight so they will not permit cold air to enter that could in turn cause water pipes to freeze.
- Check that eavestroughs and downspouts are secured to buildings, clear of leaves and debris, and drain away from the building.
- Ensure trees that could fall when laden with wet snow or ice are not overhanging the building.

- Check that any street drains near to your home are clear of debris, snow, and ice.
- Ensure sump pumps are operational and equipped with monitored alarms with battery back-up.
- Know the location of all water shut-off valves in case of a burst pipe.

Heating Equipment

- Boilers, furnaces, and other heating equipment should be inspected and maintained in accordance with manufacturers' guidelines. Winter storms may result in power failure, which may deactivate your heating system. If this occurs, water-filled piping may freeze and rupture. As part of your checklist:
- Ensure scheduled service is completed for all equipment such as boilers, furnaces, and heating, ventilation, and air conditioning (HVAC) including prewinter servicing.
 - Bleed radiators.
 - Store combustibles safely away from heating equipment.
 - Turn-off and drain water supplies during extended power failures when

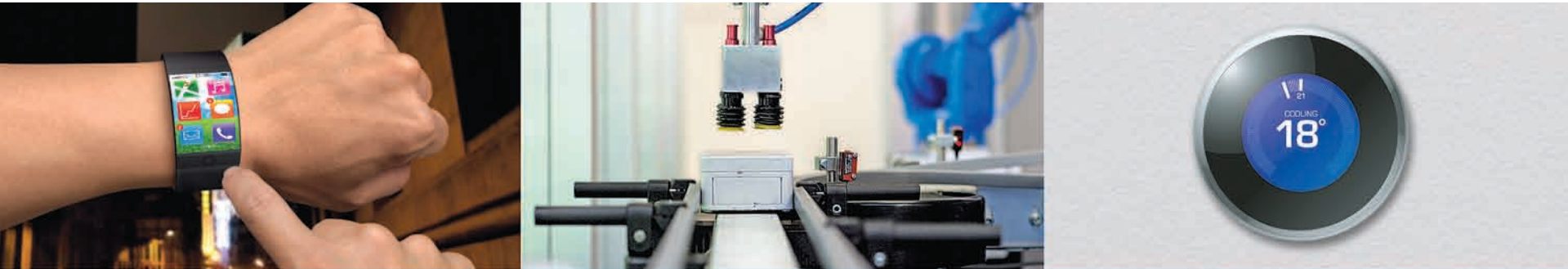
building interior temperature could drop below freezing. When pipes cannot be drained, such as radiator pipes, temporary heating may be required.

Snow Removal

Keeping active walkways, stairways, and driveways clear of snow and ice will help reduce the likelihood of slips and falls. It's also recommended to:

- Maintain adequate supplies of shovels, sand, and salt on-site.
- Ensure any other snow removal equipment is in good working order.
- Consider utilizing a snow removal contractor for snow removal or to assist during major snow events.
- Ensure access is maintained to fire hydrants.
- Monitor snow levels on roofs.
- Address and/or relocate downspouts that may create icy conditions on pathways.

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Winter Vehicle Safety

Every year, there are consistently more than 100,000 vehicle collisions in Canada, resulting in millions of dollars in property damage and thousands of lost lives. It should not come as a surprise that a greater number of these collisions happen during the winter months. Drivers can help reduce vehicle accidents, and increase their own safety, by realizing that a little bit of caution can go a long way to preventing an accident.

Precautions

- **Driving defensively, especially in winter conditions.** Accidents increase in the winter, as driving conditions deteriorate; it is important to drive defensively and cautiously in these conditions. Extreme driving conditions demand increased driver concentration and preparation.
- **Scanning your surroundings.** Walk around the vehicle before you start driving. When driving, do a complete check of your surroundings by scanning and using mirrors.
 - **Turning at Lights:** Scanning an intersection is particularly important when turning at lights; ensure that your path to turn is clear before moving across oncoming traffic lanes. Count two seconds before proceeding into an intersection in case the 'other driver' does not stop. Look again, left, centre, right, then left again before proceeding. And speaking of lights, make it a habit to always use the full lighting system on your car, headlights and tail lights.
- **Backing Up:** One of the most frequent accidents is backing into an object, such as a pole or fire hydrant. Using your rear view and side view mirrors can assist with checking your surroundings prior to backing up. If the surroundings are not familiar, you might want to walk around the vehicle once to see what obstructions exist. Prior to backing, look into the spot you will be entering. Make sure there are no objects which might cause you problems. Remember, it is far safer to first back into a parking position and then drive out when leaving it.
- **Respecting signage, yielding and stopping accordingly.** A significant number of accidents occur when a driver fails to obey a stop sign or light, or fails to yield as shown on signage. Time is rarely saved, and safety is jeopardized, by not obeying signs. When roads are wet with snow or rain it can take you up to three times or more the distance to stop. Increase your stopping distance by reducing your speed and be prepared to stop earlier. Not



obeying a stop sign or red light can cost you hundreds of dollars in fines and demerit points on your driving record.

**Remember to always wear your seat belt!
Drive like your life depends upon it!**

These precautions are simple, but following them will assist in ensuring you get to your destination safely.

Incident Preparedness

Prepare for being stranded – have bag with two blankets, a wool hat, gloves, water bottle, cookies, band-aids, and paperback books.

- Keep a flashlight in the vehicle with spare batteries.
- Disposable film camera (no batteries required) – to take pictures of collision, damage, etc. for insurance.
- Limit cell phone use – conserve battery usage in case of delayed rescue.
- Conserve fuel – leave engine off for one hour intervals and turn on for 15 minutes or less to get warm.
- Folded card sheet and magic marker – for an emergency sign.
- Typed list of contact numbers (to tape to dashboard) – in case of concussion.
- Small shovel and strip of carpet – to dig away obstructions/improve traction out of small problems.

Snow

Snow causes reduced traction and limited visibility. Speed reduction and increasing the following distance are extremely important for both visibility and vehicle control purposes. Drivers should accelerate slowly when driving on snow covered roads (imagine you have an egg between your foot and the accelerator or brake and

you are not allowed to break it). If the drive wheels spin, the driver should take his/her foot off the accelerator and apply minimum pressure on the pedal. This will help minimize the driver's chances of skidding or losing control of the vehicle. Installing four good quality snow tires will aid in traction and braking. Consider mounting the snow tires on different rims to ease the changeover from your regular set.

Steering and braking should also be done carefully and smoothly to minimize skids. A driver should also allow for an increased stopping distance and avoid tailgating. Let the type of snow on the road (hard-packed, fresh, etc.) play a part in how you approach maneuvering your vehicle.

Limit the use of cruise control to times when visibility allows you to see the condition of the roadway well in advance. Remember that maintaining control is the key to safe winter driving! It's best not to use cruise control when there's any danger of ice on the road.

Ice

An icy road can be more dangerous than snow covered roads. All drivers need to watch for changes in a road surface that may affect traction. In cold weather, drivers need to be aware of black ice. What makes black ice dangerous is the fact that most

drivers aren't aware of it until it's too late. Black ice forms when temperatures drop to around the freezing mark. Any moisture on the road freezes into a smooth, nearly invisible, slippery surface. Be especially cautious on bridges and overpasses as they are known to freeze before any other part of the roadway. On cold days when the road is wet, drivers should keep an eye on the spray thrown from other vehicles. If the spray suddenly stops, black ice may be forming. Studded tires or chains are allowed in some jurisdictions. Check with your local authorities if you can put them on your vehicle.

Driving conditions can deteriorate quickly in the winter due to snow and ice. Anticipate situations that may arise, such as a driver rear ending you. By leaving enough space between you and the vehicle in front, you will have more time to react and drive out of the situation.

Winter driving does not have to be stressful. Prepare yourself, and your vehicle properly, and you can enjoy all that the season has to offer.

Drive smart... drive safe!

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ORIMS Top CRM Graduate Award

Each year, ORIMS honours the risk management professional that obtains the highest marks on the 3 required Canadian Risk Management (CRM) courses. For 2014, the ORIMS Top CRM Graduate Award goes to

Trudie E MacDonald, Senior Underwriter at Osborne & Hibbert Mutual Fire Insurance Company. In recognition of her accomplishment, Trudie will receive a certificate and a cash award. Congratulations Trudie on the excellent achievement!

Canadian Risk Management 2014 Graduates

Full Name

Organization

Aidoo-Hutchful, Doris	Metrolinx
Aitken, Kyle	
Alexander, Kevin	RSA Insurance Company of Canada
Ali, Abid	Ministry of Health and Long-Term Care
Alkerton, Mathew	Marsh Canada Ltd.
Allison, William	Venterra Realty Management
Alwazani, Sandra	York University
Andrews Fonger, Ann	Cowan Insurance Group Ltd.
Arif, Kalad	
Bajac, Bryan	Allianz Global Assistance
Bakshi, Angelina	Veridant Inc.
Balasooriya, Malin	
Balendra, Varun	Office of the Superintendent of Financial Institutions
Barker, Wendy	Aviva Canada Inc.
Bastien, Christine	The Co-operators Insurance Co.
Batuszkin, Curtis	Toronto Transit Commission
Bayes, Carie	Intact Insurance
Bedard, Steven	State Farm Mutual Automobile Insurance Co
Bedford, William	Department of Justice Canada
Bennett, Robyn	Northbridge Insurance
Bergeron, Sherry	Aviva Canada Inc.
Bernier, Marc	Aviva Canada Inc.
Bhana, Reena	Allstate Insurance Co. of Canada
Birt, Frederic	TD Financial Group
Blackman, Earlyn	CIBC Mellon
Blackwell, Heather	Northbridge Insurance
Bouwmeister, Natasha	Trylon TSF
Bowhey , Sarah	
Boyse, Jerrod	Oxford Mutual Insurance Company
Brochu, Madalyn	Intact Insurance
Broughton, Rebecca	Federated Agencies Ltd.
Brown, Gerald	Risk Management Services
Bunn, Craig	Erb and Erb Insurance Brokers Ltd.
Cantelo, Lori	Royal Bank of Canada
Cardas-Flegel, Donise	Manulife Bank of Canada
Cesario, Pasqualina	
Charalambous, Charlie	Northbridge Insurance
Charboneau, Donald	
Cheung, Benny	
Chin, Bay	HB Group Insurance Management Ltd.
Chiu, Lilli	Energi of Canada Ltd.
Chow, Joanne	
Clark, David	State Farm Mutual Automobile Insurance Co
Coghiel, Denise	Hub International HKMB
Cole, Crystal	
Coleman, Kareen	Wawanesa Mutual Insurance Company
Collins, Alana	Northbridge Insurance
Connor, Alastair	Marsh Canada Ltd.
Corless, Bernadette	SCM Risk Management Services
Cornacchia, Luciano	Heritage Funeral Centre
Craig, Steve	Ontario Lottery and Gaming Corp.
Czubak, Anna	Economical Insurance
Dalton, Robert	Intact Insurance
Dang, Gloria	Algonquin Power & Utilities Corp.
D'Annunzio, Mike	Marsh Canada Ltd.
Dattoo-Basdeo, Lisa	Crawford & Company (Canada) Inc.
Dawtre, Carla	
De Oliveira, Miguel	Travelers Canada
Dell, Christopher	
DeMan, Dane	McMaster University
Desrochers, Joanne	Canadian Commercial Corporation
Dhaliwal, Samantha	Economical Insurance
Dhawan, arvind	RBC Insurance
Dillon, Shelley	Programmed Insurance Brokers Inc
Doucette, Henry	DBHS Security Consulting Inc
Driscoll, Elizabeth	Manulife Bank of Canada
Duberry, Evelyn	
Ellis, Christine	
Engyel, Steve	
Evans, Carrie	Gronite Claims Solutions
Farhan, Uzma	
Feltz, Douglas	Economical Insurance

Full Name

Organization

Fenton, Denise	
Fiddler, Dan	
Finch-Noyes, Matthew	
Fitzpatrick, Wendy	
Flavia, Popa	
Foan, Morna	Grenville Mutual Insurance Company
Fontaine, Paul	PF Consulting Inc.
Fowler, Eric	
Francis, Patrick	Ministry of Health
Freudenthal, Oscar	
Fung, Enoch	Aviva Canada Inc.
Gaeta, Denise	SCM Risk Management Services
Galinski, Michal	
Gatere, Solomon	TD Insurance
Gawel, Alexander	Canadian Forces
Glahs, Ryan	
Glenn, Wendy	Zurich Insurance Company Ltd.
Gluckstein, Peggy	PCL Constructors Canada Limited
Goel, Sagun	Unifund Assurance
Golbabai, Ali	City of Toronto
Gomes, Monica	Swiss Re
Gomez, Leandro	
Granese, Sabrina	
Graveline, Mathieu	Northbridge Insurance
Gray, Ryan	Economical Insurance
Greig, Mandy	Travelers Canada
Ha, Jeffrey	Travelers Canada
Hainer, Sarah	
Haines, Chris	Dillon Consulting Limited
Hanna, Amal Alfons	Bank of Tokyo Mitsubishi - UFJ
Harbajan, Anthony	Ministry of Government and Consumer Services
Hawthorne, Karell	
Hewitt, Kelly	Canadian Commercial Corporation
Hoshooley, Jordan	Crawford & Company (Canada) Inc.
Howard, Heather	
Hume, Gillian	RBC Insurance
Hurstfield-Meyer, Richard	
Igwe, Wilson	Ally Adjusters Ltd.
Inthathirath, Charles	
Jaroslawski, Adrienne	The Co-operators Insurance Co.
Jenner, Patti	RBC Insurance
Jordao, Nelio	Travelers Canada
Kambo, Rupinder	
Kamel, Fady	
Kasper, Marnie	Gillons Insurance
Kealey-Morin, Alexandra	Aon Reed Stenhouse Inc.
Keeling, Brad	Travelers Canada
Keels, Michael	Intact Insurance
Kennedy-Tinoco, Jacqueline	Unica Insurance Inc.
Kent, Richard	
Kerr, John	Jones Brown Inc.
Khan, Shamin	Intact Insurance
Khan, Tanzila	
Kim, Albert	Bell Canada Enterprises Inc.
Kluke, Laura	Gore Mutual Insurance
Knight, Lisa	RSA Insurance Company of Canada
Kolmatskyy, Slava	Intact Insurance
Kristolaitis, Michael	Mohawk College
Lalonde, Ryan	JF Markell Homes Ltd
Lam, Bao Yan	Bank of Montreal
Lampropoulos, Theodore	
Landrove Carmona, Jose	Munich RE - HSB B&I
Larocque, Edouard	Shared Services Canada
Laxa, John-John	AIG Insurance Company of Canada
Le, Ngoc-Vicky	Wawanesa Mutual Insurance Company
Lee, Janice	
Lee, Suzanne	The Co-operators Insurance Co.
Leerentveld, Paul	The Commonwell Mutual Insurance Group
Lewis, Tanisha	Ontario Ministry of Health and Long-Term Care
Lichty, Luke	Chubb Insurance Company of Canada
Liu, Chuyin	George Weston Limited
Lloyd, Sandra	Ottawa-Carleton District School Board

2014 Graduates Contd.

Full Name

Organization

Lo, Renita	Aon Reed Stenhouse Inc.
Loft, Michelle	
Lombardi, Lauren	Aon Reed Stenhouse Inc.
Lopes, Andrew	Aon Reed Stenhouse Inc.
Lum, Vivienne	RBC Insurance
Lundrigan, Jaymie	ACE INA Insurance
Luo, Mark	Ensurco Insurance Group Inc.
MacDonald , Trudie	Usborne & Hibbert Mutual Fire Insurance Co
MacEwen, Jessica	Department of National Defence
MacFarlane, Jennifer	Workplace Safety and Prevention Services
Maharaj, Grace	TD Insurance
Malik, Fike Hassan	
Mancini, Grace	Desjardins General Insurance Group
Manning, Kari	
Martin, Amanda	Northbridge Insurance
Martire, Peter	T.K Woodmar Insurance Brokers
Martisius, Megan	Frank Cowan Company
Marwaha, Jaspal	
Marziali, Sara	Oxford Mutual Insurance Company
Masongsong, Jackie	Aon Reed Stenhouse Inc.
Mather, Jordan	Canada Brokerlink Inc.
McCausland, Andrea	Office of Superintendent of Financial Institutions
McDonald, Janice	Department of Justice Canada
McDonald, John	The Regional Municipality of Peel
McGilvray, Phyllis	Amec Foster Wheeler
McGinn, Stephanie	
McKenzie, Grahame	
McKeown, Simon	RSA Insurance Company of Canada
McLellan, Ian	IPG
Moreno, John	Economical Insurance
Morgan, Dageria	Linamar Corporation
Moulaison, Heather	TD Bank Group
Mullin, Danielle	Programmed Insurance Brokers
Murphy, Alexandre	Bank of Montreal
Murray, Karelyn	Chartered Professional Accountants of Ontario
Musaib-Ali, Richard	
Myers, James	Intact Insurance
Myronyk , Nicole	Cunningham Lindsey
Myung, Brenda	Swiss Re
Nagal, Fawzan	
Nagy, Eric	RBC Insurance
Narciso, Julie	Canadian Tire Bank
Narina, Srinivasa	Aviva Canada Inc.
Narsai, Bhavnaben	Allstate Insurance Co. of Canada
Neilson, Trisha	Hatch Mott MacDonald
Nguyen, Andrew	SCOR Canada Reinsurance Company
Nhan, Kyle	Centennial College
Nieva, Virna	
Nisbet, Erin	
O'Brien , Brandon	
Onwudiwe, Justin	
Osborne, Eric	Algoma Insurance Brokers
Ourique, Andrew	BMO Financial Group
Owen, Peter	Shoppers Drug Mart
Panariti, Denis	AIG Insurance Company of Canada
Pant, Sulav	
Parab, Vidya	TD Insurance
Pasto, Donna	
Patry, Andre	Canadian Egg Industry Reciprocal Alliance
Paulo, Eneida	Enbridge Inc.
Pennella, Marco	SCM Risk Management Services
Penstone, Dave	
Persaud, Vic	Suncorp Valuations
Pettit, Heather	Aviva Canada Inc.
Pinheiro, Andree	MedThree Insurance Group
Predoi, Roxana	Ovarian Cancer Canada
Procyshyn, Natalya	Economical Insurance
Prokop, Adam	
Radoman, Nadica	
Rahmani, Amir	
Ramoutar, Cecilia	Citigroup
Rashid, Mohammad	Aviva Canada Inc.
Read, Anna	Enbridge Inc.
Ready, Geoffrey	

Full Name

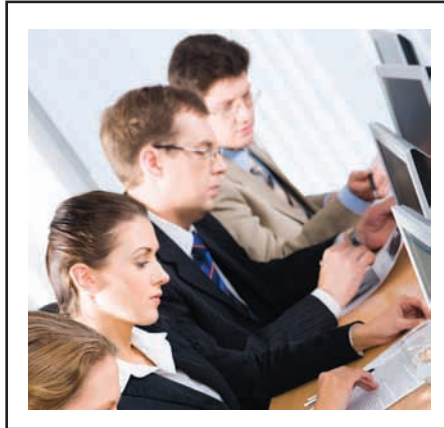
Organization

Rerak, Andrzej	The Boiler Inspection and Insurance Company of Canada
Riley, Brian	Aramark
Rooney, Megan	Dumfries Mutual Insurance Company
Ross, Cameron	Algoma Mutual Insurance Company
Ross, Debbie	TD Bank Group
Rouse, Latasha	BFL CANADA Risk and Insurance Services Inc.
Rowe, Benjamin	
Roy, Jennifer	TD Canada Trust
Rozler, Bernard	Alcohol and Gaming Commission of Ontario
Rusk, Melissa	Royal Canadian Mounted Police
Russell, Christopher	Aon Reed Stenhouse Inc.
Ryther, Craig	Claridge Insurance Adjusters Inc.
Sachedina, Najeeb	Marsh Canada Ltd.
Saurine, John	
Schettino, Pasquale	Firstservice Financial
Scott, Jennifer	Intact Insurance
Scott, Richard	HB Group Insurance Management Ltd.
Shah, Chiraag	
Shah, Harsha	HB Group Insurance Management Ltd.
Sheikh, Mohammed Swaleh	
Singh, Kampta	BFL CANADA Risk and Insurance Services Inc.
Singh, Randeep	
Slowakiewicz, Sylvester	
Smith, Brett	Delta Hotels and Resorts
Smith, Cheri	Intact Insurance
Smith, Jayne	
Snider, Patricia	
Sodi, Amar	AIG Insurance Company of Canada
solomon, cynthia	Allstate Insurance Co. of Canada
Sorgat, Heather	
Sorokin, Frank	IHS
Sossoyan, Simon	TD Financial group
Stanley, Laura	
Stewart, Janetta	State Farm Insurance
St-Ilma, John	Buckinghamshire New University
Straatman, Jim	
Stroud, Eric	Aviva Canada Inc.
Stuart, Greg	Ontario Northland
Swanick, Julie	Gore Mutual Insurance
Szyпка, George	ClaimsPro
Tamburrini, Laura	The Co-operators Insurance Co.
Tang, Hing Yan	Zurich World Travel Protection Inc.
Taylor, James	
Taylor, Jo-Anne	
Taylor, Keirstin	
Tello, Alonso	Zurich Insurance Company Ltd.
Timbrell, Ceri	MLS Insurance Brokers Inc.
Tippett, Michael	City of Toronto
Trejo, Wendy	
Truong, Kevin	Aviva Canada Inc.
Tsang, Karen	Rouge Valley Health System
Tsim, Clara	Human Resources and Skills Development Canada
Tso, Christine	Bank of Montreal
Tuplin, Kelly	Granite Claim Solutions
Ulliyatt, Russell	Aon Reed Stenhouse Inc.
Urbanski, Jonathan	
Urech, Kyle	Aargau Home Consuting Inc.
van Houwelingen, Cornelis	Cedar Springs Landscape Group Inc
Vardon, Elliot	Aviva Canada Inc.
Vasquez Lara, Mauricio	Marsh Canada Ltd.
Vega, Blanca	Riders Plus Insurance
Violin, Nello	
Wang, Lijia	Aon Reed Stenhouse Inc.
Warnholtz, Matthew	Marsh Canada Ltd.
Weatherdon, Matthew	Transport Canada
Wells, David	The Co-operators Insurance Co.
White, Matthew	
Wilson, Terri	
Wisniewski, Renee	Portage Mutual
Yang, Shurou	Ontario Internal Audit Division
Zahinda, Chikwa	Department of Justice Canada
Ziolkoski, Tania	Cowan Insurance Group Ltd.
Zita, Jana	CNA Canada

Webinars

New this year!

ORIMS Professional Development Webinars



ORIMS is launching its first series of web-based Professional Development Sessions. Sessions will be led by industry experts and cover a myriad of topics related to the Risk Management industry.

Visit the ORIMS website or contact the ORIMS Professional Development Director for information on upcoming sessions.

ORIMS Professional Development Conference Day

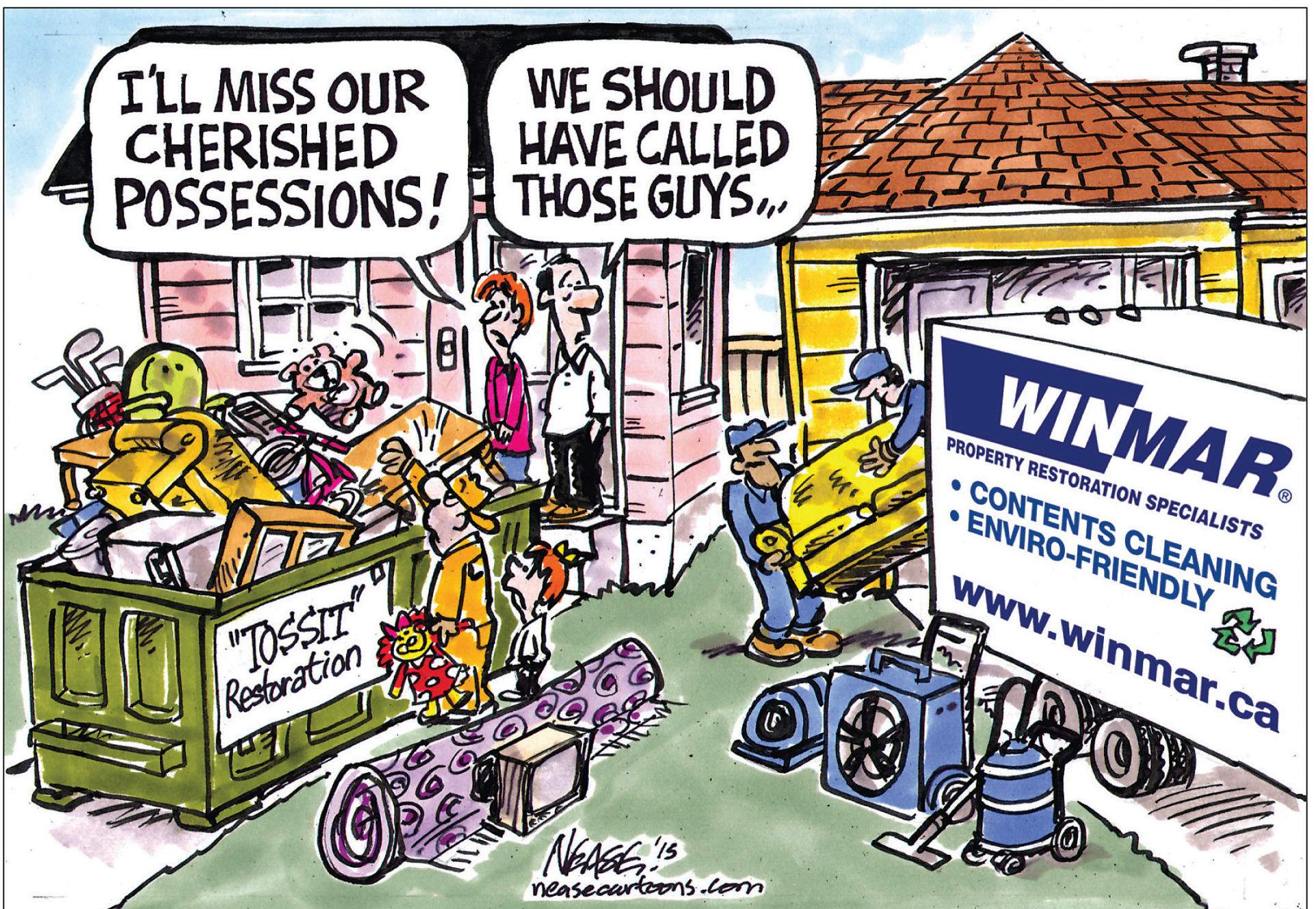


New this year!



ORIMS will be introducing a one day professional development conference. Members will have a choice of sessions on a variety of topics to choose from to attend.

More information coming soon to our members!



2015 ORIMS Christmas Luncheon

The ORIMS annual Christmas luncheon was held on Thursday December 10th at the Westin Harbour Castle hotel. The event had a record turnout with 716 guests in attendance.

The ORIMS traditional raffle raised an awesome total of \$10,000 that was once again donated to the Daily Food Bank! Gail Nyberg, Executive Director of the Food Bank was on hand to accept the proceeds. Guests of the event also contributed 237lbs of non-perishable food items plus gift cards to the Daily Food Bank. A huge thanks to everyone who graciously donated the raffle prizes and food items.

The toys used as table centerpieces were designed by ORIMS Social Director James Eka and were donated to the Scarborough Grace Hospital. A special thank

you to James Eka and all the other hard working volunteers who worked tirelessly to put this event together.



Finally, ORIMS wishes to acknowledge the generosity of its sponsors and who made this event possible:

Platinum Sponsors: AIG and RSA
Silver Sponsors: Winmar and Travelers
Bronze Sponsor: Crawford & Company Canada

Thank you for your continued support. It is greatly appreciated!



Photos courtesy of: Maryam Morrison Photography



2015 Christmas Luncheon Continued...



New Sponsorship Program

ANNUAL SPONSORED EVENTS: **Curling Bonspiel - February** **Spring Fling - May**
Golf Tournament - June **Christmas Luncheon - December**

ORIMS is launching a new sponsorship program that will roll out early this year. The new format means our sponsors are approached only once a year and each sponsorship can now support all of our annual events and not just one event. The 4 new sponsorship levels are designed to provide our sponsors with benefits throughout the year with all Platinum sponsors having the special benefit of a table for 10 at the annual Christmas Luncheon. Visit the Sponsorship & Dona-

tions section on our website for more information and see the many benefits we are offering our supporters. Please consider becoming a sponsor of ORIMS for 2016!

ORIMS is a non-profit organization that relies on sponsorship donations and ad sales in its PULSE magazine to fund the services, programs and events it provides to its members. The contributions we receive from sponsors and advertisers help us provide a high quality service to risk management professionals in Ontario which in-

cludes regular social functions that allow Chapter members and our industry part-

ners the unique opportunity to network and establish strong personal, as well as, business relationships.

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The opinions expressed are those of the writers and the volunteer members of the PULSE Editorial Committee. Articles submitted to the PULSE for publication are subject to the approval of the PULSE Editorial Committee. Approval of such articles is based upon newsworthiness, and perceived benefit to the readership. All decisions of the PULSE are not subject to appeal. Individuals submitting articles to the PULSE hereby acknowledge their acceptance of the PULSE Editorial Policy.

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