



Travel Industry Council of Ontario



2023 BUSINESS PLAN

APRIL 1, 2023 – MARCH 31, 2026

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Message from the Chair

March 1, 2023

Honourable Kaleed Rasheed
Minister of Public and Business Service Delivery
777 Bay Street, 5th floor
Toronto, Ontario
M5B 2H7

Dear Minister Rasheed,

On behalf of the Board of Directors of the Travel Industry Council of Ontario (TICO), I am pleased to present TICO's 2023 Business Plan.

The travel industry is rapidly evolving with technological advances and shifting consumer sentiments, primarily resulting from the pandemic. For TICO, that has meant planning and adapting in a time of many unknowns and an ever-changing environment.

According to various economists and other experts, a mild-to-moderate recession is expected during the first half of 2023. Undoubtedly, this will impact the Ontario travel sector as consumers, travel agencies and tour operators brace for a shallowing of travel and instead focus on short-term affordability of family and business needs.

Charting TICO's path forward

As we mark the third anniversary of the pandemic's start and a slow return to normalcy, we must consider the future of Ontario's travel marketplace.

The role of TICO as a fair, accountable, and effective regulator of travel agents and travel wholesalers has never been more critical. That means being responsive, empathetic, and diligent as we support consumers in feeling confident when purchasing from registered professionals.

For Ontario's travel agencies and tour operators, it means evaluating how we deliver value through our services, mainly through the lens of consumer protection and a fair travel marketplace.

A resilient marketplace for consumer protection to thrive

While we have seen pent-up consumer demand for travel unleashed over the past year, it's not quite business as usual according to TICO registrants.

The industry continues to see acute labour shortages, impacting business recovery. Travel agencies and tour operators find themselves short-staffed, while consumers feel the effects of long wait times and difficulties getting through to travel suppliers. Adding to these challenges are high debt levels many registrants incurred throughout the pandemic which begin to come due later this year.

Part of a thriving travel marketplace includes having adequate staffing levels to support consumers professionally in their travel needs. As the first step to selling travel is becoming TICO-certified, it will be imperative for all travel stakeholders operating in Ontario to work together to showcase the benefits of being part of a regulated profession.

Maintaining a solid governance framework

The changing travel marketplace has also meant that strong governance and risk management have been more critical than ever. The Board and management must leverage each other's skills to ensure the path we chart moving forward for TICO is focused on its consumer protection mandate while respecting the needs of the industry.

In closing

Guided by its Vision and Mission statements, TICO's work for the year ahead is both focused and ambitious. This Business Plan charts TICO's course on its continuous journey toward becoming a modern regulator.

I want to extend a heartfelt thank you to fellow Board members for their continued support and ongoing commitment to enhancing TICO's governance in the years ahead. Similarly, I would like to acknowledge the TICO team for their professionalism and dedication in delivering on TICO's mandate.

Yours truly,
Travel Industry Council of Ontario



Michael Levinson,
Chair of the Board of Directors



Message du président du conseil d'administration

1 mars 2023

L'honorable Kaleed Rasheed
Ministre des Services au public et aux entreprises
777, rue Bay, 5e étage
Toronto (Ontario)
M5B 2H7

Monsieur le ministre,

Au nom du conseil d'administration du Travel Industry Council of Ontario (TICO), j'ai le plaisir de vous présenter le plan d'affaires 2023 de TICO.

L'industrie du voyage évolue rapidement en raison des progrès technologiques et des sentiments des consommateurs qui peuvent avoir changé, principalement en raison de la pandémie. Pour TICO, cela signifie planifier et s'adapter à une époque marquée par l'inconnu et un environnement en constante évolution.

Selon divers économistes et d'autres experts, une récession légère à modérée est attendue au cours du premier semestre de 2023. Il ne fait aucun doute que cela aura des répercussions sur le secteur du voyage en Ontario, car les consommateurs, les agences de voyage et les voyageurs s'attendent à ce que les voyages soient moins nombreux et se concentrent plutôt sur la possibilité de répondre à court terme aux besoins des familles et des entreprises.

Tracer la voie à suivre par TICO

Alors que nous soulignons le troisième anniversaire du début de la pandémie et un lent retour à la normale, nous devons envisager l'avenir du marché du voyage en Ontario.

Le rôle de TICO en tant qu'organisme de réglementation équitable, responsable et efficace des agents de voyage et des voyageurs n'a jamais été aussi crucial. Cela signifie qu'il faut être réceptif, empathique et diligent, pour aider les consommateurs à se sentir en confiance lorsqu'ils achètent auprès de professionnels agréés.

Pour les agences de voyage et les voyageurs de l'Ontario, cela signifie qu'il faut évaluer la façon dont nous offrons de la valeur par l'entremise de nos services, principalement dans l'optique de la protection des consommateurs et d'un marché du voyage équitable.

Un marché résilient pour assurer la protection des consommateurs

Bien que nous ayons vu la demande latente des consommateurs pour les voyages reprendre au cours de la dernière année, ce n'est pas tout à fait normal selon les membres de TICO.

Le secteur continue de connaître de graves pénuries de main-d'œuvre, ce qui a des répercussions sur la reprise des affaires. Les agences de voyages et les voyageurs manquent de personnel, tandis que les consommateurs subissent les effets des longs temps d'attente et peinent à joindre les fournisseurs de voyage. En plus de ces défis, de nombreux membres ont contracté des dettes élevées pendant la pandémie et celles-ci arrivent à échéance plus tard cette année.

Pour faire en sorte que le marché du voyage soit prospère, il faut avoir suffisamment de personnel pour aider les consommateurs à satisfaire leurs besoins professionnels en matière de voyages. Comme la première étape de la vente de voyages consiste à obtenir la certification de TICO, il sera essentiel que tous les intervenants du secteur du voyage en Ontario collaborent pour faire valoir les avantages d'appartenir à une profession réglementée.

Maintenir un cadre de gouvernance solide

L'évolution du marché du voyage a également fait en sorte de rendre le rôle d'une gouvernance et d'une gestion des risques solides plus essentiel que jamais. Le conseil d'administration et la direction doivent tirer parti des compétences de chacun pour s'assurer que la voie que nous tracerons pour l'avenir de TICO soit axée sur son mandat de protection des consommateurs tout en respectant les besoins du secteur.

En conclusion

Guidé par ses déclarations de vision et de mission, le travail de TICO pour l'année à venir est à la fois ciblé et ambitieux. Ce plan d'affaires trace la voie que suit TICO pour devenir un organisme de réglementation moderne.

Je tiens à remercier chaleureusement les autres membres du conseil d'administration pour leur soutien et leur engagement continus à améliorer la gouvernance de TICO au cours des années à venir. De même, je tiens à souligner le professionnalisme et le dévouement de l'équipe de TICO dans l'exécution de son mandat.

Cordialement,
L'Organisme de réglementation
de voyage de l'Ontario



Michael Levinson,
Président du conseil d'administration



Chief Executive Officer's Report

A new path forward ...

In my remarks last year, I reflected on the continued resiliency of Ontario's travel sector and consumers' desire to once again experience a thriving travel marketplace. Consumers have clearly demonstrated their need to visit family and friends, take that important family vacation, explore the world, and even pursue new business opportunities.

Reflecting on this past year, there is a growing energy and optimism that I believe will ultimately make the travel sector stronger as we navigate this new path forward.

Travel recovery

The year 2022 presented new hurdles and tested the travel sector in new ways.

The Russian invasion of Ukraine, record high inflation, increased interest rates not seen in a generation, tight labour markets, elevated debt levels, and the ongoing impacts of climate change, combined, have caused massive challenges to the travel sector and nascent recovery.

Now, the threat of a global recession is a looming danger that may have significant ramifications on demand for consumer and business travel in 2023 and beyond.

The travel industry is rebounding from the impact of the pandemic; however recovery has not been linear. The recent recovery has been fuelled by pent-up consumer demand, but there continue to be fluctuations in the market. Overall, we believe the burgeoning recovery will take longer than first anticipated.

At a macro level (at time of writing), Ontario's regulated travel sector sales were trending close to 80% of pre-pandemic levels, although there is significant variability across business segments.

It remains unclear if this pace of recovery can be sustained with the expected headwinds.

For these reasons, we remain optimistic, but continue to monitor risks and take a cautious approach to the strategic initiatives reflected in our business plan.

Consumer protection

TICO's Vision and Mission statements set a clear direction for our path forward. Consumer protection is the driving force in everything we do.

The past few years magnified the need for a fair, effective, and balanced consumer protection framework.

In many ways, travel has become more complex, as the end-to-end supply-chain evolves to respond to the post-pandemic world.

Just as the value of the travel advisor has been amplified, so too has the need for a fair and strong regulated marketplace.

We continue to explore and implement new ways of making TICO a more efficient and effective regulator.

While the Ministry is reassessing regulatory proposals under the *Travel Industry Act, 2002* that were being considered before the pandemic, we also remain focused on enhancing TICO's value proposition to registrants and consumers, improving service delivery and increasing overall consumer awareness of TICO.

In addition, a strong governance framework remains critical for ensuring a robust consumer protection model now and for the future.

The year ahead

This past September, I announced that TICO was undertaking a comprehensive review of TICO's funding framework and fee model, including the industry financed Compensation Fund to establish an optimal fee model and help support our financial stability and to ensure sufficient funding.

This is a significant undertaking, the largest study ever completed in TICO's 25-year history.

Our goal of becoming a modern regulator is truly a journey. With this goal in mind, we have made several positive changes in recent years, but there remains a lot more to accomplish.

An effective regulator must always deliver on its core mandate but also embrace innovation, invest for the future and be willing to make bold decisions, balanced with a low tolerance for undue risk.

It is with these principles in mind, that we have engaged an expert third-party to assist management in arriving at a funding model to meet the needs of consumers, registrants, and other stakeholders for the next decade and beyond. Stakeholder engagement is a key facet of this initiative and I truly look forward to your support.

In closing, I once again acknowledge that we are fortunate to live in a province where consumer protection and ethical business practices result in a travel marketplace envied around the world.

I continue to appreciate the wisdom and passion of TICO's Board of Directors combined with the expertise, dedication, and support of a wonderful team.

While 2023 will present new uncertainties, I am confident we remain on the right path forward.

Yours truly,
Travel Industry Council of Ontario



Richard Smart
President & C.E.O.



Rapport du directeur général

Une nouvelle voie pour l'avenir...

Dans mon allocution de l'an dernier, j'ai parlé de la résilience continue du secteur du voyage de l'Ontario et du désir des consommateurs de connaître à nouveau un marché du voyage en plein essor. Les consommateurs ont clairement démontré leur besoin de visiter leur famille et leurs amis, de prendre ces importantes vacances en famille, d'explorer le monde et même de chercher de nouvelles occasions d'affaires.

En se penchant sur l'année qui vient de passer, on constate une énergie et un optimisme croissants qui, à mon avis, renforceront le secteur du voyage au fur et à mesure que nous avancerons sur cette nouvelle voie.

Reprise des voyages

L'année 2022 a amené de nouveaux obstacles et mis à l'épreuve le secteur du voyage de nouvelles façons.

L'invasion de l'Ukraine par la Russie, l'inflation record, l'augmentation des taux d'intérêt jamais vue depuis une génération, les marchés de l'emploi tendus, le niveau d'endettement élevé et l'impact continu des changements climatiques, combinés, ont causé d'énormes difficultés au secteur du voyage et à la reprise naissante.

Désormais, la menace d'une récession mondiale est un danger imminent qui pourrait avoir des conséquences importantes sur la demande pour les voyages des consommateurs et des voyages d'affaires en 2023 et au-delà.

L'industrie du voyage se remet de l'impact de la pandémie, mais la reprise n'a pas été linéaire. La récente reprise a été alimentée par la demande latente des consommateurs, mais le marché continue de fluctuer. Dans l'ensemble, nous pensons que la reprise prendra plus de temps que prévu.

Au niveau macroéconomique (au moment de la rédaction du présent rapport), les ventes réglementées du secteur du voyage de l'Ontario se situaient à près de 80 % des niveaux pré-pandémiques, bien qu'il y ait une variabilité importante entre les secteurs d'activité.

On ne sait toujours pas si ce rythme de reprise peut être soutenu par les tendances défavorables attendues.

Pour ces raisons, nous demeurons optimistes, mais nous continuons de surveiller les risques et d'adopter une approche prudente à l'égard des initiatives stratégiques reflétées dans notre plan d'affaires.

Protection des consommateurs

La vision et la mission de TICO établissent clairement le chemin à suivre. La protection des consommateurs est l'élément directeur de tout ce que nous faisons.

Les dernières années ont accentué la nécessité d'un cadre de protection des consommateurs équitable, efficace et équilibré.

À bien des égards, les voyages sont devenus plus complexes, à mesure que la chaîne d'approvisionnement de bout en bout évolue pour répondre au monde post-pandémique.

Tout comme la valeur du conseiller en voyages a été augmentée, la nécessité d'un marché réglementé juste et solide l'a également été.

Nous continuons d'explorer et de mettre en œuvre de nouveaux moyens de faire de TICO un organisme de réglementation plus efficace et efficient.

Bien que le Ministère réévalue les propositions de réglementation en vertu de la *Loi de 2002 sur le secteur du voyage* qui étaient étudiées avant la pandémie, nous continuons également de nous concentrer sur l'amélioration de la proposition de valeur de TICO aux membres et aux consommateurs, sur l'amélioration de la prestation des services et sur la sensibilisation générale des consommateurs de TICO.

De plus, un cadre de gouvernance solide demeure essentiel pour garantir un modèle efficace de protection des consommateurs, maintenant et pour l'avenir.

L'année à venir

En septembre dernier, j'ai annoncé que TICO entreprenait un examen complet de son cadre de financement et de son modèle de tarification, y compris le Fonds d'indemnisation financé par l'industrie, afin d'établir un modèle de tarification optimal et d'aider à soutenir notre stabilité financière et d'assurer un financement suffisant.

Il s'agit d'un accomplissement important, la plus grande étude jamais réalisée au cours des 25 ans d'histoire de TICO.

Notre objectif de devenir un organisme de réglementation moderne est un véritable périple. Avec cet objectif en tête, nous avons apporté plusieurs changements positifs au cours des dernières années, mais il reste encore beaucoup à faire.

Un organisme de réglementation efficace doit toujours s'acquitter de son mandat de base, mais il doit aussi faire preuve d'innovation, investir pour l'avenir et être prêt à prendre des décisions audacieuses, avec un faible degré de tolérance à l'égard des risques indus.

C'est en gardant ces principes en tête que nous avons retenu les services d'une tierce partie experte pour aider la direction à élaborer un modèle de financement qui répondra aux besoins des consommateurs, des membres et des autres intervenants au cours de la prochaine décennie et plus encore. L'engagement des intervenants est un aspect clé de cette initiative et j'ai vraiment hâte de recevoir votre appui.

En terminant, je tiens à souligner une fois de plus que nous avons la chance de vivre dans une province où la protection des consommateurs et les pratiques commerciales éthiques font que le marché des voyages est envié dans le monde entier.

Je continue d'apprécier le bien-fondé et la passion du conseil d'administration de TICO, combinées à l'expertise, au dévouement et au soutien d'une équipe formidable.

Bien que 2023 présente de nouvelles incertitudes, je suis convaincu que nous resterons sur la bonne voie.

Cordialement,
L'Organisme de réglementation
de voyage de l'Ontario



Richard Smart
Président et C.E.O



Mandate



For the purposes of this Business Plan, the following definitions apply:

Registrant: A registrant is defined as a travel agent or a travel wholesaler who is registered as a travel agent or a travel wholesaler or as both, under the *Travel Industry Act, 2002*.

Travel Agent: A travel agent is defined as a person who sells to consumers, travel services provided by another person.

Travel Wholesaler: A travel wholesaler is defined as a person who acquires rights to a travel service for the purpose of resale to a travel agent or who carries on the business of dealing with travel agents or travel wholesalers for the sale of travel services provided by another person.

The *Travel Industry Act, 2002* (the Act) and Ontario Regulation 26/05 (the Regulation): Ontario's consumer protection legislation that governs travel agents and travel wholesalers operating in the province which TICO administers and enforces on behalf of the Ministry of Public and Business Service Delivery.

The Ministry of Public and Business Service Delivery (the Ministry): is the department of the Government of Ontario that is responsible for the delivery and management of government operations, and consumer protection in the Canadian province of Ontario.

Non-Registrant: An organization which supplies travel services, but is not registered in Ontario including (but not limited to):

- Travel wholesalers and travel agents not located in Ontario.
- Companies that sell to clients in Ontario by means of advertising, the internet or toll-free phone line, but where the home base or call centre is not located in Ontario.
- End suppliers (e.g., airlines, hotels, rail services, cruise lines), which may or may not be located in Ontario.

Travel Services: Transportation or sleeping accommodation for the use of a traveler, tourist or sightseer or other services combined with that transportation or sleeping accommodation.

Mandate

TICO's mandate is to support the Ministry of Public and Business Service Delivery's mission of maintaining a fair, safe and informed marketplace as it relates to Ontario's *Travel Industry Act, 2002*. This mandate is accomplished by developing and fostering high standards in:

- Consumer protection.
- Registration, inspection, supervision and discipline of registrants.
- Consumer education and awareness.
- Investigating and mediating disputes between consumers and registrants.

In addition, programs will serve to support this mandate by:

- Promoting fair and ethical competition within the industry.
- Supporting a voluntary registrant Code of Ethics.
- Maintaining and enforcing programs that provide for consumer compensation in specific circumstances.
- Promoting an expected level of education as a criterion for registration.
- Encouraging legislative and regulatory amendments aimed at enhancing industry professionalism and consumer confidence.



Vision & Mission

Vision statement

To be a progressive regulator advancing consumer protection, ethical business practices and a trusted marketplace where consumers are confident purchasing travel from registered professionals.

Mission statement

To regulate consumer protection by promoting awareness, education and compliance as part of the efficient and effective regulation of Ontario's travel industry.



Regulation



Monitoring



Refunds



Complaints



Education

Values

EFFICIENCY

We drive value through continuous improvement and cost effectiveness.

LEADERSHIP

We demonstrate courage, integrity, and transparency in building stakeholder confidence.

ACCOUNTABILITY

We are committed to high standards, taking responsibility for our actions and results.

SERVICE EXCELLENCE

We are a fair and firm regulator responsive to stakeholder needs.

TEAMWORK

We are one team, passionate, knowledgeable, and greater working together.

INNOVATION

We embrace change and ingenuity in advancing as a regulatory leader.

COMMUNICATION

We build trusting relationships by listening well and embracing effective conversations which are open, clear, direct, and honest.

OPENNESS

We are welcoming of all cultures and embrace diversity through inclusivity, equality, and fairness for all.

Above all, we envision that Consumer Protection is stronger through a workplace built on honesty, respect and trust that leverages our strengths in diversity and strong business ethics in all that we do.

Stakeholders

TICO works with stakeholder groups including:

Consumers: to increase awareness of their rights and responsibilities, and those of the Ontario travel industry under the Act. TICO deploys various ways to reach consumers including digital advertising, consumer surveys, consumer inquiries and through regular monitoring of social media. TICO's website also provides consumers with helpful information with respect to the consumer protections available when purchasing travel services from TICO registrants.

TICO Registrants (Ontario travel agent / travel wholesalers):

While TICO activities are focused on consumer protection, its clients also include the Ontario-registered travel retailers and wholesalers who fund TICO through registration fees and who pay contributions into the Compensation Fund.

TICO serves its registrants by justifying consumer confidence in purchasing from the Ontario travel industry. This is accomplished through:

- Ongoing services and initiatives aimed at monitoring and ensuring compliance with the Act and Regulation.
- Making consumers aware of the benefits of dealing with Ontario Registrants.
- Enhancing industry professionalism.
- Providing consumer compensation and recourse in specific circumstances.
- Striving to ensure the Act and Regulation remain relevant to emerging issues.

Industry Associations: to harness their knowledge and commitment to ethical and open competition. The associations include but are not limited to:

- The Canadian Association of Tour Operators (CATO)
- The Association of Canadian Travel Agencies (ACTA)
- The Ontario Motor Coach Association (OMCA)

Government: which has delegated to TICO the responsibility for administering and enforcing the Act, provides oversight of TICO and is responsible for policy for the *Travel Industry Act, 2002*.

Services

The services delegated to TICO to provide are detailed below.

Registration

- Processing new applications – ensuring criteria and standards are met.
- Processing registration renewals – ensuring criteria and standards continue to be met, for example:
 - » financial viability, including compliance with financial criteria under the Act and Regulation.
 - » supervisor / manager qualifications.
 - » other compliance issues.
- Registrant inquiries.

Consumer protection

- Administering the Ontario Travel Industry Compensation Fund.
- Financial Inspections:
 - » financial compliance reviews of registrants to minimize risk to consumers.
 - » site inspections to identify registrants that pose a financial risk.
- Compliance: utilizing administrative compliance measures to ensure that registrants correct deficiencies that have been identified in areas such as advertising regulations, terms and conditions of registration and disclosure to consumers (e.g., conditions of booking). Identify and bring into compliance unregistered travel sellers operating in Ontario and selling travel services to consumers in contravention of the *Travel Industry Act, 2002*.
- Investigations: investigating instances of suspected breaches of the Act, which could result in prosecution.
- Enforcement: suspensions, proposals to revoke registrations, laying charges under provincial statutes and referrals to criminal authorities.
- Consumer inquiries.
- Consumer education.

Complaint resolution

- Resolving complaints:
 - » between consumers and registrants.
 - » between consumers and TICO.
 - » between registrants and TICO.

Complaint handling process

TICO provides complaint handling for consumer-to-registrant disputes. After encouraging consumers to pursue all avenues with the registrant, TICO staff will assist with the goal of reaching a mutually acceptable solution. However, TICO does not have the authority to settle a dispute, or to impose a settlement, and it does not have the authority or mandate to act as an arbitrator in any complaint matter. When a complaint involves allegations of non-compliance with the Act, the Registrar will undertake the necessary compliance and enforcement activities. If such is the case, this will be dealt with separately from assisting with resolution of the complaint.

When TICO receives a complaint, the length of time to achieve a resolution varies depending on the complexity of the issues, the availability of feedback and documentation required, and the level of cooperation of those involved. TICO strives to complete its process within 30 days of receiving all the necessary information and supporting documentation required based on the complaint issue(s) involved.

When a mutual solution is not reached, complainants are provided with information regarding options to pursue matters.

Education standards

Administering a legislated Education Standards Program for individuals to obtain their TICO Certification. By law, TICO Certification is required for every person in Ontario who is working for a retail travel agency and is selling travel services and/or providing travel advice to the public. This includes Supervisors and Managers on a registrant's registration record with TICO.

Government liaison

The Ministry provides oversight of TICO and is responsible for policy for the *Travel Industry Act, 2002*. TICO provides feedback to the Ministry on items relating to issues management, regulatory reform and matters of public interest.

Additional responsibilities

In addition to the delegated responsibilities, TICO intends to increase the following:

- Consumer education and awareness on the benefits of purchasing travel services from Ontario registrants and the inherent risks of dealing with non-registrants.
- Consumer awareness and useful tips with respect to purchasing travel services online.

Accessibility for Ontarians with Disabilities

TICO is committed to providing services that are accessible to people with disabilities in accordance with the *Accessibility for Ontarians with Disabilities Act* (AODA). TICO strives to ensure the provision of customer service in a manner that reflects the AODA core principles: Dignity, Independence, Integration and Equal Opportunity. All TICO stakeholders can make an accessibility accommodation request by telephone, mail, e-mail or in person. TICO's Accessibility Policy is available online at www.tico.ca.

French language services

TICO strives to respond to all inquiries received in the French language, whether oral or written. Communications received in French are responded to in French and TICO will provide all stakeholders with timely, courteous and quality responses to all French language enquiries whenever a request is received.

Currently, TICO provides the following information/services in French:

- TICO's core services and information on a French microsite.
- Education Standards Program information and online registration process on TICO's website
- Education Standards Materials (Study Manual, quizzes, etc.)
- TICO Exams
- Complaint Forms and Compensation Fund Claim Forms
- Informational materials promoting awareness of TICO and its services.





2023 Business Plan

In assuming the delegation from the Ontario Government for administering the *Travel Industry Act, 2002*, which governs approximately 2,050 travel agents and wholesalers registered in Ontario, TICO established an initial agenda not just to administer its delegated responsibilities in the public interest, but also to elevate the travel industry to new levels in consumer protection, professional standards, and regulatory compliance.

TICO's mission, vision and values will serve as guiding principles to staff and Board members and against which all initiatives will be measured.

The 26th year Business Plan which follows, outlines:

- The operating environment established to support it.
- The specific objectives, actions, and performance measures for accomplishing the mandate in an ongoing three-year planning period.

Environment*

* Due to the impact of the global pandemic and the evolving nature of events, the contents of the following Environment section is based on known world events as of March 1, 2023.

Ontario's travel and tourism sector includes hundreds of thousands of businesses, big and small, and thousands of jobs together make a meaningful contribution to Ontario's economy.

For close to three years, the travel sector has been devastated. While travel recovery gained momentum following the lifting of most COVID-19 travel restrictions, there are now other significant headwinds that may jeopardize travel's continued recovery. Notwithstanding, Ontario travel agencies, tour operators and travel advisors continue to demonstrate great resiliency, innovation, and perseverance as the recovery evolves.

During 2022, we have realized the insatiable demand for travel, whether to fulfil a long-awaited vacation, to visit family or friends, or even to resume normal business dealings. Summer travel surged, as witnessed by airport line-ups, and winter vacations are on the rise. Survey after survey with consumers and TICO registrants confirms the compelling story that travel is essential for many, and that Ontario's travel marketplace is again open for business.

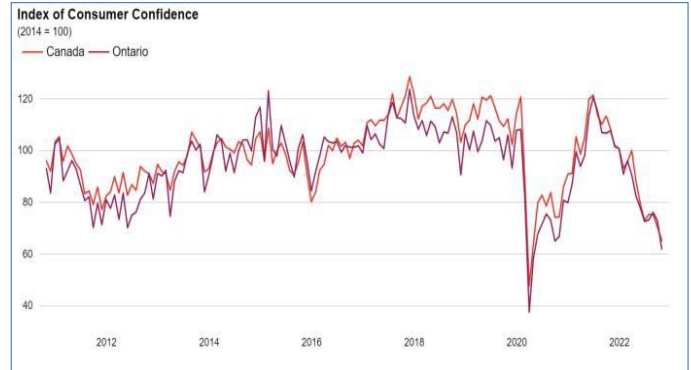
Consumer confidence

Consumer sentiment and confidence remain key attributes for a healthy travel marketplace. Throughout COVID, we experienced peaks and valleys as successive waves permeated the lives of Ontarians.

Despite an initial surge in 2022 summer travel patterns, we have seen a consistent decline in consumer confidence, as reported by the Conference Board of Canada in December 2022.

In Ontario, there are growing concerns over the general health of the economy and future employment prospects. Record high inflation and interest rates have been key drivers to the overall decline in confidence.

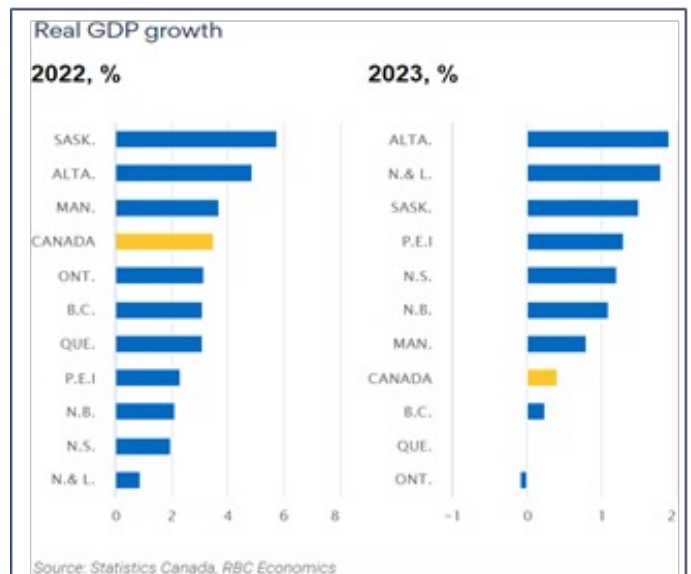
As at December 1, 2022 Ontario's consumer confidence plummeted to a score of 62 and is lower than the national average (65), and at levels not seen since the start of the pandemic. When it comes to a significant purchase, like travel, consumers are weighing the emotional decision to proceed versus the economic realities ahead. It is difficult to speculate if these sentiments are short-term, as pent-up demand remains high, but must be tempered with financial realities at grocery stores and gas pumps.

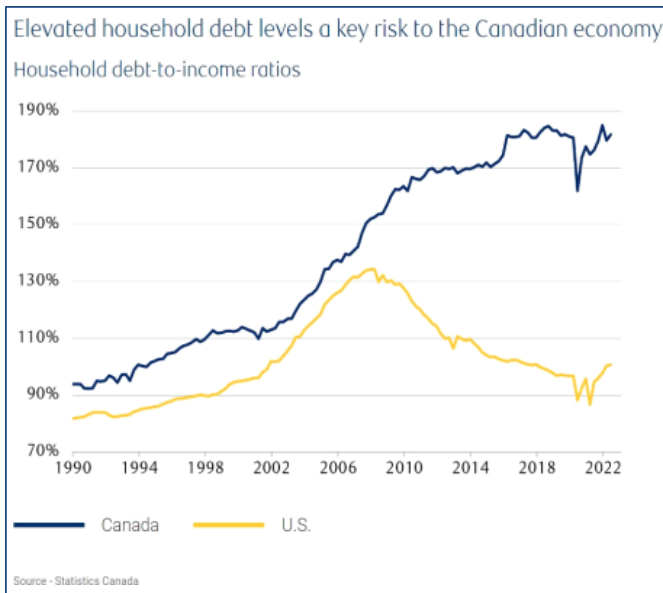


Economy

A lot has changed in a year. While the pandemic is receding, many experts and economic pundits have identified several factors are contributing to quickly deteriorating economies in Canada and Ontario. These include: supply chain disruptions, the ongoing war in Ukraine, record high inflation, and an accelerated rise in interest rates.

While fiscal 2022 will experience net GDP growth, the same is not expected in 2023. While the exact rates of growth or decline vary, most pundits expect that Canada, and by default Ontario, will experience a mild-to-moderate recession.





As projected by RBC Economics and others, the 2023 Canadian and Ontario economies will contract quickly, as compared to the prior year, when unprecedented fiscal stimulus through COVID support programs and low interest rates fueled the economy.

Most economists expect a recession in the first half of 2023, followed by a recovery during the latter half of 2023.

Equally worrisome is the growth in household debt. According to Statistics Canada, for every dollar of disposable income earned, there is an offsetting \$1.83 in debt. These high debt levels will also contribute to the overall affordability of travel in the year ahead.

Similarly, elevated inflation not seen in decades, is only expected to return to levels closer to 3% by the end of 2023. The Bank of Canada's goal to return inflation closer to the 2% range is not anticipated until 2024. All these economic factors point to a difficult financial environment for households and businesses throughout most of 2023 and are expected to dampen the pace of the travel market recovery.

Travel industry and recovery

The combined impact of declining consumer confidence, a slowing economy and high levels of debt will have an ongoing impact on the pace of the travel sector recovery.

Earlier in the pandemic, most experts were projecting a return to pre-pandemic travel patterns across Canada in late 2024. These same experts are now suggesting that, in aggregate, travel may take well into 2025 before we see travel patterns similar to 2019.

Adding to this challenge is a very tight Canadian labour market as evidenced by the low rate of unemployment (5%, January 2023) with Ontario's unemployment rate slightly higher than the Canadian average. This labour shortage has been experienced by many industries, and the travel and tourism sector is no exception.

By the close of 2022, the travel recovery across all TICO registrants was hovering close to 80% of pre-pandemic sales levels. While 80% recovery is an average, we know that many travel operators in Ontario remain far below this threshold and continue to experience challenges. The travel recovery is also hampered by supply imbalances related to air capacity, accommodations, and other related products. Many travel suppliers have not yet returned to pre-pandemic levels of supply which has contributed to shortages in availability and increased consumer prices. It stands to be seen if this rate of recovery will continue to grow, stall or possibly even dip as a result of the above variables.

The new normal

Households and businesses evolved during the pandemic as lockouts, vaccine rollouts and restrictions drove the need for massive changes in sentiment and behaviour.

After two-and-a-half years, the hybrid work environment has become the norm, as employers and employees adjust to the new way of doing business.

Virtual meetings have supplemented the need to meet face-to-face, at least some or most of the time. While the pandemic is not over, and new variants and other respiratory ailments have surfaced, the hybrid work environment continues in many workplaces.

Travel businesses have had to evolve, adopt new technologies and processes, and find new ways to innovate and propel new revenue generation. Relationships within the travel eco-system have also changed, reflecting the evolving global supply chain, and the realities of changing consumer demands.

The timing of the consumer travel purchase decision, deposit expectations, travel insurance and other terms and conditions continue to evolve to address greater transparency and accountability throughout the system.

Consumer protection and TICO

Ontario's Travel Industry Act, 2002 resides with the Ontario government. Through a delegated administrative model, TICO continues to administer and enforce this legislation and work collaboratively with the government towards continuous improvement.

TICO remains focused on its mandate through its commitment to a fair and efficient consumer protection model, including a vibrant travel marketplace.

Like any business, regulators need to continue to find ways to be innovative, deliver value and provide excellent customer service – TICO is no different. Over the past few years, the Auditor General of Ontario has completed value-for-money-audits of several delegated administrative authorities. The Board of Directors and management continue to monitor the insights and recommendations contained in these reports to assist TICO with its commitment to efficiency and effectiveness.

Concurrently, a comprehensive review is underway to examine TICO's current funding framework and fee model, with the goal of modernizing this framework for the future. All options are under consideration. TICO looks forward to consulting with stakeholders and sharing the outcome of these findings in the year ahead.

In conclusion

There was considerable optimism in 2022 for the travel sector as the impacts of COVID-19 were expected to recede. Longer-term, this optimism remains strong, bolstered by a travel marketplace that has proven its ability to grow, innovate and be customer centric.

We have always found a balance between this entrepreneurial spirit and a fair, balanced regulatory model. This is why Ontario remains a preferred place to live, grow and conduct business. At TICO, we remain committed to our vision and mission and look forward to working together towards a healthier and brighter travel industry for all.



Three Year Business Plan

FY 2023/2024 to FY 2025/2026

This Business Plan contains forward-looking information that reflects Management’s current expectations related to matters such as strategic goals and priorities, projected future financial performance and operating results of TICO. Forward looking statements are provided for the purpose of providing information about Management’s current expectations and plans and allowing stakeholders and others to get a better understanding of TICO’s financial position, projections, and operating environment. Readers are cautioned that such information may not be appropriate for other circumstances. By their very nature, forward looking statements require Management to make assumptions and are subject to inherent risks and uncertainties, which give rise to the possibility that TICO’s assumptions, estimates, analyses, beliefs and opinions may not be correct, and that TICO’s expectations and plans will not be achieved.

TICO’s three-year Business Plan applies a systematic approach to delivering its mandate from the Ministry of Public and Business Service Delivery (“Ministry”). This approach is illustrated in the model below and forms the basis of this Business Plan.

Our commitment

Consistent with TICO’s mandate and vision, strong consumer awareness and protection for the Ontario traveller is TICO’s ultimate goal. Consumer awareness, protection and tourism are important foundations for Ontario’s economy, and it is therefore vital a comprehensive consumer protection framework is aligned with sound business practice across the province. While the Ontario traveller is the end consumer, TICO’s Business Plan must be achieved through engaging in strong partnerships with industry (“registrants”), industry associations and the Ontario government.

This Business Plan framework is squarely aimed at addressing the key risks facing TICO in the achievement of its mandate. This framework must benefit all stakeholders, but in particular, it needs to consider the vulnerable, indebted and less informed travellers who may be at greater risk due to fraud and other circumstances beyond their control. Indeed, consumer protection is a key focus for the Ontario Government. Of course, it is also a requirement that a consumer protection framework be fiscally prudent and delivered in a manner that is supportive of current and emerging business models. TICO is committed to all these

goals, and in evolving its own business model to meet both current demands and emerging future challenges. This Business Plan is a fiscally prudent model that delivers a balanced budget through a combination of productivity enhancements, investments in people, processes, and systems over the next three years. Our Business Plan is best illustrated in the model shown below.

Each strategy below provides a summary of three over-arching strategic priorities over the next three years. Within each priority, a number of specific initiatives have been identified. Year 1 strategic initiatives are the basis for TICO’s annual Budget which is approved separately by TICO’s Board of Directors. Years 2 and 3 reflect initiatives where the bulk of the investment and effort is concentrated, but which also may commence during the first year of this plan through pilot(s), planning document(s) and/ or other exploratory activity. With some initiatives, the business risk may already be present and activity underway, but may also be subject to increasing threats, emerging new delivery models, technology changes or alternative solutions which are captured beyond the initial year of this business plan.

TICO’s strategic planning model



Strategic Priorities for 2023/2024 to 2025/2026

Strategy 1: Consumer Protection*

*Due to the impact of the global pandemic and the evolving nature of events, TICO's strategic priorities and corresponding initiatives and targets set out in its Business Plan may be subject to change.

GOAL

To administer and enforce the legislation by which the Ontario travelling public can be confident in their travel purchases from registered professionals, including working collaboratively with stakeholders for regulatory enhancement.

The core of TICO's existence is to administer and enforce the consumer protection legislation that regulates the sale of travel services through registered travel agents and wholesalers operating in Ontario. TICO does this by supporting its vision and values, which includes being fair, but firm in its conduct with registrants and consumers as Ontario's Travel Regulator. TICO will continue to work collaboratively with the Ontario Government to support legislative or regulatory changes to meet the challenges of providing effective consumer protection in a rapidly changing marketplace.

TICO will also continue to develop and improve its processes and procedures around enforcement of the legislation, which includes financial inspections and compliance activities to ensure it protects the interests of the travelling public. This includes having effective mechanisms in place for registrants, individuals or companies that choose to contravene the consumer protection laws in Ontario. This is vital to ensure a level playing field in the industry as well as maintaining and building consumer confidence.

TICO's strategic priorities in this area will include:

STRATEGY ONE: CONSUMER PROTECTION

	INITIATIVE(S)	DESCRIPTION	TARGET
FY 2023/2024	Consider all options for the implementation of a new funding model framework.	Based on the agreed funding framework consultations, determine the appropriate changes to policies, processes, and systems to support the implementation of the new funding model.	Prepare a report with recommendations to the Ministry for a new funding framework and fee model and to operationalize and execute TICO's new funding framework and fee model including all policies, processes, and system enhancements by Q4. Depending on the nature of the possible options that TICO submits to the government for consideration, the timelines to accept and implement any proposed changes to the fee model are variable.
	Consider potential change(s) to the Compensation Fund.	Based on the agreed outcomes from the Compensation Fund consultations, determine the appropriate changes to policies, processes, and systems to support the change(s) to the Compensation Fund.	Prepare a report with recommendations to the Ministry for options regarding the Compensation Fund and for completing a plan to operationalize and execute the recommendations to the Compensation Fund model. Depending on the nature of the possible options that TICO submits to the government for consideration, the timelines to accept and implement any proposed changes to the Compensation Fund are variable.
	Promote and advance legislative and regulatory reform.	Identify and address opportunities for modernization in the <i>Travel Industry Act, 2002</i> and its regulation.	Provide recommendations to the Ministry to update and modernize the legislation.
	Continue to mitigate risk and enhance consumer protection.	Operationalize efficiencies and initiatives identified from an internal review of TICO's compliance model to effectively reduce high-risk registrants and unregistered sellers of travel services to enhance consumer protection.	Complete implementation of the new compliance efficiencies to enhance TICO's compliance model.

INITIATIVE(S)	DESCRIPTION	TARGET
FY 2024/2025 – 2025/2026	Commence operationalizing and implementing efficiencies for TICO’s new funding model framework.	Execute the appropriate changes to policies, processes, and systems to support the implementation of the new funding model.
	Based on the outcome of the Compensation Fund review, develop an action plan to operationalize an enhanced Compensation Fund model.	Complete the overall operational policies, processes and systems to support and execute TICO’s new funding framework and fee model.
	Continue to mitigate risk and enhance consumer protection.	Implement the recommendations in the action plan including changes to policies, processes, and systems to operationalize and support an enhanced Compensation Fund model.
	Enhance TICO’s disclosures about its registrants to stakeholders.	Operationalize efficiencies and initiatives identified from the review of TICO’s compliance model to effectively reduce high-risk registrants and unregistered sellers of travel services to enhance consumer protection.
		Complete implementation of the new compliance efficiencies to enhance TICO’s compliance model.
		Finalize policy and commence implementation of registrant disclosures.



Strategy 2: Awareness & Education*

* Due to the impact of the global pandemic and the evolving nature of events, TICO's strategic priorities and corresponding initiatives and targets set out in its Business Plan may be subject to change.

GOAL

Consumers and registrants are aware of TICO and understand the benefits of purchasing travel services through a registered travel agency/website or travel wholesaler.

Consumers who purchase travel services in Ontario should be aware that travel agents and wholesalers operating in Ontario are regulated and that there is consumer protection in place to protect their travel purchases. Each year, TICO strives to promote consumer awareness to ensure that more and more consumers are aware of the existence of TICO and the benefits of purchasing their travel services whether in person or online from registered Ontario travel agencies. The initiatives below support TICO's Mission Statement "To regulate consumer protection by promoting awareness, education and compliance as part of the efficient and effective regulation of Ontario's travel industry." TICO achieves this initiative by planning and executing a comprehensive consumer awareness campaign strategy that involves various forms of communications including but not limited to various forms of media (radio and television), social media and digital strategy, speaking engagements with consumers and distribution of informational materials.

TICO also administers and enforces a legislated Education Standards Program which requires every travel agent selling travel services on behalf of a registered Ontario travel agency to be knowledgeable of legislated requirements that regulate the sale of travel services in Ontario. It is imperative that the knowledge and professionalism of Ontario travel agents continues to be enhanced with ongoing education to support compliance and improved consumer protection. This initiative also includes activities to promote registrant engagement in TICO's consumer awareness campaign as well as fostering relationships not only to achieve a better understanding but also to understand the challenges faced in the marketplace. Together, TICO along with its stakeholders can build a stronger industry where consumer confidence and protection is recognized as being paramount.

TICO's strategic priorities in this area will include:

STRATEGY TWO: AWARENESS & EDUCATION			
	INITIATIVE(S)	DESCRIPTION	TARGET
FY 2023/2024	Support an informed travel marketplace.	Uphold consumer awareness of TICO's role and the consumer protection in Ontario and revisit campaign strategy and messaging in response to the recovery of the global travel industry to build consumer confidence.	Maintain overall awareness and understanding of TICO and the consumer protection available by continuing to engage consumers by executing a modest digital media strategy. Conduct a consumer survey to gauge overall consumer awareness and knowledge of TICO. Produce and distribute various editorial and media releases to secure coverage in consumer publications to enhance education and awareness.
	Enhance TICO's online Education Standards Program with a modern online interactive e-learning course and testing including new study tools and continuing education opportunities.	In partnership with TICO's education service provider, finalize development of a new interactive e-learning course of the education standards curriculum and testing to include adult learning principles and study tools.	Finalize and implement a new modernized online interactive e-learning course with new study tools and continuing education opportunities for TICO's Education Standards Program.
	Provide opportunities to industry and registrants to participate in education and familiarization opportunities.	Provide registrants opportunities for engagement by leveraging technology for the purpose of education around various regulatory requirements.	Various online initiatives and engagement opportunities conducted with registrants and industry stakeholders to refresh and familiarize themselves with the regulatory requirements to operate and sell travel services in Ontario.
	Foster collaboration and engagement with stakeholders to address the recovery of the travel industry including the return of consumer confidence.	Through continuous and meaningful engagement of stakeholders, including TICO's Consumer and Industry Advisory Committee, develop opportunities and initiatives to identify challenges with the recovery of the travel industry and address issues impacting consumer confidence.	Proactively create opportunities to advance meaningful consumer and registrant engagement to support the economic viability and recovery of the travel industry and restore consumer confidence.

INITIATIVE(S)	DESCRIPTION	TARGET
FY 2024/2025 – 2025/2026	Continue to build and enhance consumer awareness in Ontario.	Continue to build and increase consumer awareness of TICO’s role and the consumer protection in Ontario.
	Continue to enhance the Education Standards Program with new education opportunities.	Leveraging the technology and tools available on TICO’s online education platform, develop and introduce new educational opportunities and study tools on various topics beneficial for professional development.
	Continue to engage registrants with education and familiarization opportunities.	Provide refresher and familiarization webinars around regulatory changes made between 2020-2022.
	Continue to foster collaboration and engagement with stakeholders to address the impact of the global pandemic on the industry and its recovery.	Develop opportunities and initiatives to assist with the challenges with the recovery of the travel industry and address issues impacting consumer confidence.
		Improve overall awareness and understanding of TICO and the consumer protection available by engaging consumers and leveraging social and digital media.
		Various new online educational opportunities and initiatives extended to registrants and stakeholders wishing to enter the travel industry.
		Various online initiatives and engagement opportunities conducted with registrants and industry stakeholders.
		Proactively create opportunities to advance meaningful consumer and registrant engagement to support the economic viability and recovery of the travel industry and restore consumer confidence.



Strategy 3: Organizational Resiliency*

*Due to the impact of the global pandemic and the evolving nature of events, TICO's strategic priorities and corresponding initiatives and targets set out in its Business Plan may be subject to change.

GOAL

TICO is committed to its consumer protection mandate through innovation, creativity and lifelong learning within an environment that is safe and secure and is resolved to enhance diversity, equity, and inclusion throughout.

At the heart of TICO and its operations is a resolute team of individuals committed to excellence in everything we do and by taking pride in the way we address the needs of all stakeholders. Through a strategic and risk-based approach, a focus on digitizing all internal and external facing core processes, and the journey towards a digital workforce, our goals are one of a modern and effective regulator delivering value as we focus on our core consumer protection mandate. This journey is predicated on service delivery excellence, risk-based decision making, and leveraging business intelligence through advanced data analytics and change management principles.

TICO's strategic priorities in this area will include:

STRATEGY THREE: ORGANIZATIONAL RESILIENCY			
	INITIATIVE(S)	DESCRIPTION	TARGET
FY 2023/2024	Drive continuous improvement in core service delivery.	Enhance overall value proposition to stakeholders through a focus on core services (registration, compliance, complaints, claims, enforcement) leveraging technology and further opportunities for continuous improvement in service delivery.	Review, analyze and implement process improvements for core service deliverables including setting measurable service delivery targets.
	Enhanced data management capabilities.	Implement a data management policy and procedures to ensure all data is collected, maintained, retrieved, and stored according to defined standards and best practices.	Complete implementation of a data management policy, procedures, and process to ensure data meets business needs.
	Build a more resilient workforce to increase agility, raise productivity and further empower workers.	Enhance consumer protection by leveraging a resilient and calibrated workforce that embraces, adapts, and thrives in new work environments and evolving skills, reflecting life-long learning principles, increased agility, and enhanced productivity.	Empower and optimize TICO's workforce through innovative work environment and execution of enhanced skills, performance management and competencies supported by a culture of life-long learning. A new and innovative workplace policy and learning maps will be delivered for all employees.
FY 2024/2025 – 2025/2026	Continue to enhance data management capabilities.	Refine data management processes to ensure all data collected is appropriate and meaningful for business intelligence and operations.	Complete implementation of enhanced data management and reporting to ensure that all data collected meets TICO's business needs and predictive risk analysis.
	Continue to enhance organizational resiliency linked to the organization's mandate and the overall value proposition to stakeholders.	Continue to seek innovative solutions aimed at enhancing resiliency through a focus on people and underlying systems and processes.	Continue to evolve and drive high performance through enhancements to competency models, performance management, professional development and other core people processes while ensuring employee engagement remains strong.
	Effective Board governance enhancements reflecting best practices akin to a modern and progressive regulator.	Based on governance best practices, develop a prioritized action plan for improvements including best practices, ESG investing and diversity, equity and inclusion (DEI) principles to support an effective Board of Directors.	Develop and implement a prioritized action plan for governance improvements and best practices to support effective Board of Directors operations and processes.

Balanced Scorecard for Fiscal Year 2023/2024

TICO's Balanced Scorecard has been developed to monitor and gauge ongoing efforts and achievements of its organizational effectiveness. The Balanced Scorecard will be included in the 2024 Annual Report and will include the performance measure activities and accomplishments achieved during the prior year to ensure transparency and accountability consistent with the Business Plan.

CONSUMER PROTECTION		
OBJECTIVE	MEASURE	FISCAL YEAR 2023/24 TARGET
Mitigate Risk and Enhance Consumer Protection	Overall pass rate of financial filing bench reviews based on established financial criteria per the Regulation.	Achieve a financial filing bench review pass rate of a minimum of 90%.
	Complete financial bench reviews on a timely basis.	Completion of bench reviews within an average of 30 days of receipt.
	Percentage of compliance achieved for the number of identified unregistered sellers of travel operating in contravention of the Act and Regulation.	Achieve a compliance rate of 95% from 94% of all unregistered sellers of travel identified and processed.
Enhance Engagement with Consumers	Actively interact with consumers and maintain our social media engagement rate (defined as likes, comments, and shares).	Seek opportunities to enhance consumer engagement on social media by maintaining an engagement rate of 3.5% on Facebook.
	Provide timely information to consumers who are searching for consumer protection travel information online and enhance our Google Ad Grants metrics.	Routinely update keywords and messaging to drive consumers to the TICO website. Aim for a click-through rate of 10% and a conversion rate (more than one minute on site) of 25%.
Improve Service Delivery	Improve service delivery of TICO's core mandate including the areas of registration, compliance and complaints.	Registration application process completed within 30 days from receipt of all required documentation.
		Complete termination compliance review within 30 days of the closing date.
		Completion of financial inspections, representing a minimum 10% of the number of registrants in the year.
		Complaints processing completed within 30 days from receipt of all required information and supporting documentation.



EDUCATION AND AWARENESS

OBJECTIVE	MEASURE	FISCAL YEAR 2023/24 TARGET
Support an Informed Travel Marketplace	Measure Ontarians' awareness of the existence of a regulated marketplace and TICO as a regulator when purchasing travel services from Ontario registered travel agencies and websites.	Maintain awareness of TICO at post-pandemic baseline of 4-in-10 consumers, based on current economic projections, consumer confidence, and continued travel recovery expectations.
		Maintain awareness of regulated marketplace at post-pandemic baseline of 5-in-10 consumers by continuing to provide timely and credible information, while acknowledging that the broader travel environment and federal regulations may cause some confusion in the marketplace.
Measure Overall Consumer Value	Measure consumers' value of TICO's services and the consumer protection available in the province.	Maintain that 7-in-10 consumers value TICO and its services.
Enhance TICO's Education Standards Program	Update and provide new study tools to assist individuals to meet the legislated Educational Standard to sell travel services in Ontario.	Improve the satisfaction rate from 71% to 75% for TICO's Education Standards Program and educational resources.
Enhance Education Opportunities for Registrants	Develop educational webinars and online continuing education resources to engage and revitalize the knowledge of registrants and their travel counsellors.	Maintain a minimum 91% satisfaction rate of TICO's educational initiatives with registrants.

ORGANIZATIONAL RESILIENCY

OBJECTIVE	MEASURE	FISCAL YEAR 2023/24 TARGET
Enhance TICO Value Proposition to Registrants	Develop and implement a survey tool that provides a comprehensive measure of registrant value of TICO and its services.	Maintain 67% for registrant value of TICO and its services as a basis for future enhancement strategies.

FINANCIAL PERFORMANCE

OBJECTIVE	MEASURE	FISCAL YEAR 2023/24 TARGET
Deliver Budget Operating Expenses	Operating expenses, excluding extraordinary items.	Achieve operating expenses within a range of +/- 5% of annual budget.



Revenue and Expense Forecast

Three year projections

	Fiscal Year 2023/2024 (Budget) \$	Fiscal Year 2024/2025 (Projection) \$	Fiscal Year 2025/2026 (Projection) \$
Revenues:	4,898,297	5,536,804	6,750,755
Consisting of:			
- Compensation Fund Assessments	3,277,089	3,745,245	4,681,556
- Renewals	746,208	852,809	1,066,011
- New Registrations	275,000	288,750	303,188
- Investment Income	600,000	650,000	700,000
Claims against Compensation Fund, net	1,516,647	1,563,608	1,597,104
Operating Expenses:	5,536,780	5,543,055	5,549,331
Consisting of:			
- Salaries & Benefits	3,615,566	3,615,566	3,615,566
- General & Administrative	1,113,214	1,119,489	1,125,765
- Occupancy	275,000	275,000	275,000
- Ontario Government Oversight Fee	358,000	358,000	358,000
- Consumer and Registrant Awareness	100,000	100,000	100,000
- Amortization	75,000	75,000	75,000
Deficiency of Revenues over Expenses	(2,155,130)	(1,569,860)	(395,681)
Excess (deficiency) of Revenues over Expenses Before Compensation Fund Claims	(638,483)	(6,252)	1,201,423
Compensation Fund, end of year	20,894,930	20,894,930	20,894,930
Number of Resources	30	30	30

Key Assumptions:

1. Year one reflects approved annual budget.
2. Projections reflect current regulatory framework and funding model. Funding model is under review and may impact future revenues.
3. Compensation Fund Assessments reflect post-pandemic recovery for the budget year and forecasted at 80% and 100% recovery in years two and three, respectively.
4. Compensation Fund claims supported by actuary study.
5. Years two and three hold cost structure the same and absorbs any inflationary pressures.

Governance

The TICO Board of Directors consists of eleven members. There are two individuals appointed by the Association of Canadian Travel Agencies (ACTA), two from the Canadian Association of Tour Operators (CATO), one from the Ontario Motor Coach Association (OMCA) and four appointed by the Minister of Public and Business Service Delivery. There are also two members that are elected by the industry at large. TICO's Board of Directors annually reviews its set of competencies that is desired collectively across the Board of Directors, to enhance overall governance practices. More information regarding these competencies can be found on TICO's website.

TICO Board of Directors 2023-2024 (as of March 1, 2023)

Industry representatives

Nicole Bursey, Commercial Director
Transat Tours Canada, Toronto, ON

Joanne Dhue, Director, Claims & Compliance
Sunwing Vacations Inc., Toronto, ON

Douglas Ellison, President
Ellison Travel & Tours Ltd., Exeter, ON

Mike Foster, President
Nexion Canada, London, ON

Ted Goldenberg, President
Chapman Cultural Tours Ltd., Concord, ON

Monica Johnstone, President
Uniglobe Travel Innovations, Mississauga, ON

Robert Townshend, President
Total Advantage Travel & Tours Inc., Toronto, ON

Ministerial appointments

Michael Levinson, Chair
Chief Strategist
YouNeedaStrategy.com, Toronto, ON

Scott Stewart, Vice Chair
President
Blowes & Stewart Travel Group Ltd., Peterborough, ON

Angella Blanas
Project Manager, Project Architect, Toronto, ON

Zaid Lama, Partner
Evolv Capital Partners, Oakville, ON

Statutory appointments (as of March 1, 2023)

Richard Smart, Statutory Registrar
Travel Industry Act, 2002

Michael Pepper, Statutory Director
Travel Industry Act, 2002

TICO leadership team

Richard Smart, CPA, CA, ICD.D
President & Chief Executive Officer

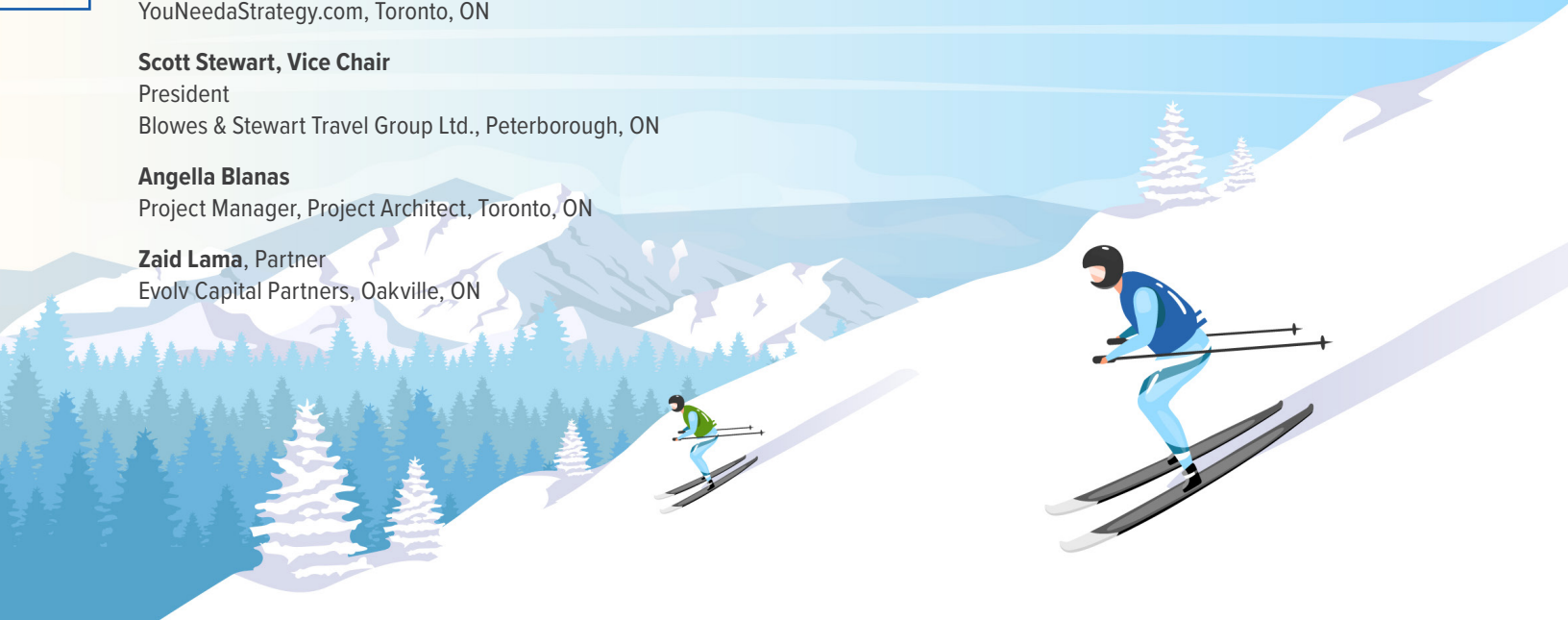
Dorian Werda
Vice President, Operations

Tracey McKiernan, LL.B.
Legal Counsel & Corporate Secretary

John J.S. Park, JD, MBA, CIC.C
Legal Counsel & Director, Litigation

Sanja Skrbic, CPA, CA
Director, Financial Compliance

Antoine (Tony) Aramouni
Director, Information Technology





Travel Industry Council of Ontario

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