

# Business Accomplishments 2022/2023

## Consumer Protection

**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.

BUSINESS OBJECTIVE	PERFORMANCE MEASURE 2022/2023	ACTIVITIES AND ACCOMPLISHMENTS
FY 2022/2023 Complete a review of the Compensation Fund and conduct consultations with stakeholders to ensure sufficient funding and consumer protection to effectively deliver TICO's consumer protection mandate.	Complete stakeholder consultations and prepare a report with recommendations to the Ministry with appropriate options for the Compensation Fund.	Initial stakeholder consultations for the Compensation Fund review were completed and recommendations developed. A final report will be delivered to the Ministry following finalization of the business case. Comprehensive consultations with registrants and stakeholders on the proposed new funding framework and Compensation Fund recommendations are planned for fall 2023.
Conduct consultations with stakeholders regarding the proposed restructuring of TICO's funding framework and fee model.	Complete stakeholder consultations and prepare a report with recommendations to the Ministry for a new funding framework and fee model to commence fiscal year 2023/2024.	Initial stakeholder consultations for the new funding and fee model review were completed and recommendations developed. A final report is planned to be delivered to the Ministry following finalization of the business case. Comprehensive consultations with registrants and stakeholders on the proposed new funding framework and Compensation Fund recommendations are planned for fall 2023.
Promote and advance legislative and regulatory reform.	Provide recommendations to the Ministry to update and modernize the legislation.	The ministry is re-assessing proposals under the Travel Industry Act that were under consideration prior to the pandemic. Two temporary regulatory amendments are scheduled to sunset in 2024 unless the government proposes to extend them.
Mitigate risk and enhance consumer protection.	Improve compliance within the Ontario travel marketplace through a reduction of unregistered sellers of travel services and further risk mitigation associated with high-risk registrants.	A total of 85 unregistered sellers were brought into compliance during the fiscal year while 4 were referred for investigation. Further, inspections were performed, including site inspection, pertaining to high-risk registrants. In total for the fiscal year, 196 inspections were conducted.
Improve consumer protection by enhancing TICO's compliance model.	Complete an operational review of the compliance function and begin operationalizing opportunities for greater efficiency, transparency and effectiveness.	An updated compliance strategy was presented to the Board of Directors at the November 2022 Strategy Session and received broad support. Measurable milestones remain under development.

## Awareness and Education

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

BUSINESS OBJECTIVE		PERFORMANCE MEASURE 2022/2023	ACTIVITIES AND ACCOMPLISHMENTS
FY 2022/2023	Continue to build and enhance consumer awareness in Ontario.	<p>Maintain overall awareness and understanding by continuing to engage consumers by executing a modest digital media strategy.</p> <p>Seek opportunities to engage consumers through online educational presentations, and social media to build awareness and confidence by leveraging technology (i.e., webinars).</p> <p>Conduct a consumer survey to gauge overall consumer awareness and knowledge of TICO.</p> <p>Produce and distribute various editorial and media releases to secure coverage in consumer publications to enhance education and awareness.</p>	<p>Through a primarily digital consumer awareness campaign, TICO's consumer protection message was seen more than 3.3 million times by Ontarians in FY22/23.</p> <p>The campaign engaged Ontarians via Google search ads, social media posts and ads, collaborations with content creators, and targeted media collaborations.</p> <p>TICO's registrants were equipped with a variety of resources to share the consumer protection message with their clients, including a PDF available in 16 languages.</p> <p>TICO conducted a consumer values survey with 1,200 Ontarians to measure awareness of availability of consumer protection, TICO, confidence in regulations, and more. The insights are being used to continuously enhance our consumer awareness strategy.</p> <p>TICO executed a robust media relations program, which yielded 111 media mentions for TICO in FY22/23. TICO has collaborated with a network of community newspapers to distribute content in 21 outlets across the province.</p>
	Enhance TICO's online Education Standards Program.	Develop and begin implementation of a new modernized online interactive e-learning course for TICO's Education Standards Program underway.	<p>Framework and design of new curriculum for an interactive e-learning course for TICO's Education Standards Program is underway.</p> <p>Course architecture established; module development commenced and sample e-learning course prototype completed.</p>
	Provide opportunities to industry and registrants to participate in continuing education sessions.	Various engagement opportunities extended to registrants online to refresh and familiarize themselves with the regulatory requirements to operate and sell travel services in Ontario.	A total of 55 live webinars were held during the fiscal year. This includes new registrant orientation sessions, with the goal of providing informative compliance-related learning opportunities. A calendar of scheduled live sessions is made available to registrants months ahead of time.
	Strengthen registrant engagement in support of a robust consumer protection model for the province of Ontario.	Provide opportunities for registrant engagement with TICO both in person and by leveraging technology to promote the sharing of information and enhance understanding and relations.	<p>Registrants were engaged during the year with the Funding Framework and Compensation Fund review, as well for their input addressing TICO's value proposition. Through largely a digital registrant engagement program, registrants were further engaged through ongoing digital initiatives.</p> <p>TICO's compliance team continues to provide educational webinars to engage and inform registrants.</p>

# Organizational Resiliency

**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.

BUSINESS OBJECTIVE		PERFORMANCE MEASURE 2022/2023	ACTIVITIES AND ACCOMPLISHMENTS
FY 2022/2023	Drive continuous improvement in core service delivery.	Review, analyze and implement process improvements for core service deliverables including setting measurable service delivery targets.	<p>Process reviews for registration, compliance and complaints commenced during the year and some incremental enhancements were implemented. With the start of a value-for-money audit undertaken by the Office of the Auditor General of Ontario, further process work has been paused pending the Auditor General's recommendations.</p> <p>Further focus is required to identify, prioritize and develop project plans to transition toward a complete process review and implementation. Concurrently, management continues its migration plan where key processes, from an older legacy system, are migrated to the current membership CRM system. Resource constraints were managed within the budget. The 23/24 budget includes additional staffing to address challenges and move forward with needed enhancements. Recent disruptions within the travel marketplace and support of the value-for-money audit have diverted resources to more immediate needs.</p>
	Ensure technology infrastructure remains secure and robust.	Continued innovative enhancements to harden and solidify TICO's system infrastructure against cyber-security risks and data breaches.	Various security protocols, policies, firewalls, and other tools were enhanced during the year to ensure technology infrastructure remains robust.
	Enhance value proposition to stakeholders.	A strategy and action plan to optimize TICO's overall value proposition and effectiveness to stakeholders is complete and ready for implementation underway.	Various action plan initiatives to enhance TICO's value proposition completed, including consumer awareness activities and opportunities for registrant engagements. This included 55 webinars and two roundtable sessions. For further details on the outcomes of TICO's value proposition activities during the year refer to the sections titled "Consumer Awareness and Registrant Awareness" in the Annual Report.
	Build a more resilient workforce to increase agility, raise productivity and further empower workers.	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.	TICO's hybrid work environment reflects a mandatory one-day per week in the office. All staff attend the office on the same day to maximize manager/employee interaction and for broader team engagement. Health and safety and strong employee engagement remain a primary focus as the pandemic recedes. Management continues to encourage and engage staff in planning and executing meaningful professional development aligned with business needs.

# Balanced Scorecard

TICO's 2022-23 Business Plan included the following Balanced Scorecard. TICO deployed this balanced scorecard throughout its fiscal year to monitor and gauge ongoing efforts and achievement of its strategic objectives. This Balanced Scorecard is shared with stakeholders to ensure transparency and accountability consistent with the Business Plan.

CONSUMER PROTECTION			
OBJECTIVE	MEASURE	FISCAL YEAR 2022/23 TARGET	ACTIVITIES AND ACCOMPLISHMENTS
<b>Mitigate Risk and Enhance Consumer Protection.</b>	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%.	A pass rate of 97% has been achieved.
	Complete financial bench reviews on a timely basis.	Develop the baseline metric for average days bench reviews completed.	A 30-day average turnaround time for completing bench reviews was established as a baseline metric. Actual performance for this metric was lower than the 30-day target and will be reported in future scorecards.
	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 in 2022/2023.	A compliance rate of 96% was achieved working with unregistered sellers of travel in 2022/2023.
<b>Enhance Engagement with Consumers.</b>	<p>Actively interact with consumers and maintain our social media engagement rate (defined as likes, comments, and shares).</p> <p>Provide timely information to consumers who are searching for consumer protection travel information online and enhance our Google Ad Grants metrics.</p>	<p>Seek opportunities to enhance consumer engagement on social media by maintaining an engagement rate of 3.5% on Facebook.</p> <p>Routinely update keywords and messaging to drive consumers to the TICO website. Aim for a click-through rate of 15% and a conversion rate (more than one minute on site) of 27.5%.</p>	<p>TICO's social media messaging continued to resonate with travel consumers as we shared timely and informational content. We ended the year at an engagement rate of 6.5%, significantly higher than industry benchmarks and our target.</p> <p>Throughout the year, we made many updates to our Google search ad keywords to reflect what was happening in the broader travel environment to maintain relevance. Despite intensified competition for keywords, we ended the year with a click-through rate of 13% (above industry average) and a conversion rate of 28.9%.</p>
<b>Improve Service Delivery.</b>	Improve service delivery of TICO's core mandate including the areas of registration, compliance, and complaints.	<p>Registration application process completed within 30 days from receipt of all required documentation.</p> <p>Complete termination compliance review within 30 days of the closing date.</p> <p>Completion of financial inspections, representing a minimum 10% of the number of registrants in the year.</p> <p>Complaints processing completed within 30 days from receipt of all required information and supporting documentation.</p>	<p>A total of 140 new registration applications were processed during the fiscal year. This metric was implemented and measured starting with Q2. From Q2 to Q4 114 new registrations were processed, within an average of 32 days from receipt of all the required documentation. Of the 114 registrations, 61% were processed within the 30-day target.</p> <p>At year-end, 80% of terminated registration reviews were completed within 30 days of the closing date (this metric was implemented in Q2).</p> <p>A total of 196 financial inspections were completed during the fiscal year, which represents 12% of the year-end registrant base head offices.</p> <p>A total of 222 consumer complaints were processed and closed during the fiscal year. This metric was implemented in Q3, and since its implementation through to end of Q4 77 complaints were processed within an average of 57 days from receipt of all the required documentation. Of the 77 complaints, 87% were processed within the 30-day target.</p>

## EDUCATION AND AWARENESS

OBJECTIVE	MEASURE	FISCAL YEAR 2022/23 TARGET	ACTIVITIES AND ACCOMPLISHMENTS
Improve Consumer Awareness.	Improve metrics to accurately gauge 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.	Exceed consumer awareness achieved from 60% to 62% that TICO is the regulator of travel services in the province.	TICO's consumer values survey found that 41% of Ontario respondents were aware of TICO. The decline may be a result of timing (significant media attention and broad regulatory response from all levels of government on airlines and other travel disruptions and the generally unfavourable coverage of the federal Air Passenger Protection Regulations during survey period), a decrease in advertising spending, and an overall awareness baseline readjustment following elevated awareness and engagement levels during the pandemic.
		Exceed consumer awareness achieved from 68% to 70% that consumer protection is available when purchasing travel services from an Ontario registered travel agency or website.	TICO's consumer values survey found that 53% of Ontario respondents were aware that Ontario's travel industry is regulated. While lower than prior surveys, this level of awareness is consistent with declines in the awareness of TICO, likely for the same reasons as above.
Determine and Measure Overall Consumer and Value.	Develop and implement a survey tool that provides a comprehensive measure of consumers' value of TICO's services and the consumer protection available in the province.	Improve the overall value from 75% to 77% of consumer's value of TICO and its services as a basis for future enhancement strategies.	TICO's consumer values survey found that 71% of Ontario respondents find value in TICO and its services. Consumers did respond with continued improvement in overall confidence with TICO's consumer protection services, with more than half responding favourably.
Enhance TICO's Education Standards Program.	Update and provide new study tools to assist individuals 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 in 2022/2023.	During the fiscal year, the overall satisfaction rate for TICO's Education Standards Program was 69%.
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 in 2022/2023.	An 84% satisfaction rate was achieved for the educational webinars held.

## ORGANIZATIONAL RESILIENCY

OBJECTIVE	MEASURE	FISCAL YEAR 2022/23 TARGET	ACTIVITIES AND ACCOMPLISHMENTS
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.	Improve the overall value from 63% to 65% for registrant value of TICO and its services as a basis for future enhancement strategies.	TICO's registrant values survey found that 67% of registrants find value in TICO and its services, an increase over the past year and exceeding the set target.

## FINANCIAL PERFORMANCE

OBJECTIVE	MEASURE	FISCAL YEAR 2022/23 TARGET	ACTIVITIES AND ACCOMPLISHMENTS
Deliver Budget Operating Expenses.	Operating expenses, excluding extraordinary items.	Achieve operating expenses within a range of +/- 5% of annual budget.	TICO has achieved total operating expenses favourable to budget by 4%.

# Additional Business Accomplishments in 2022/2023

- Successfully administered TICO's Education Standards Program.
- Increased IT security monitoring of the network environment and provided ongoing employee training on cyber-security awareness.
- Continued to seek operational efficiencies through enhanced IT tools and processes.
- Executed new and enhanced Administrative Agreement with the Minister of Public and Business Service Delivery.
- Met the terms of the new Administrative Agreement with the Minister of Public and Business Service Delivery by maintaining operations and systems to protect consumers in Ontario.
- Maintained eligibility with Google to continue funding from their not-for-profit Google Ad Grants program, up to \$10,000 USD per month.
- Completed third-party salary benchmarking review, including pay-equity compliance, to ensure consistency with policy.
- Provided quarterly, detailed financial reporting and analysis required under the government's transfer payment agreements.
- Continued to maintain and enhance TICO's website with up to date and timely information for the benefit of all stakeholders.
- Made further enhancements to TICO's Verification Statement to assist registrants with new financial filing requirements.
- Developed Quick Guides for advertising compliance requirements that contain QR codes for easy reference.
- Published TICO Talk e-newsletter on TICO's website and distributed by email to all registrants.
- Enhanced forms (semi-annual assessments), which include automatic fee calculation for more convenient reporting.
- Launched online portal verification statement submission capabilities, so that registrants can submit their verification statement filing directly through the portal.
- Conducted various speaking engagements to Tourism and Hospitality students at Ontario community colleges.
- Continued to provide advisories and registrar bulletins to all stakeholders, containing timely and relevant information.
- Distributed and made available on TICO's website, TICO's Annual Report and three-year Business Plan.
- TICO's Joint Health and Safety Committee composed of employee and management representatives continued its work to maintain and enhance the health and safety conditions in the workplace.
- Continued to offer virtual reception to provide professional customer service support to stakeholders from a hybrid work environment.
- Shared best practices and other updates through ongoing collaboration with other Ontario delegated administrative authorities.