

BUSINESS ACCOMPLISHMENTS 2016-2017

CONSUMER PROTECTION

Goal: To regulate and enforce the legislation by which the Ontario travelling public can be confident in their travel purchases, including working collaboratively with stakeholders for regulatory enhancement.

BUSINESS OBJECTIVES	PERFORMANCE MEASURES 2016/2017	ACTIVITIES & ACCOMPLISHMENTS
<p>Develop and Advance Legislative and Regulatory Reform.</p>	<p>In collaboration with the Ministry and in consultation with stakeholders identify and address all gaps and opportunities in the Act and the Regulation for the purpose of modernizing the consumer protection legislation.</p>	<p>Amendments to Ontario Regulation 26/05 were passed and became effective on July 1, 2016. The most notable changes included:</p> <ul style="list-style-type: none"> • Exempting businesses that exclusively offer one day tours from the requirements of the Act. • Modifying the security deposit and working capital requirements to provide some flexibility for lower risk businesses that are closely tied to government. • Aligning the filing deadline for regular claims and trip completion claims at six months. <p>The following amendment to Ontario Regulation 26/05 became effective on January 01, 2017:</p> <ul style="list-style-type: none"> • All-in pricing. This provision requires registered businesses to display the total price to consumers, including all fees, levies and other charges, when advertising travel services. <p>An Explanatory Paper including the interpretation of the new provisions to the Regulation was produced and distributed to assist stakeholders.</p> <p>In June of 2016, the Ontario Government announced a government led comprehensive review of the <i>Travel Industry Act, 2002</i> and Ontario Regulation 26/05. TICO actively worked with MGCS on the comprehensive review. TICO's role included attending numerous stakeholder meetings, consultation and open forum sessions with stakeholders, research and collection of data and formulating recommendations for reform.</p>

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<p>Develop and Advance Legislative and Regulatory Reform - continued.</p>		<p>TICO established a Legislative & Regulatory Modernization Committee to provide guidance and oversight in developing recommendations to the TICO Board of Directors for legislative and regulatory reform.</p> <p>Conducted 12 open forum sessions with industry stakeholders to obtain feedback and insight to assist with the development of TICO's submission to MGCS for legislative and regulatory reform.</p> <p>Retained IPSOS Public Affairs to conduct an online consumer survey representative of Ontario consumers to determine consumer awareness of TICO and their perspective towards the Compensation Fund and tolerance level to contributing to the funding of the Compensation Fund with expanded coverage.</p> <p>Retained Deloitte LLP to complete an actuary report and provide consulting services to determine appropriate funding of the Compensation Fund and to model various claim scenarios using the current legislation, with consideration to possible future legislative changes and other risk mitigation options.</p> <p>Developed, completed and delivered to MGCS a written submission of recommendations to modernize the <i>Travel Industry Act, 2002</i> and Ontario Regulation 26/05.</p>

BUSINESS ACCOMPLISHMENTS 2016-2017

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 OBJECTIVES	PERFORMANCE MEASURES 2016/2017	ACTIVITIES & ACCOMPLISHMENTS
<p>Continue to Enhance Consumer Awareness in Ontario.</p>	<p>Continue to enhance a series of comprehensive activities aimed at increasing consumer awareness of TICO's role and the consumer protection in Ontario.</p>	<p>TICO's 2016-2017 Consumer Awareness Campaign strategy included the development and production of two new 15-second animated icon story commercials. The commercials were aired on all major Ontario television networks in Jan/Feb 2017 and were accompanied by a digital media strategy to increase consumer awareness.</p> <p>Of the consumers surveyed in Ontario, 33% of consumers indicated awareness of TICO in 2016-2017 which matched the awareness in the previous year.</p> <p>Of the consumers surveyed in the GTA, 36% indicated awareness of TICO compared to 40% in the previous year.</p> <p>Of those consumers surveyed who recognized the TICO logo, 81% correctly identified at least one TICO role compared to 74% in the previous year.</p> <p>Of those consumers surveyed, 73% indicated that they were aware that they must purchase travel services from an Ontario registered travel agency or website to obtain the protection from TICO and the Compensation Fund, compared to 69% in the previous year.</p> <p>TICO attended 12 consumer trade shows throughout Ontario and conducted 8 speaking engagements with consumers to increase awareness of TICO, its services and the consumer protection available in Ontario.</p> <p>More information about TICO's Consumer Awareness Campaign activities may be found on page 36.</p>

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Enhance Current Education Standards Program.	Update education standards program modules to accommodate recent Regulatory Reform to Ontario Regulation 26/05 to ensure knowledge and compliance of the new requirements.	Updates to the Education Standards curriculum complete and exams being revised. Implementation to take place in 2017/2018.
Drive Registrant Engagement and Improve TICO's Value Proposition to Registrants.	Through continuous and meaningful engagement and communications with registrants, identify key drivers of TICO's value proposition and initiatives to improve.	<p>Development of a Registrant Value Survey commenced and will be carried forward to 2017-2018.</p> <p>Registration Department survey developed and implemented for all new applicants and registrants completing the registration renewal process to obtain feedback on services provided. During the fiscal year, TICO received 47 responses and an overall satisfaction score of 62%.</p> <p>TICO held 15 roundtable / open forum sessions; 11 financial compliance seminars and 8 speaking engagements with industry stakeholders to increase registrant knowledge, encourage dialogue and foster relationships.</p>

BUSINESS ACCOMPLISHMENTS 2016-2017

ORGANIZATIONAL EFFECTIVENESS

Goal: TICO embraces a spirit of continuous improvement and innovation in the systems and processes in executing its mandate and in the ongoing investment and professional development of its people.

BUSINESS OBJECTIVES	PERFORMANCE MEASURES 2016/2017	ACTIVITIES & ACCOMPLISHMENTS
Develop Future Vision and Plan for TICO's IT Systems and Infrastructure.	Develop a plan and road map for TICO's overall IT systems and infrastructure.	<p>A 3-year Information Technology Strategy was developed and approved by TICO's Board of Directors. The plan provides an infrastructure strategy and road map to ensure a safe, secure and robust operating environment for TICO operations.</p> <p>Execution of TICO's Information Technology Strategy was commenced. An RFP for infrastructure services was completed. A selection process was conducted and a new service provider has been retained.</p> <p>Migration of all TICO systems to a new cloud environment was completed.</p>
Optimize System Integration including Implementation of e-Commerce capability.	Enhance the integration of back-office systems and management information systems and implement e-commerce services capability for registrants and other stakeholders.	The technology infrastructure environment and application upgrade of the core operating system was completed during the year providing the foundation for future systems integration and e-commerce capability.

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Enhance Leadership Competencies.	Develop a professional development program whereby employees can achieve career plans and enhance their contribution to TICO's mandate.	<p>Individual Professional Development Plan Template developed to identify and record areas of individual staff development.</p> <p>Individual Development Planning template implemented on a pilot basis. Individual development plans discussed with employees and preliminary plans commenced.</p>
Driving Employee Engagement.	Embrace high performing organization by expediting solutions aimed at achieving a highly engaged workforce.	Based on the Employee Engagement Survey results, staff teams were formed and meetings held to review development opportunities and make recommendations in the areas of: Communications, Work Environment & Processes and Rewards & Recognition. Employee Engagement teams in-place. Recommendations continue to be reviewed with the goal of integrating into operations, and/or developing business cases for future implementation.
Continue Collaboration with Other Delegated Administrative Authorities to Identify Opportunities to Enhance Efficiencies to Work More Effectively.	Continue to work in partnership with other Delegated Administrative Authorities in various collaboration committees to identify and implement opportunities to enhance operational efficiencies.	Ongoing collaboration efforts with other DAA's include information sharing as well as participation on various DAA Collaboration Committees and Groups, including DAA/CEO Collaboration Committee, MGCS/ DAA Communications Group, DAA/ IT Collaboration Group, Human Resources and the DAA/Legal Counsel Group.

BUSINESS ACCOMPLISHMENTS 2016-2017

CORPORATE SOCIAL RESPONSIBILITY (CSR)

Within TICO's environment, CSR is viewed as the organization's broader involvement in the communities it aims to protect. As a small organization, TICO must consider innovative methods, leverage partnerships and build sustainable relationships to make a footprint in these communities. TICO believes that its mandate of consumer protection will be facilitated through an effective CSR strategy, deploying the talents and passions of all TICO employees.

BUSINESS OBJECTIVES	PERFORMANCE MEASURES 2016/2017	ACTIVITIES & ACCOMPLISHMENTS
Refine Corporate Social Responsibility (CSR) Policies.	Continue to enhance and build an effective CSR strategy and develop a CSR policy for TICO employee volunteerism including an annual TICO CSR Report to stakeholders.	<p>Policies to accompany TICO's CSR Strategy are under development.</p> <p>Updates and reports of TICO's CSR initiatives and activities posted on TICO webpage dedicated to CSR as well as reported in TICO Talk newsletter.</p>
Engage and Build a Relationship with a Long Term CSR Partner.	Review the merits of potential CSR partners with the aim to establishing a rewarding relationship with an appropriate CSR partner that compliments TICO's overall CSR strategy.	<p>Continued partnership with the Mississauga Food Bank. Thanksgiving and Christmas Food Drives have been organized where TICO staff collected 330 pounds of food donations and sorted 5215 meals at the Mississauga Food Bank terminal.</p> <p>Launched a partnership with Plan International Canada. Began sponsoring the community of Nga, Laos – the program offers educational, health, nutrition and skills training resources to empower community members. Goal set to raise \$5,000 by the end of June 2017 to help the people of Nga, Laos and support the success of their community. TICO staff volunteered their time and efforts towards various initiatives during the fiscal year in support of the overall strategy and successfully raised \$5,150.</p> <p>More information regarding TICO's CSR initiatives may be found on page 38.</p>
Incorporate CSR into TICO Operations and Initiatives.	Examine how CSR can be integrated into TICO's stakeholder outreach initiatives and TICO's core processes, including the introduction of Environmental, Social and Governance (ESG) responsible investing.	<p>TICO met with RBC to discuss ESG investment opportunities. Discussions underway with RBC Global Asset Management to develop a plan to introduce ESG investing consistent with CSR strategy. The goal of ESG investment will be consistent with overall strategy while at the same time preserving capital and enhancing investment returns.</p> <p>TICO staff adopted Max Ward Park and attends the park quarterly to keep the park clean.</p>

BALANCED SCORECARD:

TICO's 2016 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. The following are the achievements:

Objective	Performance Measure	FY 2016/2017 Target	FY 2016/2017 Achievements
CONSUMER PROTECTION / AWARENESS AND EDUCATION			
Stakeholders			
1) Enhance Consumer Awareness.	% of surveyed consumers aware of TICO.	Achieve an increase % of consumers surveyed indicating an awareness of TICO up to 35%. Conduct a customer value survey.	33% of consumers surveyed indicated awareness of TICO compared to 33% in the previous year. Development of a customer value survey commenced and will be carried forward to 2017-2018.
2) Enhance Registrant Awareness and Engagement.	Registrant outreach via roundtable / open forum meetings.	Hold 12 industry roundtable / open forum sessions throughout the province of Ontario. Conduct a registrant value survey.	TICO conducted 15 roundtable / open forum sessions during 2016/2017. Foundational work to develop value survey commenced. Value survey to be completed in 2017/2018.
3) Enhanced Consumer Protection.	For claims received during the year, 70% are processed within 120 days.	Identify the percentage of claims received and approved during the year that are processed within 120 days of receipt. Identify the number of consumers assisted during the year.	Of the claims received between April 1, 2016 and March 31, 2017, 59% were processed within 120 days and 41% of claims relating to five failures were processed outside the 120 days as the circumstances surrounding the failures required further investigation. A total of 177 consumers were assisted with reimbursements from Ontario's Travel Compensation Fund.
4) Enhance Government Collaboration and Relations.	% of targeted Liaison meetings achieved.	4 Ministry Liaison meetings held during year. Contribute/participate in government initiatives.	Attended 4 Ministry Liaison meetings during the fiscal year. Contributed and participated in the Ontario Government's comprehensive review of the <i>Travel Industry Act, 2002</i> and Ontario Regulation 26/05. Actions included attending numerous stakeholder meetings, consultation and open forum sessions, research and collection of data as well as a written submission of TICO's recommendations for legislative change. Participated in various DAA Collaboration Committees and Councils.

BALANCED SCORECARD:

Objective	Performance Measure	FY 2016/2017 Target	FY 2016/2017 Achievements
ORGANIZATIONAL EFFECTIVENESS			
People (Employees)			
1) Drive Employee Engagement.	Establish baseline score (%).	Develop recommendations for areas identified for improvement.	Based on the Employee Engagement Survey results and feedback, four employee engagement teams were developed to review areas identified to develop recommendations and an action plan for improvement.
2) Invest in Training & Development.	Average number of professional days achieved per employee.	Employee individual development plans implemented.	Employee Development Plan Form created and incorporated into staff performance review process.
Systems / Work Processes			
1) Update Education Standards Program.	Update Education Standards Program to reflect regulatory changes made to Ontario Regulation 26/05.	Complete changes to the Study Manual curriculum and exams to include regulatory changes.	Updates to the Education Standards curriculum complete and exams being revised. Implementation to take place in 2017/2018.
2) Commence Plan for e-Commerce Capability.	Develop a plan to introduce e-commerce capability to TICO services for registrants and other stakeholders.	Commence a phased-in approach to introduce e-commerce by March 31, 2017.	Technology infrastructure upgrade complete; finalized upgrade to current license for core operating system providing foundation for future e-commerce platform.
3) Develop Future Vision and Plan for TICO's IT Systems and Infrastructure.	Develop a plan and road map for TICO's overall IT systems and infrastructure.	Deliver a plan that summarizes current IT state and future desired state.	Current and future state IT strategy and roadmap complete.

BALANCED SCORECARD:

Objective	Performance Measure	FY 2016/2017 Target	FY 2016/2017 Achievements
Finance			
1) Ensure Adequate Funding for Operational and Enforcement Responsibilities.	% of budgeted revenue growth (year over year).	5% budgeted growth.	Actual revenue growth 7%.
2) Drive Operating Efficiency.	% revenue growth less % expense growth.	Negative leverage (1%) over three year Business Plan projections.	Actual Operating leverage efficiency -0.3%, exceeding target.
3) Achieve Compensation Fund Requirements.	Balance > \$20 million.	Budget for March 31, 2017 \$20.4 million.	Balance at March 31, 2017 \$20.6 million.
CORPORATE SOCIAL RESPONSIBILITY			
Community			
1) Engage and Foster Relationship with Long Term Corporate Social Responsibility (CSR) Partner.	Develop and initiate CSR program that compliments TICO's overall CSR strategy.	CSR strategy and initiatives established and underway with long term CSR partner.	Entered into an agreement with Plan Canada to support a community in Nga, Laos. TICO successfully raised \$5,150 through various CSR initiatives in support of Plan Canada.
2) Incorporate Environmental, Social and Governance (ESG) Investing Principles into TICO's Investment Policy.	Earmark and invest some funds taking in accordance ESG investment principles and criteria in TICO's current Investment Policy.	Establish investments in accordance with revised Investment Policy.	TICO has met with RBC to discuss ESG investment opportunities. Discussions underway with RBC Global Asset Management to develop a plan to introduce ESG investing consistent with CSR strategy.