

# 2022 BUSINESS PLAN

April 1, 2022 – March 31, 2025





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# Message from the Chair

June 28, 2022

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), it is my privilege and honour as Chair to introduce TICO's 2022 Annual Business Plan.

As I deliver my thoughts, the world is finally showing signs of exiting one global crisis, the COVID-19 pandemic, while the brutal and senseless attack of Ukraine by Russian forces stuns democratic nations worldwide and will no doubt have a far-ranging impact across the globe. Both events underline the significant human toll, tragedy and sacrifices made by so many over the past two years, and now, well into the future.

As Ontarians have told us repeatedly, travel is an absolute necessity, offering respite for mental well-being.

While all businesses have suffered immensely as the pandemic raged across the globe, the travel industry has been one of the hardest hit. With the apparent receding of the Omicron variant, we are now beginning to see pent-up consumer demand translating into bookings and future travel.

It remains to be seen the extent that consumer confidence will be impacted by the evolution of the pandemic, recent geo-political tensions, inflationary impacts, and economic prosperity.

It appears that one impact of the pandemic and the uncertainty of changing requirements at different destinations is that a greater percentage of consumers are looking to utilize travel agencies to make their travel plans. The ongoing guidance provided by TICO registrants will allow consumers to travel with a greater sense of comfort and security. The role of TICO as a modern, fair, and effective regulator has never been more important.

I want to acknowledge the significant continued support of the Ontario government throughout the COVID-19 pandemic for Ontarians across all sectors.

The Ministry of Public and Business Service Delivery's financial assistance provided to TICO allowed the organization to continue its important consumer protection mandate and allowed TICO to waive fees for registered travel agencies and tour operators for a third year.

Despite severe pandemic driven headwinds, TICO continued its focus on three broad and overarching strategies:

- An unwavering commitment to consumer protection;
- Focused and meaningful awareness and education initiatives; and
- Embracing organizational resiliency through a focus on values, reflecting principles of diversity, inclusion, and equity for all.

In a year where most travel agencies and tour operators were principally focused on survival, TICO continued to prioritize its core consumer protection programs, while recognizing the importance of assisting travel agencies and tour operators through these challenging times. TICO also assisted more consumers frequently with challenges associated with the uncertainty of future travel, the use of future travel vouchers, and much more. Throughout the pandemic, TICO provided its leadership, compassion, and insights to both consumers and registrants concerning the timing of the anticipated return to more 'normal' travel.

The Board of Directors remains committed to providing strong governance oversight of TICO, especially during this difficult climate. In addition to its normal meeting calendar, the Board of Directors met more frequently to ensure management received additional guidance throughout the pandemic. Through the Board's focus on risk oversight, I am confident the organization executed on its overarching mandate of consumer protection, while being supportive of an Ontario travel market that has been devastated, but equally resilient and poised to respond to the emerging travel recovery.

I am very thankful to my colleagues on the Board for the patience and support provided to me during my first year as TICO Chair. I am equally impressed by TICO's leadership and the dedication and commitment of the entire team and am confident that the organization can and will deliver on its Business Plan goals in the years to come.

Yours truly,  
Travel Industry Council of Ontario



Michael Levinson,  
Chair of the Board of Directors





# Message du président du conseil d'administration

28 juin 2022

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

Monsieur le Ministre Rasheed,

Au nom du conseil d'administration de l'Organisme de réglementation de voyage de l'Ontario (TICO), j'ai le privilège et l'honneur, en tant que président, de présenter le plan d'activités annuel 2022 du TICO.

Au moment où je vous livre mes réflexions, le monde montre enfin des signes de sortie d'une crise mondiale, la pandémie de COVID-19, tandis que l'attaque brutale et insensée de l'Ukraine par les forces russes stupéfie les nations démocratiques du monde entier et aura sans aucun doute un impact de grande ampleur sur la planète. Ces deux événements soulignent le lourd tribut humain, la tragédie et les sacrifices consentis par tant de personnes au cours des deux dernières années, et cela, pour longtemps.

Comme les Ontariens nous l'ont dit à maintes reprises, les voyages représentent une nécessité absolue, offrant un répit pour le bien-être mental.

Si toutes les entreprises ont énormément souffert de la pandémie qui a fait rage dans le monde, le secteur du voyage a été l'un des plus durement touchés. Avec le repli apparent du variant Omicron, nous commençons maintenant à voir la demande refoulée des consommateurs se traduire par des réservations et des voyages futurs.

Il reste à voir dans quelle mesure la confiance des consommateurs sera affectée par l'évolution de la pandémie, les récentes tensions géopolitiques, les impacts inflationnistes et la prospérité économique.

Il semble que l'un des effets de la pandémie et de l'incertitude quant à l'évolution des exigences des différentes destinations soit qu'un plus grand pourcentage de consommateurs cherchent à faire appel à des agences de voyages pour organiser leurs déplacements. Les conseils fournis par les personnes inscrites au TICO permettront aux consommateurs de voyager avec un plus grand sentiment de confort et de sécurité. Le rôle du TICO en tant qu'organisme de réglementation moderne, équitable et efficace n'a jamais été aussi important.

Je tiens à souligner l'important soutien continu du gouvernement de l'Ontario tout au long de la pandémie de COVID-19 pour les Ontariens de tous les secteurs.

L'aide financière du ministère des Services au public et aux entreprises fournie au TICO a permis à l'organisation de poursuivre son important mandat de protection des consommateurs et a permis au TICO de

renoncer aux frais pour les agences de voyages et les voyageurs inscrits pour une troisième année.

Malgré les vents contraires dus à la pandémie, le TICO a continué à se concentrer sur trois stratégies générales et primordiales :

- un engagement inébranlable en faveur de la protection des consommateurs;
- des initiatives de sensibilisation et d'éducation ciblées et notables;
- l'adoption de la résilience organisationnelle en se concentrant sur les valeurs, reflétant les principes de diversité, d'inclusion et d'équité pour tous.

Au cours d'une année où la plupart des agences de voyages et des voyageurs étaient principalement axés sur la survie, le TICO a continué à donner la priorité à ses programmes de base de protection des consommateurs, tout en reconnaissant l'importance d'aider les agences de voyages et les voyageurs à traverser cette période difficile. Le TICO a également aidé plus fréquemment les consommateurs à relever les défis liés à l'incertitude des voyages futurs, à l'utilisation des bons de voyage, et bien plus encore. Tout au long de la pandémie, le TICO a fait preuve de leadership, de compassion et de perspicacité envers les consommateurs et les déclarants en ce qui concerne le moment du retour prévu à des voyages plus « normaux ».

Le conseil d'administration reste déterminé à assurer une surveillance solide de la gouvernance du TICO, en particulier dans ce climat difficile. En plus de son calendrier normal de réunions, le conseil d'administration s'est réuni plus fréquemment afin de s'assurer que la direction reçoive des conseils supplémentaires tout au long de la pandémie. Grâce à l'accent mis par le conseil d'administration sur la surveillance des risques, je suis convaincu que l'organisation a rempli son mandat primordial de protection des consommateurs, tout en soutenant le marché du voyage de l'Ontario qui a été dévasté, mais également résilient et prêt à répondre à la reprise émergente du voyage.

Je suis très reconnaissant à mes collègues du conseil d'administration pour la patience et le soutien dont ils ont fait preuve au cours de ma première année en tant que président du conseil d'administration du TICO. Je suis également impressionné par le leadership du TICO ainsi que par le dévouement et l'engagement de l'ensemble de l'équipe et je suis convaincu que l'organisation peut et va atteindre les objectifs de son plan d'activités dans les années à venir.

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



Michael Levinson,  
Président du conseil d'administration



# Chief Executive Officer's Report

## Reflection

***"Resiliency is the capacity to adapt positively when facing adversity or risk."*** [Deloitte]

I cannot think of a statement that resonates better with the challenges and response by the travel sector throughout the pandemic.

While the journey to recovery has been uneven and often volatile, I remain optimistic that a travel recovery has begun, with the travel industry now poised for an accelerated trajectory in the year ahead. It is with this mindset of resiliency that I am pleased to provide stakeholders with TICO's three-year Business Plan.

## Unwavering Support

Since the beginning of the COVID-19 pandemic, the Ontario government enacted regulatory amendments to provide regulatory burden relief for Ontario's travel agencies and wholesalers. Additionally, the Ministry of Public and Business Service Delivery provided financial assistance to TICO which allowed the organization to continue its important consumer protection mandate and allowed TICO to waive fees for registered travel agencies and tour operators for a third year.

More recently, I was pleased to embrace further financial support targeted at the new fiscal year, except this time with the goal of facilitating business recovery and growth.

With Omicron now receding and businesses across the province re-opening, the travel industry is experiencing renewed and vibrant demand for future travel.

As the regulator of travel agents and wholesalers in Ontario, we have a vital role to provide leadership in this recovery, ensuring consumers remain informed and confident, while supporting travel agencies and tour operators in their efforts to resume more normal operations.

We believe a vibrant and strong travel marketplace is a necessary attribute of an effective consumer protection model. This Business Plan reinforces the strategies to achieve both.

## Resiliency

This year's Business Plan emphasizes the importance of resiliency across our organization, including building the skills and competencies needed for success for the years ahead.

While we continue our focus on efficiency and effectiveness, we have also embraced the critical importance of diversity, equity, and inclusion (DEI) in the way we attract, motivate, and develop our people.

Similarly, we acknowledge that DEI principles must be visible and demonstrated in our core values, governance practices, and

interactions with the communities we regulate. We will continue to evolve our regulatory approach in how we execute and administer Ontario's travel consumer protection model.

## 'Bold' Business Plan

This Business Plan continues with a 'consumer-first' focus, to ensure Ontarians are aware of and understand the protections available to them when purchasing travel.

This model will continue to be effective by embracing a strong and vibrant travel marketplace, based on ethical business practices and travel agencies and tour operators that support a strong consumer protection model within their business practices.

The two goals are complementary and can be leveraged to ensure a competitive and growing marketplace.

This Business Plan also reflects several key and bold initiatives aimed at exploring recommendations for transforming Ontario's consumer protection framework and how, as regulator, we administer and execute this model.

TICO's mandate will continue to be framed through a focus on three overarching strategic priorities and objectives: consumer protection, awareness and education, and organizational resiliency.

By focusing on these core strategies and underlying goals, our vision of being a modern and progressive regulator, supportive of informed consumers, and a vibrant business environment will demonstrate that recovery, growth, and consumer protection can thrive together.

This coming fiscal year is a milestone for TICO – its 25th year of operation. We can pause, reflect and be immensely proud of our accomplishments over these years.

We remain, however, equally committed to ensuring that our vision and above priorities continue to be executed with a dedication and commitment expected by stakeholders and demonstrated by the organization, both past and present.

The pandemic is not yet over and there is much to accomplish in the years ahead, but in closing, I remain grateful and honoured to serve our stakeholders as we strive to ensure that consumer protection is a cornerstone for all travellers for years to come.

Yours truly,  
Travel Industry Council of Ontario



Richard Smart  
President & C.E.O.





# Rapport du directeur général

## Réflexion

« *La résilience est la capacité de s'adapter à l'adversité ou au risque.* » [Deloitte]

Voici une déclaration qui reflète parfaitement le courage déployé par le secteur du voyage tout au long de la pandémie.

Bien que le chemin vers la reprise ait été inégal et souvent instable, je reste optimiste quant au fait que la reprise du secteur du voyage a commencé et que celui-ci est désormais prêt à accélérer sa trajectoire au cours de l'année à venir. C'est avec cet état d'esprit de résilience que je suis heureux de fournir aux parties prenantes le plan d'activités triennal de l'Organisme de réglementation de voyage de l'Ontario (TICO).

## Soutien indéfectible

Depuis le début de la pandémie de COVID-19, le gouvernement de l'Ontario a adopté des modifications réglementaires afin d'alléger le fardeau réglementaire des agences de voyages et des grossistes de l'Ontario. De plus, le ministère des Services au public et aux entreprises a fourni une aide financière au TICO, ce qui a permis à l'organisation de poursuivre son important mandat de protection des consommateurs et au TICO de renoncer aux frais pour les agences de voyages et les voyageurs inscrits pour une troisième année.

Plus récemment, j'ai eu le plaisir d'accepter un nouveau soutien financier pour le nouvel exercice financier, mais cette fois dans le but de faciliter la reprise et la croissance des entreprises.

Avec le recul du variant Omicron et la réouverture des entreprises dans l'ensemble de la province, l'industrie du voyage connaît une demande renouvelée et dynamique pour les voyages futurs.

En tant qu'organisme de réglementation des agences de voyages et des grossistes en Ontario, nous avons un rôle essentiel à jouer dans cette reprise, en veillant à ce que les consommateurs restent informés et confiants, tout en soutenant les agences de voyages et les voyageurs dans leurs efforts pour reprendre des activités plus normales.

Nous pensons qu'un marché du voyage dynamique et solide est un attribut nécessaire d'un modèle efficace de protection des consommateurs. Le présent plan d'affaires renforce les stratégies visant à atteindre ces deux objectifs.

## Résilience

Le plan d'affaires de cette année souligne l'importance de la résilience dans l'ensemble de notre organisation, y compris le développement des aptitudes et des compétences nécessaires pour réussir dans les années à venir.

Tout en continuant à mettre l'accent sur l'efficacité et l'efficacé, nous avons également pris conscience de l'importance cruciale de la diversité, de l'équité et de l'inclusion (DEI) dans la manière dont nous attirons, motivons et développons notre personnel.

De même, nous reconnaissons que les principes de DEI doivent être visibles et démontrés dans nos valeurs fondamentales, nos pratiques de gouvernance et nos interactions avec les communautés que nous réglementons. Nous continuerons à faire évoluer notre approche réglementaire dans la façon dont nous exécutons et administrons le modèle de protection des consommateurs de voyages de l'Ontario.

## Un plan d'activités « audacieux »

Le présent plan d'activités continue de mettre l'accent sur la priorité accordée aux consommateurs, afin de s'assurer que les Ontariens connaissent et comprennent les protections qui leur sont offertes lorsqu'ils achètent des voyages.

Ce modèle continuera d'être efficace en s'appuyant sur un marché du voyage fort et dynamique, fondé sur des pratiques commerciales éthiques et sur des agences de voyages et des voyageurs qui soutiennent un modèle solide de protection des consommateurs dans le cadre de leurs pratiques commerciales.

Ces deux objectifs sont complémentaires et peuvent être mis à profit pour garantir un marché compétitif et en pleine croissance.

Ce plan d'activités reflète également plusieurs initiatives clés et audacieuses visant à explorer des recommandations pour transformer le cadre de protection des consommateurs de l'Ontario et la façon dont, en tant qu'organisme de réglementation, nous administrons et exécutons ce modèle.

Le mandat du TICO continuera de s'articuler autour de trois priorités et objectifs stratégiques primordiaux : la protection des consommateurs, la sensibilisation et l'éducation et la résilience organisationnelle.



En nous concentrant sur ces stratégies de base et ces objectifs sous-jacents, notre vision d'un organisme de réglementation moderne et progressiste, soutenant des consommateurs informés et un environnement commercial dynamique, démontrera que la reprise, la croissance et la protection des consommateurs peuvent prospérer ensemble.

L'exercice financier à venir représente une étape importante pour le TICO. Il s'agit en effet de sa 25e année de fonctionnement. Nous pouvons faire une pause, réfléchir et être immensément fiers de ce que nous avons accompli au cours de ces années.

Nous restons toutefois tout aussi déterminés à faire en sorte que notre vision et les priorités ci-dessus continuent d'être mises en œuvre avec le dévouement et l'engagement attendus par les parties prenantes et démontrés par l'organisation, tant dans le passé que dans le présent.

La pandémie n'est pas encore terminée et il reste beaucoup à accomplir dans les années à venir, mais pour conclure, je reste reconnaissant et honoré de servir nos parties prenantes alors que nous nous efforçons de faire en sorte que la protection des consommateurs soit une pierre angulaire pour tous les voyageurs dans les années à venir.

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 retailers 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 retailers not located in Ontario.
- Companies which 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 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.

## TICO Committees

The following are Committees of the Board of Directors of the Travel Industry Council of Ontario:

- Audit, Technology & Risk Management Committee
- Regulatory and Business Strategy Committee
- Governance and Human Resources Committee
- Consumer and Industry Advisory Committee

More information about TICO's Committees may be found on TICO's website at [www.tico.ca](http://www.tico.ca).



# 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.***



## 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 a maximum 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.

## 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, Proctor Guide, Forms, etc.)
- TICO Exams
- Complaint Forms and Compensation Fund Claim Forms
- Informational materials promoting awareness of TICO and its services.

In assuming the delegation from the Ontario Government for administering the *Travel Industry Act, 2002*, which governs approximately 2,050 travel retailers 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 25th 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\*

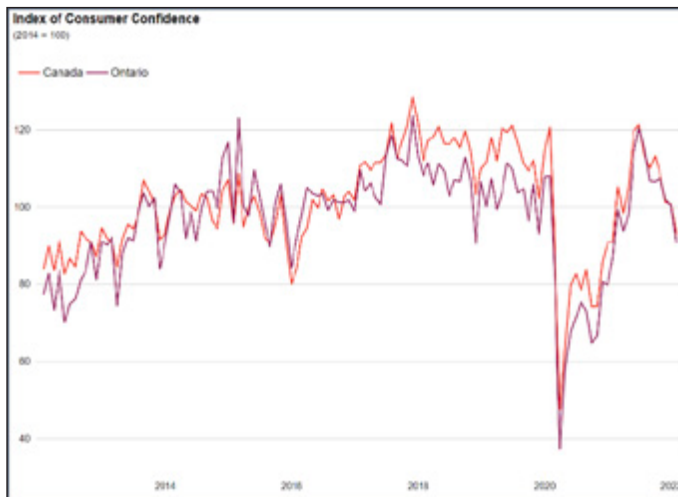
\* Due to the impact of the global pandemic and the evolving nature of events, the contents of the following Environment section is based on known world events as of March 31, 2022.

The new normal for travel industry is underway. After successive waves of COVID-19, and mass vaccination programs, economies around the world are re-opening with consumers anxiously booking travel after a long hiatus. The world appears to have accepted that we may need to live and thrive in a world where COVID-19, or its variants, co-exist.

Underpinning this recovery are the millions of businesses and jobs around the world and the critical importance of travel and tourism in supporting and contributing to thriving economies. Beyond travel's economic contributions are the broader societal, cultural, mental well-being and environmental benefits provided by a vibrant travel and tourism sector.

## Consumer Confidence

Many variables affect consumer travel but none more-so than consumer confidence.



After experiencing a strong rebound in consumer confidence during the fall of 2021 (between COVID-19 waves), the Conference Board of Canada reported in February 2022 that consumer confidence has, once again, fallen to levels experienced a year ago (93 points).

Concerns over supply chain disruptions, high inflation on numerous goods and services, including at gas pumps and

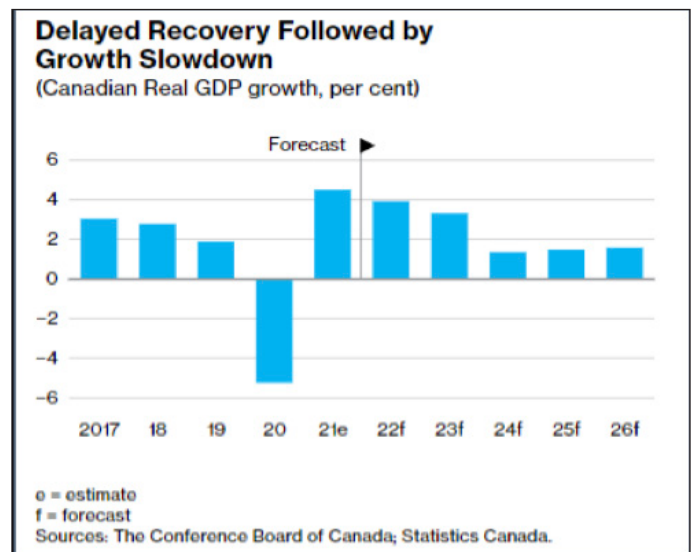
grocery stores, and recent geo-political risks, have all led to lower consumer confidence.

However, many of these macro factors (e.g., inflation) are anticipated to be short-term, and the prospects for continued economic growth remain relatively strong for 2022.

Travel is typically considered a discretionary, large-ticket item, and with the current trend of lower consumer confidence, the recovery will likely take longer.

## Economy

Economically, the prospects for the Canadian and Ontario economies continue to reflect growth year-over-year.



Most Canadian banks and the Conference Board of Canada expect GDP growth in the +/-4% range, with economies (including Ontario) beginning slow and accelerating through the year.

Continued supply-chain bottlenecks, high inflation and geo-political risks will continue to dampen growth prospects, at least in the short-term.

Offsetting these adverse factors is the expectation for consumer discretionary expenditures, including travel, to remain robust longer-term.



While Canada's economic metrics may be relatively strong, travel intentions must be weighed against the target destinations where these fundamentals may be starkly different. In the short-term, travel within Canada is expected to remain relatively robust.

## Travel Industry and Recovery

The Ontario travel industry reflects the broader Canadian and global markets. Unprecedented levels of government assistance have continued, including sector specific assistance for airlines and the hardest hit sectors including hospitality, restaurants, hotels, and travel agencies.

These supports have been provided both federally and provincially but are expected to end during the first half of 2022. The Ontario government and TICO continue to focus on the emerging travel recovery, while ensuring consumer protection is maintained, with a renewed focus on rebuilding consumer confidence.

Regulatory amendments aimed at reducing financial burden were introduced in 2020 and are expected to continue to contribute to enhanced flexibility and cost savings for Ontario's travel agencies and tour operators in the future.

Financial support from the Ontario government allowed a further waiving of registrant fees through March 2023 and an extension of certain pandemic regulatory measures is in effect through to late 2024.

TICO remains committed to a strong consumer protection regulatory framework with the goal of collaborating with registrants in support of travel recovery. At the same time, TICO's consumer and registrant awareness program continues to evolve, emphasizing the value and importance of working with a registered travel agency or website for future travel needs. In addition, TICO is committed to providing consumers with trusted information that will assist them in understanding and planning future travel, helping to restore consumer confidence.

## Technology

Innovation continues to be an enabler of success for any business, but in the global travel industry, it is imperative. Advancements in artificial intelligence, augmented reality, blockchains, cryptocurrency and more broadly speaking, e-commerce, are all disruptors driving new applications and offerings from which consumers will benefit.

Unfortunately, cyber-security risks are also accelerating in frequency and sophistication, causing a renewed focus and investment on this growing risk. At TICO, we continue to embrace technological evolution by investing in leading edge cloud-based applications, while ensuring a safe and secure infrastructure. Enhancing digital literacy across the organization remains an important priority for TICO's workforce.

## Regulatory Change

Ontario's travel legislation resides with the Ontario government. Through a delegated administrative authority model, TICO administers and enforces this legislation and works collaboratively with the government on change.

Clearly, increased consumer and stakeholder advocacy has highlighted the continued need to consider legislative changes.

Since the start of the pandemic, the Ministry of Public and Business Service Delivery and TICO have been proactive in identifying opportunities for helpful regulatory amendments for registrants through a devastating period. Both the ministry and TICO are committed to ensuring Ontario's travel legislation is effective as a leading consumer protection framework. This year's Business Plan and strategic priorities include initiatives focused on TICO's funding framework

## Looking ahead

With the Omicron variant showing signs of receding, and with a world-leading vaccination program rollout, the Ontario travel marketplace is finally positioned to recover and grow.

While there are significant headwinds early in 2022, Ontarians believe and expect that travel is a necessity from both a leisure and business perspective and contributes positively to health and well-being. Ontario's travel industry has always been resilient, innovative, and forward thinking. We all need to commit to restoring consumer confidence and trust, and that, together, we will rise to the challenges in the year ahead.

At TICO, we are committed to our vision and mission and look forward to working together towards a healthier and brighter travel industry for all.



# 3 Year Business Plan

## FY 2022/2023 to FY 2024/2025

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 purposes of providing information about Management’s current expectations and plans and allowing stakeholders and others to get a better understanding of the 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 the TICO’s assumptions, estimates, analyses, beliefs and opinions may not be correct, and that the 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, this focus on consumer protection is a key deliverable of 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, process, 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 2022/2023 to 2024-2025

## 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.**

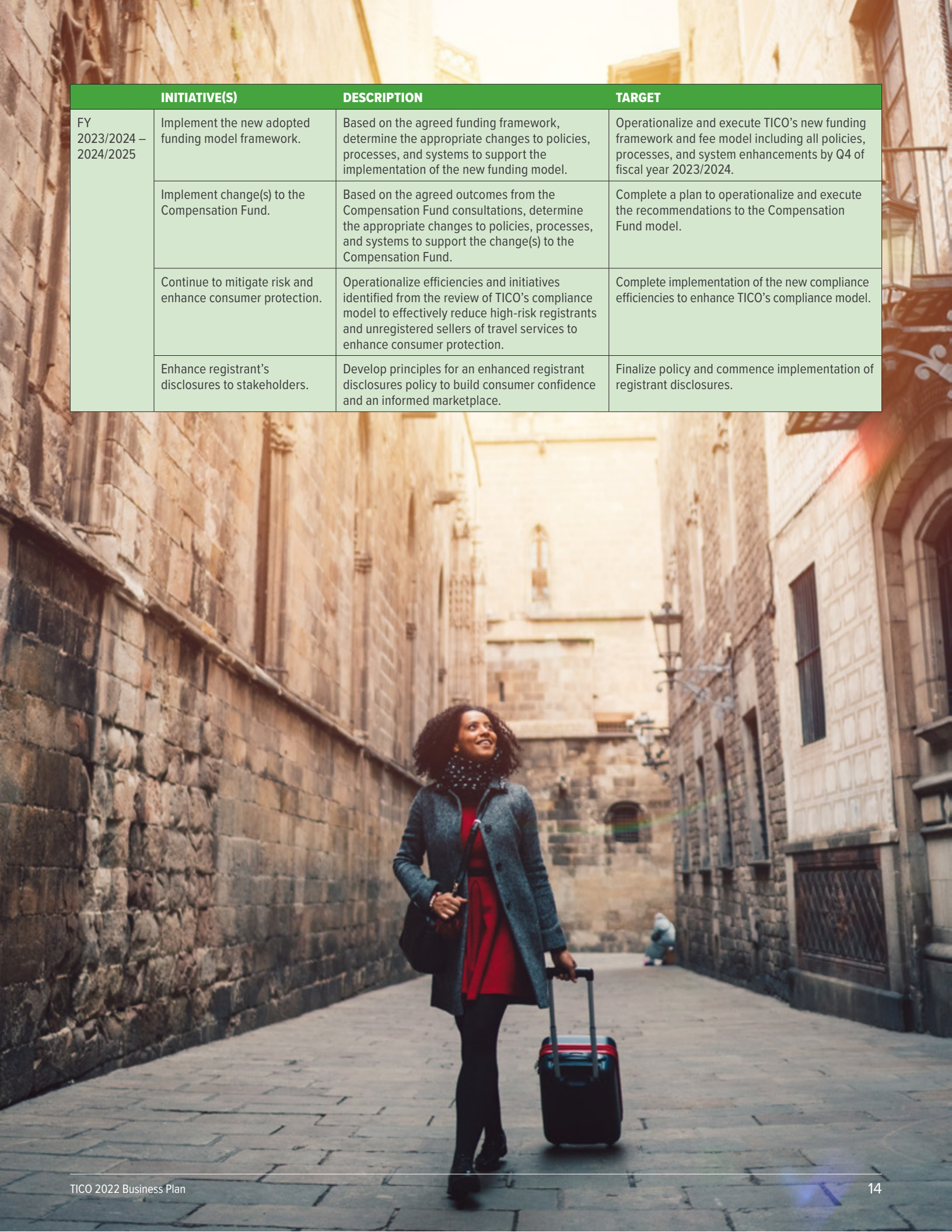
The core of TICO's existence is to administer and enforce the consumer protection legislation that regulates the sale of travel services in the Province of Ontario. TICO does this by supporting its vision and values, which includes being fair, but firm in its conduct with registrants and consumers as Ontario's Travel Regulator. TICO will continue to work collaboratively with the Ontario Government to support legislative change 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. An effective fee framework and policy can also serve as a means to drive compliance. 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 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.	Based on a proposed business case with recommendations to support sufficient funding with enhanced consumer protections from Ontario's Compensation Fund, conduct a consultation process with all stakeholders to identify the feasibility of various options and address any gaps in consumer protection.	Complete stakeholder consultations and prepare a report with recommendations to the Ministry with appropriate options for the Compensation Fund.
	Conduct consultations with stakeholders regarding the proposed restructuring of TICO's funding framework and fee model.	Based on a proposed business case and recommendations to restructure TICO's funding framework and fee model, conduct a consultation process with all stakeholders to ensure sufficient funding for TICO to effectively deliver its consumer protection mandate.	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.
	Promote and advance legislative and regulatory reform.	Identify and address the opportunities for modernization in the <i>Travel Industry Act, 2002</i> and its regulation for the purpose of modernizing the consumer protection legislation.	Provide recommendations to the Ministry to update and modernize the legislation.
	Mitigate risk and enhance consumer protection.	Enhance consumer protection by decreasing the number of high-risk operators through enhanced business tools and processes and by achieving compliance of unregistered sellers of travel.	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.
	Improve consumer protection by enhancing TICO's compliance model.	Complete a review of TICO's compliance model to seek further innovation and efficiencies for an improved risk-based model to allow TICO to effectively identify and mitigate risk to meet its consumer protection mandate.	Complete an operational review of the compliance function and begin operationalizing opportunities for greater efficiency, transparency and effectiveness.

INITIATIVE(S)	DESCRIPTION	TARGET
FY 2023/2024 – 2024/2025	Implement the new adopted funding model framework.	Based on the agreed funding framework, determine the appropriate changes to policies, processes, and systems to support the implementation of the new funding model.
	Implement 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.
	Continue to mitigate risk and enhance consumer protection.	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.
	Enhance registrant's disclosures to stakeholders.	Develop principles for an enhanced registrant disclosures policy to build consumer confidence and an informed marketplace.
		Operationalize and execute TICO's new funding framework and fee model including all policies, processes, and system enhancements by Q4 of fiscal year 2023/2024.
		Complete a plan to operationalize and execute the recommendations to the Compensation Fund model.
		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 the travel industry in Ontario is regulated and that there is consumer protection in place to protect their travel purchases. Each year, TICO strives to increase 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 and websites. 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 2022/2023	Continue to build and enhance consumer awareness in Ontario.	Revisit campaign strategy and messaging in response to the aftermath of the COVID-19 global pandemic and start of the global travel industry recovery to build consumer confidence and awareness of TICO's role and the consumer protection in Ontario.	Maintain overall awareness and understanding by continuing to engage consumers by executing a modest digital media strategy.  Seek opportunities to engage consumers through online educational presentations, and social media to build awareness and confidence by leveraging technology (i.e., webinars).  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.	In partnership with TICO's Education service provider, construct the framework and commence development on new interactive e-learning courses of the education standards curriculum and testing to include adult learning principles and study tools.	Development and commencement of implementation of a new modernized online interactive e-learning course for TICO's Education Standards Program underway.
	Provide opportunities to industry and registrants to participate in continuing education sessions.	Provide registrants opportunities for engagement by leveraging technology for the purpose of education and familiarization around various regulatory requirements.	Various engagement opportunities extended to registrants online to refresh and familiarize themselves with the regulatory requirements to operate and sell travel services in Ontario.
	Strengthen registrant engagement in support of a robust consumer protection model for the province of Ontario.	Through continuous and meaningful engagement of registrants, develop an understanding of opportunities and challenges in the marketplace and impacts, if any, to businesses as a result of the global pandemic.	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.

INITIATIVE(S)	DESCRIPTION	TARGET
FY 2023/2024 – 2024/2025	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 to professional development.
	Continue to engage registrants with education and familiarization opportunities.	Provide opportunities to provide refresher and familiarization webinars around recent regulatory changes.
	Continue to foster collaboration and engagement with stakeholders to address the impact of the COVID-19 global pandemic on the industry and consumers.	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 when travel resumes.





## 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 decisioning, 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 2022/2023	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.
	Ensure technology infrastructure remains secure and robust.	Continue to reinforce and strengthen TICO's system infrastructure including cyber-security risks and vulnerabilities to minimize unauthorized access, data breaches and enhanced risk mitigation.	Continued innovative enhancements to harden and solidify TICO's system infrastructure against cyber-security risks and data breaches.
	Enhance value proposition to stakeholders.	Continue focus on insights and perceptions obtained from a stakeholder value survey, identify areas of performance enhancements and service improvements to optimize TICO's overall value proposition and develop a strategy to address and resolve any identified deficiencies.	A strategy and action plan to optimize TICO's overall value proposition and effectiveness to stakeholders is complete and ready for implementation underway.
	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 2023/2024 – 2024/2025	Review of core service delivery enhancements.	Conduct a review and analysis of operational process improvements to assess overall effectiveness in reaching exceeding service delivery targets.	Complete assessment report including any recommendations for further improvements.
	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.
	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.

**Note: Further information on TICO's performance measures and reporting may be found on TICO's website at [www.tico.ca](http://www.tico.ca)**

# Balanced Scorecard for Fiscal Year 2022-2023

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 2023 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 2022/23 TARGET
<b>Mitigate Risk and Enhance Consumer Protection.</b>	Overall pass rate of financial filing bench reviews based on established financial criteria per the Regulation. Complete financial bench reviews on a timely basis.	Achieve initial financial filing bench review pass rate of a minimum of <b>90%</b> . Develop the baseline metric for average days bench reviews completed.
	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 <b>95% from 94%</b> of all unregistered sellers of travel identified and processed in 2022/2023.
<b>Enhance Engagement with Consumers.</b>	Actively interact with consumers and maintain our social media engagement rate (defined as likes, comments and shares). Provide timely information to consumers who are searching for consumer protection travel information online and enhance our Google Ad Grants metrics.	Seek opportunities to enhance consumer engagement on social media by maintaining an engagement rate of <b>3.5%</b> on Facebook. Routinely update keywords and messaging to drive consumers to the TICO website. Aim for a click-through rate of <b>15%</b> and a conversion rate (more than 1 minute on site) of <b>27.5%</b> .
<b>Improve Service Delivery</b>	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 2022/23 TARGET
<b>Improve Consumer Awareness and Education.</b>	Improve metrics to accurately gauge Ontarian's 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 <b>from 60% to 62%</b> that TICO is the regulator of travel services in the province.
		Exceed consumer awareness achieved <b>from 68% to 70%</b> that consumer protection is available when purchasing travel services from an Ontario registered travel agency or website.
<b>Determine and Measure Overall Consumer and Value.</b>	Develop and implement a survey tool that provides a comprehensive measure of consumer's value of TICO's services and the consumer protection available in the province.	Improve the overall value <b>from 75% to 77%</b> of consumer's value of TICO and its services as a basis for future enhancement strategies.
<b>Enhance TICO's Education Standards Program.</b>	Update and provide new study tools to assist individuals meet the legislated Educational Standard to sell travel services in Ontario.	Improve the satisfaction rate <b>from 71% to 75%</b> for TICO's Education Standards Program and educational resources in 2022/2023.
<b>Enhance Education Opportunities for Registrants.</b>	Develop educational webinars and online continuing education resources to engage and revitalize the knowledge of registrants and their travel counsellors.	Maintain a minimum <b>91% satisfaction rate</b> of TICO's educational initiatives with registrants in 2022/2023.

## ORGANIZATIONAL RESILIENCY

OBJECTIVE	MEASURE	FISCAL YEAR 2022/23 TARGET
<b>Enhance TICO Value Proposition to Registrants.</b>	Develop and implement a survey tool that provides a comprehensive measure of registrant value of TICO and its services.	Improve the overall value <b>from 63% to 65%</b> for registrant value of TICO and its services as a basis for future enhancement strategies.

## FINANCIAL PERFORMANCE

OBJECTIVE	MEASURE	FISCAL YEAR 2022/23 TARGET
<b>Deliver Budget Operating Expenses.</b>	Operating expenses, excluding extraordinary items.	Achieve operating expenses within a range of +/- <b>5%</b> of annual budget.



# Revenue and Expense Forecast

## Financial Projections

	Fiscal Year 2022/2023 (Budget) \$	Fiscal Year 2023/2024 (Projection) \$	Fiscal Year 2024/2025 (Projection) \$
<b>3 Year Projections</b>			
<b>Revenues:</b>	<b>870,000</b>	<b>5,240,994</b>	<b>6,191,795</b>
Consisting of:			
- Compensation Fund Assessments	–	3,660,181	4,569,517
- Renewals	–	780,813	793,778
- New Registrations	170,000	200,000	278,500
- Investment Income	700,000	600,000	550,000
<b>Claims against Compensation Fund, net</b>	<b>1,555,000</b>	<b>1,527,000</b>	<b>1,574,000</b>
<b>Operating Expenses:</b>	<b>4,606,664</b>	<b>4,606,664</b>	<b>4,606,664</b>
Consisting of:			
- Salaries & Benefits	3,140,170	3,140,170	3,140,170
- General & Administrative	1,013,494	630,494	605,494
- Occupancy	278,000	278,000	278,000
- Ontario Government Oversight Fee	–	358,000	358,000
- Consumer and Registrant Awareness	100,000	125,000	150,000
- Amortization	75,000	75,000	75,000
- Transfer Payment Agreement Expense Recovery	(2,500,000)	–	–
<b>Excess (deficiency) of Revenues over Expenses</b>	<b>(2,791,664)</b>	<b>(892,670)</b>	<b>11,131</b>
<b>Excess (deficiency) of Revenues over Expenses Before Compensation Fund Claims</b>	<b>(1,236,664)</b>	<b>634,330</b>	<b>1,585,131</b>
<b>Compensation Fund, end of year</b>	<b>23,494,930</b>	<b>23,494,930</b>	<b>23,494,930</b>
Number of Resources	28	28	28

### Key Assumptions:

1. Year 1 reflects Annual Budget inclusive of Registrant Fee Waivers and government funding via a third Transfer Payment Agreement (TPA).
2. Projections reflect current regulatory framework and funding model.
3. Renewal Revenue and Compensation Fund Assessments include post pandemic recovery of 80% and 100% in years 2 and 3 respectively.
4. Compensation Fund claims supported by actuary study.
5. Forecast holds cost structure the same and absorbs any inflationary pressures.
6. Fiscal year 2022/2023 budgeted deficit to be funded using the Unrestricted Reserve.



# 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) and 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 2022-2023 (as of March 31, 2022)

### Industry Representatives

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

**Joanne Dhue**, Director, Claims & Compliance  
Sunwing  
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

**Rocky Racco**, CEO  
TTI Travel  
Toronto, 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**  
Toronto, ON

**Zaid Lama**, Partner  
Evolv Capital Partners  
Oakville, ON

## Statutory Appointments (as of March 31, 2022)

**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

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