

# BUSINESS ACCOMPLISHMENTS 2019/2020

## 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 2019/2020	ACTIVITIES AND ACCOMPLISHMENTS
Foster regulatory reform to enhance consumer protection.	Provide submissions to the Ministry with recommendations to update and modernize the regulation taking into consideration changes to business models and stakeholder feedback.	<p>Continued communications and regular scheduled meetings with the Ministry including meetings with the Minister and Deputy Minister. Key areas of regulatory reform were reviewed with feedback and information provided to assist the Ministry with proposed regulatory changes under the Act.</p> <p>Legislative &amp; Regulatory Modernization Committee met to provide guidance in the development of recommendations to the Board of Directors in relation to regulatory reform.</p> <p>Ontario Regulation 101/20 amending Ontario Regulation 26/05 came into force on March 30, 2020 to reduce burden on registrants and help certain travellers impacted by the COVID-19 outbreak. Changes to the regulation included burden relief provisions to registrants by lessening financial requirements as well as consumer protection provisions by expanding coverage under the Travel Industry Compensation Fund for consumer claims involving travel vouchers or similar documents that may be eligible for reimbursement.</p>
Review TICO's financial framework including the Compensation Fund and identify options to ensure the efficient and effective delivery of its consumer protection mandate.	Provide a recommendation supported by analytics outlining the viability of an alternative funding model to support TICO's mandate to administer and enforce the Act and Regulation and administer Ontario's Travel Compensation Fund.	Preliminary review of alternative financial frameworks completed by the Board of Directors. Further analysis to be completed prior to making a recommendation for a modernized funding model to support TICO's regulatory mandate.
Establish an action plan for effective implementation and enforcement of legislative and regulatory changes.	Produce an action plan document identifying and prioritizing all operational priorities in relation to legislative and regulatory changes to ensure an efficient implementation and enforcement of new consumer protection legislation in Ontario.	Commenced work on an action plan detailing operational priorities in relation to proposed legislative and regulatory changes. Preparations were initiated during the fiscal year in the areas of IT, communications and compliance. Development of a Financial Verification Statement for registrants with sales under \$2 million was prepared to ensure readiness once the regulatory changes come into force.
Foster collaboration with industry stakeholders to advance consumer protection.	Attain alignment and strategic alliances for enhancements to consumer protection that includes eliminating gaps and expanding consumer protection in Ontario while reducing burden on business.	Legislative & Regulatory Modernization Committee held a special meeting with representatives from ACTA, CATO and OMCA to understand each association's and corresponding stakeholder's position in relation to TICO, the Travel Compensation Fund and proposals for regulatory reform. The exchange of information provided meaningful insights and feedback for the regulatory review.

## 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 2019/2020	ACTIVITIES AND ACCOMPLISHMENTS
Continue to build and enhance consumer awareness in Ontario.	<p>Improve overall awareness and understanding by continuing to engage consumers by executing a marketing and communications strategy that includes various forms of paid and earned media including traditional and social media and other alternative distribution channels.</p> <p>Seek opportunities to engage consumers through Town Halls, educational presentations and social media to build awareness, both in person, and by leveraging technology (i.e. webinars). Conduct a consumer survey to gauge overall consumer engagement and satisfaction.</p> <p>Produce and distribute various editorial and media releases to secure coverage in consumer publications to enhance education and awareness.</p>	<p>The digital campaign continues to be in market and has resulted in nearly 11.5 million impressions up until the end of November 2019. TICO continues to make refinements and enhancements to our approach based on monthly results.</p> <p>As of January 31, 2020, there was a 4% decrease (from 24% to 20%) in the percentage of Ontarians who could correctly identify TICO as Ontario's travel regulator. This decrease is likely a result of the previous survey's numbers reflecting increased notoriety as a result of the Thomas Cook failure. The 2018/19 baseline measure prior to the campaign launch was 14%.</p> <p>There was also a 4% decrease (from 17% to 13%) in Ontarians' depth of knowledge of what TICO does. The baseline measure prior to the campaign launch was 14%.</p> <p>TICO launched a new landing page for consumers that is more visually appealing, with content that is easier to scroll through. Stakeholders coming to the new landing page are spending approximately 2 minutes per page view.</p> <p>TICO publishes timely and newsworthy blog posts on its website, providing information and tips about travel and consumer protection in Ontario. The blog posts have been accessed more than 7,500 times on TICO's website and shared nearly 3,000 times on social media.</p> <p>Held two consumer focus groups to engage and obtain feedback to assist in shaping TICO's Consumer Awareness Campaign.</p>
Establish a communications strategy, including consultation associated with legislative and regulatory changes.	Completion and planned implementation of a communications strategy to promote education and awareness of all stakeholders regarding enhancements to the <i>Travel Industry Act, 2002</i> and Ontario Regulation 26/05	<p>Communications strategy produced and implemented to convey the regulatory changes in Ontario Regulation 101/20 amending Ontario Regulation 26/05. Produced and released Registrar Bulletins to industry summarizing the regulatory changes to assist with awareness and understanding. A similar informative Consumer Advisory was made available on TICO's website to apprise consumers of the enhanced consumer protection provisions.</p> <p>TICO website updated with new regulatory changes to ensure information is available for all stakeholders.</p>
Enhance TICO's online Education Standards Program with updated curriculum and testing to include legislative and regulatory changes.	Updated online Education Standards Program completed and ready for roll-out.	New draft Study Manual updates commenced to include previously passed regulatory changes and new Regulation 101/20 effective March 30, 2020. Development of online study tools and resources commenced and underway during the fiscal year.
Engage registrants and provide education and familiarization around the new legislation.	Various engagement opportunities extended to registrants, both in person and online to familiarize themselves with the new legislation and impacts, if any, to their business.	<p>Registrar Bulletins and updated information made available on TICO website.</p> <p>Development underway for a webinar to assist registrants to preparing their Verification Statements and other webinars to address other regulatory changes.</p>

## 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 OBJECTIVE	PERFORMANCE MEASURE 2019/2020	ACTIVITIES AND ACCOMPLISHMENTS
Sustain and enhance security protocols and protection across TICO system infrastructure.	Continue education sessions and implement advanced threat protection protocols to enhance overall system security. Develop risk response scenario in the event of a breach.	<p>Training sessions held with TICO employees to enhance skills in identifying phishing emails.</p> <p>Strengthened monitoring tools to screen activities for all access to TICO's infrastructure and identify and define incident types to facilitate appropriate protocols in the event of a system breach.</p>
Enhance data management capabilities to enhance business intelligence and operational effectiveness.	Data management policy, procedures and process implementation commenced across all departments.	<p>Draft Data Classification Policy finalized which establishes requirements for physical and logical access to data. Data-Risk Framework under development to allow for data sensitivity tools to be implemented to classify documentation to define security controls.</p> <p>Completed implementation of a mobile device management system to enhance management and access through mobile devices.</p> <p>Email encryption tools added to Microsoft Outlook to provide the ability to send emails more securely.</p> <p>Development and implementation of an online document management system for all TICO records to enhance efficiencies, contribute to a paperless environment and achieve cost savings.</p>
Enhance cyber security crisis response.	Continue implementation of a robust Cyber Security Crisis Response Plan to ensure timely and effective response in the event of a data breach.	Continuing to develop a Cyber Security Response Plan. An initial Cyber Incident Response Team (CIRT) plan has been established with proposed roles and responsibilities.
Update and modernize crisis management protocol.	Crisis management protocols and communications updated to capture recommendations as well as any new or emerging vulnerabilities and trends.	A Crisis Management Communications Plan has been developed with implementation underway due to the global pandemic.
Enhance resources and competencies of workforce.	Organizational structure is aligned and reflects the skills and competencies required to ensure TICO's effectiveness as Ontario's Travel Regulator.	Implementation of a future workforce strategy underway to increase operational efficiency and effectiveness in delivery of TICO services including the administration and enforcement of the Act and Regulation.
Mitigate risk and enhance consumer protection by ensuring compliance of the Act and Regulation.	Reduce the number of high risk registrants, benchmarked as of the first day of the current fiscal year and increase consumer protection by identifying and achieving compliance of unregistered sellers of travel services in Ontario.	<p>TICO has achieved a 91% reduction in the number of registrants rated as high risk as at the beginning of the fiscal year.</p> <p>As of March 31, 2020, a total of 183 unregistered sellers of travel operating in contravention of the Act have been identified compared to 91 the prior year. A 95% compliance rate has been achieved for the number of identified unregistered sellers of travel files processed.</p>

# BALANCED SCORECARD

TICO's 2019 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.

OBJECTIVE	MEASURE	FISCAL YEAR 2019/2020 TARGET	ACTIVITIES AND ACCOMPLISHMENTS
<b>EDUCATION AND AWARENESS</b>			
Improve Consumer Awareness and Education.	Establish new metrics to accurately gauge Ontarians awareness of the existence of TICO and the consumer protection available when purchasing travel services from Ontario registered travel agencies and websites.	Exceed the baseline metric of consumer awareness achieved the prior year that the travel industry in the province is regulated and TICO is Ontario's Travel Regulator.	Conducted an online survey in January to measure unaided awareness of TICO. The survey found that 20% of Ontarians could name TICO as the provincial travel regulator, a decrease from 24%. The baseline measure from the prior year was 18%.
		Exceed the baseline metric of consumer awareness achieved the prior year that consumer protection is available when purchasing travel services from an Ontario registered travel agency or website.	Of those consumers surveyed, 13% correctly identified that TICO provides travel consumer protection in Ontario, a decrease from 17%. The baseline measure prior to the campaign launch was 14%.
Enhance Consumer Protection in Ontario.	Overall pass rate of financial statement bench reviews based on established financial criteria per the Regulation.	Achieve a minimum pass rate of 95%.	As of March 31, 2020, financial statements reviewed had an 91% compliance pass rate based on established financial criteria per the Regulation.
	Percentage of compliance achieved for the number of identified unregistered sellers of travel operating in contravention of the <i>Travel Industry Act, 2002</i> .	Achieve a minimum of 80% of compliance of all unregistered sellers of travel identified in 2019/2020.	As of March 31, 2020, a total of 183 unregistered sellers of travel operating in contravention of the Act have been identified compared to 91 the prior year.  95% compliance has been achieved for the number of identified unregistered sellers of travel files processed.
Determine and measure overall consumer engagement and satisfaction.	Develop and implement a survey tool that provides a comprehensive measure of consumer protection satisfaction and/or value in the province.	Establish a new consumer protection satisfaction/value survey.	Work on this initiative has not commenced. TICO currently only surveys consumers who have interacted with the Complaints and Claims and Registration Depts.

OBJECTIVE	MEASURE	FISCAL YEAR 2019/20 TARGET	ACTIVITIES AND ACCOMPLISHMENTS
<b>ORGANIZATIONAL EFFECTIVENESS</b>			
Enhance TICO Value Proposition to Registrants and Other Stakeholders	Overall understanding and awareness of TICO and the new legislation through effective communications and opportunities for engagement with stakeholders.	Providing effective communications and opportunities for engagement by completing roundtable sessions, seminars and webinars with stakeholders to educate and understand the impacts, if any, that the new legislation has on stakeholders.	As at March 31, 2020 TICO held 7 Travel Agency Workshops, 5 Focus Group sessions and 10 compliance webinars have been held on various compliance issues to provide registrants with an opportunity for engagement and enrichment.
Enhanced Employee Engagement	Pulse survey on key drivers identified for improvement in the 2018/2019 Employee Engagement Survey.	Demonstrate improvement on identified key drivers by achieving a higher score on pulse survey.	Employee Engagement survey scheduled to be conducted in Q4 has been deferred to next fiscal year due to other business priorities and the global pandemic.
Enhance Organizational and Professional Development	Overall percentage of employee professional development plans completed during the fiscal year.	Achieve 85% completion of all employee professional development plans.	48% of annual budget incurred for professional development. Focus on more cost-effective options.
<b>FINANCIAL PERFORMANCE</b>			
Deliver Budget	FY 2019/2020 Excess Revenues over Expenses before claims.	Achieve equal to or greater than budgeted Net Excess Revenues over Expenses after adjusting for the exclusion of the Provision for Gross Claims against the Compensation Fund.	Forecasted Net Excess Revenues over Expenses before provision for Gross Claims of \$615 thousand is short of budget of \$1.4 million reflecting significant shortfall in March 2020 revenues (COVID-19) and positive impact from a cost reduction initiative. Total year operating expenses are lower than prior year by \$276 thousand (6%).
Compensation Fund Claims Ratio	% Provision of Registrant Claims to Operating Revenue.	Achieve equal to or less than the percentage of Provision of Gross Registrant Claims relative to Operating Revenues of 7% based on a rolling 5-year average.	As at March 31st, tracking ahead of budget at 2%.
Drive Operational Efficiencies	Efficiency Ratio Percentage.	Achieve an Operating Efficiency Ratio, defined as operating expenses relative to operating revenues, of less than 100%.	As at March 31st tracking ahead of budget at 90%.