

BUSINESS ACCOMPLISHMENTS 2020/2021

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 2020/2021	ACTIVITIES AND ACCOMPLISHMENTS
Conduct an internal review of TICO's financial framework including the Compensation Fund and identify options to ensure the efficient and effective delivery of its consumer protection mandate.	Complete a thorough analysis and provide recommendation(s) supporting an appropriate funding model to administer and enforce the Act and Regulation and administer Ontario's Travel Compensation Fund.	TICO's Board Committees and Board of Directors (Board) were presented with a strategy and recommended path forward with respect to a new funding framework and model. The Board also approved the future funding strategy and requested management to provide a detailed Business Case for final approval during Q1 next fiscal year. MGCS has been provided with an overall strategy paper reflecting the Board's approved direction.
Implement an action plan for effective implementation and enforcement of the regulatory changes in response to COVID-19.	Successful implementation of operational priorities identified in relation to the regulatory changes to ensure the efficient administration and enforcement of the new consumer protection requirements.	All operational priorities in place to efficiently administer and enforce the new regulation changes effective March 30 and December 1, 2020.
Mitigate risk and enhance consumer protection.	Reduce the number of high-risk registrants and identify and achieve compliance of unregistered sellers of travel services in Ontario.	For fiscal year 2020/21 the existing registrant risk assessment framework has been replaced with limited scope inspections that focused on previously identified high-risk registrants' trust accounting and liquidity. As at March 31, 2021 a total of 44 unregistered sellers of travel operating in contravention of the Act have been identified compared to 183 the prior year. Of the number of unregistered travel sellers' files processed, 97% compliance was achieved when unregistered sellers later registered or came into compliance.
Promote and advance legislative and regulatory reform.	Provide recommendations to the Ministry to update and modernize the legislation taking into consideration changes to business models and stakeholder feedback.	Maintained communications and continued regular scheduled meetings with Ministry to advance regulatory recommendations. Ensured regulatory reforms implemented during the year were effectively communicated to stakeholders and integrated into operations.
Foster collaboration and engagement with consumer and industry stakeholders to address the impact of the COVID-19 global pandemic on the industry and businesses.	Insights from productive and meaningful engagement via stakeholder advisory councils proactively addressing issues, where appropriate as a Regulator, to support the economic viability of the travel industry and consumer protection mandate.	A Terms of Reference for the Consumer & Industry Advisory Committee (CIAC) has been approved by the Board of Directors. Recruitment efforts have resulted in the formation of a CIAC, consisting of representatives from a broad cross section of consumer and industry representatives. The inaugural CIAC meeting will be held soon.

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 2020/2021	ACTIVITIES AND ACCOMPLISHMENTS
<p>Continue to build and enhance consumer awareness and confidence in Ontario.</p>	<p>Restore and continue to build overall consumer awareness and understanding by engaging consumers in a leading-edge digital media strategy.</p> <p>Seek opportunities to engage consumers through Town Halls, educational presentations, and social media to build awareness by leveraging technology (i.e., webinars).</p> <p>Conduct further consumer research to enhance consumer messaging, 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>Continued our Consumer Awareness campaign with greater emphasis on aspirational and future travel with a focus on social media, mass videos (non-skippable ads) and selected boosted posts.</p> <p>Continued to reinforce government restrictions, directing consumers to TICO registrants for consumer protection and clarity of information – in keeping with the zoned messaging matrix.</p> <p>Continued purchasing key search words which, with the help of social media, increased traffic to our website, lengthened the duration of stay, and helped us maintain a low bounce rate.</p> <p>With a streamlined campaign, the March 2021 on-line Consumer Awareness survey reflected a 5% increase score at 21% in awareness compared with prior year while 14% of consumers having knowledge of what we do remained flat.</p> <p>The dedicated 'zoned' consumer landing pages launched mid-March, quickly becoming our second most visited page on TICO.ca with approximately 11k page views since launch.</p> <p>Social media continued to generate the greatest indicators of awareness with approximately 6.3 million impressions overall in fiscal 2020-2021. Instagram had the highest engagement rate of the three platforms at 15.5%.</p> <p>We continued to share travel related news and content with trade media and industry associations, reinforcing TICO's mandate of consumer protection, as well as providing industry insight and expertise.</p>
<p>Establish a communications strategy for the regulation changes proclaimed in response to COVID-19.</p>	<p>Completion and planned implementation of a communications strategy to promote education and awareness of all stakeholders regarding enhancements to Ontario Regulation 26/05.</p>	<p>Explanatory Papers and numerous Registrar Bulletins and advisories have been produced and posted on TICO's website as well as distributed to all registrants.</p> <p>TICO's website updated to reflect new regulatory changes.</p> <p>Webinars held to assist registrants with the preparation of the new Verification Statements.</p>
<p>Enhance TICO's online Education Standards Program with updated curriculum and testing to include regulatory changes including continuing education opportunities.</p>	<p>Updated online Education Standards Program completed and ready for roll-out including a selection of continuing education opportunities.</p>	<p>Work on updating the program curriculum and exam bank of questions to reflect changes to the Regulation is underway by TICO's new Education Specialist. Enhancements to the post-exam survey were made to obtain meaningful metrics and insights into the service delivery experience.</p>
<p>Engage registrants and provide education and familiarization around the regulatory changes.</p>	<p>Various engagement opportunities extended to registrants online to familiarize themselves with the new regulatory changes and the impacts, if any, to their business.</p>	<p>A total of 24 webinars were held in fiscal 2020/21. This represents a combination of webinars designed to both assist registrants with understanding how to prepare the new Verification Statement financial filing document and to educate registrant on financial compliance requirements.</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 2020/2021	ACTIVITIES AND ACCOMPLISHMENTS
Establish a project plan to operationalize the recommended new funding framework.	Prepare project plans for implementation of new funding model including planning for stakeholder consultation.	Board approval of the future funding strategy has been achieved. This new strategy is under review by the Ministry. A detailed critical path and Action Plan are on hold pending further direction.
Sustain and enhance security protocols and protection across TICO system infrastructure.	Ongoing education sessions for Board of Directors, management and staff including further testing to gauge understanding of risk response scenarios in the event of a breach.	Online training/awareness was conducted to staff through townhall meetings and email communications on the newest phishing trends and how to spot scam emails. As well, regular updates for staff on system updates and changes ensured staff were aware of this risk.
Enhance data management capabilities to enhance business intelligence and operational effectiveness.	Implementation of project milestones associated with core operating system enhancements and integration reflecting sound data management.	System and Security logs are being gathered from all devices operating systems and being correlated. Logs are monitored for any anomalies and reported on if any were found through a ticketing system or a live agent depending on the type and/or the severity of the anomaly.
Update and modernize crisis management protocol.	Crisis management protocols and communications updated to capture learnings obtained during the global pandemic as well as any new or emerging vulnerabilities and trends.	TICO's crisis management plan is complete and is under constant review to reflect changes in the current environment. A crisis simulation review with senior management and members from the Board was completed to test the plan. Further, crisis management protocols, including Director responsibilities, were reviewed by the Board.
Workforce optimization.	Organizational structure is aligned and reflects the skills and competencies required to ensure TICO's future effectiveness, including leadership development, talent management and succession planning.	TICO's workforce has experienced a challenging fiscal year with changes in the work environment to working from home. In addition, there has been considerable changes to work processes to enable, and optimize, a work from home environment. Management and the Board continue to engage in various succession planning and talent management initiatives related to senior management.

NEW BALANCED SCORECARD

TICO's 2020 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 2020/2021 TARGET	ACTIVITIES AND ACCOMPLISHMENTS
CONSUMER PROTECTION			
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.	Reduce the number of high-risk registrants and identify and achieve compliance of unregistered sellers of travel services in Ontario.	<p>For fiscal year 2020/21 the existing registrant risk assessment framework has been replaced with limited scope inspections that focused on previously identified high-risk registrants' trust accounting and liquidity. During the year, a total of 263 inspections were completed compared to 304 in the prior year.</p> <p>A total of 44 unregistered operators were identified compared to 183 in the prior year.</p> <p>Of the number of unregistered travel seller files processed, 97% compliance was achieved compared to 95% in the prior.</p>
Enhance Engagement with Consumers.	Actively interact with consumers and improve social media engagement rate (defined as likes, comment, and shares) and provide educational presentations.	Seek opportunities to engage consumers through educational presentations and maintain Engagement Rates on social media at or better than the prior year.	<p>Through TICO's social platforms (Facebook, Instagram, and Twitter), consumers were continuously updated with important consumer protection messages associated with the pandemic. TICO's website was regularly updated with information to assist consumers with updates associated with cancelled travel, vouchers, and future planning. A concentrated effort in addressing record levels of consumer complaints was achieved during the year.</p> <p>Consumer Engagement Rates (Facebook 2.4% / Instagram 15.5%) exceeded industry benchmarks but were lower than prior year.</p>

OBJECTIVE	MEASURE	FISCAL YEAR 2020/21 TARGET	ACTIVITIES AND ACCOMPLISHMENTS
EDUCATION AND AWARENESS			
Improve Consumer Awareness and Education.	Improve metrics to accurately gauge Ontarian's 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.	Based on an unaided March 2021 online survey, 21% of Ontarians could name TICO as the provincial travel regulator, an increase from 20% in the prior year. The baseline measure (2019) 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.	Based on an unaided March 2021 online survey, 14% of Ontarians correctly identified that TICO provides consumer protection for travelers, an increase from 13% in the prior year. The baseline measure (2019) 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 at March 31, 2021 overall pass rate of 97% on financial bench reviews received was achieved compared to 91% in the prior year.
	Percentage of compliance achieved for the number of identified unregistered sellers of travel operating in contravention of the Act and Regulation.	Achieve a minimum of 80% of compliance of all unregistered sellers of travel identified in 2020/2021.	As at March 31, 2021 a total of 44 unregistered sellers of travel operating in contravention of the Act have been identified compared to 183 the prior year. Of the number of unregistered travel sellers' files processed, 97% compliance was achieved compared to 95% in the prior year.
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 baseline score for consumer and registrant satisfaction as a basis for future enhancement strategies.	Developed and conducted a new value survey of TICO and its services with consumers and achieved an overall value baseline score of 73%

OBJECTIVE	MEASURE	FISCAL YEAR 2020/21 TARGET	ACTIVITIES AND ACCOMPLISHMENTS
ORGANIZATIONAL EFFECTIVENESS			
Enhance TICO Value Proposition to Registrants.	Overall understanding and awareness of TICO and the legislation and regulation through effective communications and opportunities for engagement with registrants.	Providing effective communications and opportunities for engagement by completing roundtable sessions, seminars, and webinars with registrants to educate and understand the impacts, if any, on their business.	Developed and conducted a new value survey of TICO and its services with industry stakeholders and achieved an overall value baseline score of 54% A total of 24 webinars were held in fiscal 2020/21. This represents a combination of webinars designed to both assist registrants with understanding how to prepare the new Verification Statement financial filing document and to educate registrants on the new financial compliance requirements.
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.	As at March 31, 2021, 67% of annual budget was incurred for professional development compared to 48% in the prior year.
Enhance Employee Engagement.	Conduct an employee engagement survey including review of outcomes and address opportunities via the involvement of all staff.	Increase overall employee engagement score from past surveys.	Employee Engagement survey conducted with staff. There was 96% staff participation. The baseline score was 87% compared to the previous baseline score of 79% achieved in the survey conducted in 2018.
FINANCIAL PERFORMANCE			
Deliver Budget.	FY 2020/2021 Excess/(Deficiency) of revenue over expense before claims.	Achieve equal to or greater than budgeted Excess/(Deficiency) of revenue over expense (ROE) after adjusting for the exclusion of the Provision for Gross Claims against the Compensation Fund.	Excess of ROE before net claims of \$2,860,822 is better than the budgeted deficit of \$4,843,583. Excluding TPA funding there is a deficiency of ROE of \$1,249,354.
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 31, 2021, tracking ahead of budget at a ratio of 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 31, 2021, efficiency ratio of 100% slightly missed the budget target compared to 90% in the prior year.