

CHANGES AT THE TOP



After 17 years at the helm, TICO's CEO and President **Michael Pepper has decided that it is time to retire and move on** to—shall we say, more relaxing/less stressful?—pastures. As will become quickly evident as you read this issue of *TICO Talk*, **Michael has played a key role in Ontario's travel industry reaching the relatively stable and professional level that it enjoys today.** That said, he would be among the first to say that there is still much else that needs to be done.

Since its somewhat laissez-faire beginnings some fifty years ago, the travel industry worldwide has been rocked and jolted by the vicissitudes of political, economic and force majeure events. Through stock market crashes, wars, tsunamis and the collapse of some of the largest travel companies and airlines, the industry has persevered, and strengthened. In Ontario, the launch of TICO in 1997 underlined the commitment of the provincial government and the provincial travel



industry to enhancing professionalism, increasing consumer protection and providing an effective and efficient regulatory body. **Offering maximum protection to the consumer in a way that was manageable by even the smallest of travel companies was crucial**, and the industry needed someone like Michael to marshal in the necessary standards and tools to achieve this.

Much has happened since the founding of TICO—including a fundamental makeover of the travel industry's traditional business model—which has, over the years, given Michael and TICO's various Boards of Directors plenty to consider and deal with proactively. The success to date of TICO's forward-thinking strategies is demonstrated by the readiness with which both former and current members of the Board of Directors have provided their thoughts and perspectives on all that Michael has achieved. In a way, this newsletter is TICO's own **thank you** to someone whose leadership has epitomized respect, fairness, insight and wisdom. ▲

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TICO BOARD OF DIRECTORS 2013/2014

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Travel Superstore Inc.
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Public Interest Advocacy Centre
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Raymond Chabot Grant Thornton & Co.
Ottawa

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Member
Consumers Council of Canada
Toronto

Lorraine Nowina
Toronto

LETTER FROM THE CEO



This is my final farewell message to the industry & to TICO. The new CEO & Registrar is Richard Smart and he will start at TICO on December 1st and undergo a comprehensive internal orientation during December. He will then assume full responsibility on January 1, 2015. Welcome Richard, the staff and Board at TICO will give you 100% support and look forward to working with you through the challenges ahead.

As I mentioned in the last issue, looking at the industry from the outside, as a Regulator, provides a different view of what is happening and a more complete picture of the changes that constantly occur. The influences of the major players, the competitive issues and changes to the business model all play a part. The risk has shifted and the focus for TICO is now on very different criteria than when we assumed self-management over 17 years ago.

The industry, through their respective representation on the TICO Board, and the independent appointees, have all played a major role in the “behind the scenes” collective decision making which has contributed to a stable travel marketplace.

The dedicated staff at TICO, although working as a Regulatory body, are here to maintain a level playing field for consumers and, just as importantly, for competing travel agencies. Bottom line is, we are working together for all stakeholders. Although at times this may seem cumbersome, having to comply with rules and filing requirements, it is a necessary evil that has led to a financially stable & viable travel industry in Ontario.

My thanks again for the support I have received from all stakeholders; from the many Board members, from volunteer consumer advocates, from the major industry associations: ACTA, CATO, OMCA, CITC (now part of ACTA); and from the industry market groups who have all played a part in the self-management of this travel industry. Finally my appreciation to my loyal and very hard working staff most of whom have been with TICO for many years. A BIG acknowledgement of my gratitude.

Bye for now

A blue ink handwritten signature, appearing to read 'Michael Pepper', written in a cursive style.

Michael Pepper,
President and CEO

TICO in Brief

To appreciate the scope of Michael Pepper's contributions to Ontario's travel industry, consider the following synopsis of TICO's history. It offers an illuminating glimpse of what the organization AND the industry has been through and achieved, under his leadership.

The beginnings

- **June 25, 1997:** Ontario's travel industry was officially designated a self-managed industry, and the newly formed Travel Industry Council of Ontario (TICO), under the eminently qualified leadership of Chief Executive Officer Michael Pepper, was given the responsibility for administering the *Travel Industry Act*. Previously, he had worked for the Ontario government's Ministry of Consumer and Commercial Relations Business Division, as Registrar, *Travel Industry Act* from 1991 to 1995, and Registrar, *Consumer Protection Act*, *Collections Agency Act* and *Bailiffs Act* from 1995 to 1997,
- **June 1997 to June 1998:** A particularly intense period for Michael Pepper and TICO's brand new Board of Directors. Their accomplishments included establishing seven committees, completing the bylaws, formulating TICO's first 3-Year Business Plan, commencing the Legislative and Regulatory Review Committee's review of the *Travel Industry Act* and Regulation, and assuming responsibility for the Ontario Travel Industry Compensation Fund.
- **1999:** This year saw the launch of *TICO Talk* and TICO's new website and the introduction of the ongoing Consumer Awareness Campaign.

“Michael Pepper has been the driving force in turning the Ontario travel industry into a more financially stable and consumer-friendly marketplace, even prior to the existence of TICO. He has demonstrated impartiality and fair mindedness with registrants while protecting consumers, and is probably the most significant figure in the Canadian travel business in over two decades. I wish him well and hope that he will stay involved with TICO, as the Board's statutory director, for many years to come.”

Richard Vanderlubbe,
(TICO Board Member)
Tripcentral.ca

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Handing Over the Reins

The Board of Directors is pleased to announce the appointment of **Richard Smart** to the position of CEO of the Travel Industry Council of Ontario and Registrar, *Travel Industry Act*, 2002. Richard joins TICO on December 1 as designate CEO for a one-month period, during which he will receive comprehensive internal orientation. He will assume full responsibilities for the position on January 1, 2015. Outgoing CEO Michael Pepper will stay on as an advisor until January 31, 2015.

Richard brings a wealth of business experience to TICO. A chartered professional accountant by profession, he most recently served as CFO at the Technical Standards and Safety Authority. Prior to this, Richard had extensive experience in the travel and transportation sectors, serving as CFO at both AMJ Campbell Inc. and Air Canada Vacations.

“We are confident that Richard Smart will lead TICO to achieve further success in both protecting consumers and maintaining a healthy travel industry,” said Michael Janigan, Chair, TICO Board of Directors.

We look forward to introducing Richard more fully in the next issue of **TICO Talk**.

Save the Dates

January 24-25, 2015

Toronto Ultimate Travel Show
Direct Energy Centre, Hall C
100 Princes' Boulevard
Toronto

February 5 – 8, 2015

Toronto Sportsmen's Show
Direct Energy Centre
100 Princes' Boulevard
Toronto

February 20-22, 2015

**The Outdoor Adventure
& Travel Show**
International Centre, Hall 5
6900 Airport Road
Mississauga

TICO will be distributing informational material at the above shows.



“I've worked with Michael Pepper for over 15 years as a colleague and former TICO board member. As a working travel agent from the earliest days of the Travel Industry Act in 1974 to the present day, I've seen the many changes that Michael has encouraged, babied, spearheaded and lobbied for, to keep our industry relevant, financially stable, professional and welcoming of new talent. He was always the consummate professional—in his dealings with registrants, employees, industry colleagues, government officials and trade representatives. Michael will be missed.”

Kathleen Warren, CTM
(Former TICO Board Member)
Carlson Wagonlit Travel

Tico in Brief continued from page 3

The Compensation Fund

- **1997 to the present:** When TICO took over from the government, the Compensation Fund was climbing out of the red, with a balance of \$4.4 million. By 2000, the Fund had increased to \$20 million, so TICO decreased the assessments by 38% for travel retailers and by 69% for travel wholesalers. When the Fund reached \$30 million in 2006, an actuary evaluation recommended maintaining the Fund at between \$20 and \$25 million. Consequently, TICO reduced the rates again. Fast forward to May 1, 2013, TICO increased the rates from 5 cents to 15 cents per \$1,000 of sales, in order to maintain the Fund at an acceptable level.



MICHAEL PEPPER PROMOTING TICO'S FANTASTICO TRAVEL AGENTS.

Tackling Ontario's travel legislation

- **1997 to 2010:** spearheaded by TICO's Legislative and Regulatory Review Committee, an in-depth examination of the *Travel Industry Act* and Regulation began, with a province-wide consultation process. It was a mammoth multi-year process, with the new and improved legislation—the *Travel Industry Act* 2002 and Ontario Regulation 26/05—coming into force on July 1, 2005. Several significant amendments were later made to Ontario Regulation 26/05, which came into force on July 1, 2010 as Ontario Regulation 161/10. It was part of ongoing efforts to keep Ontario's travel legislation as relevant and airtight as possible.

End-supplier failures

- **2002 to 2004:** In January 2002, a new Regulation allowed claims against the Compensation Fund when consumers who had purchased travel services from a registered Ontario retailer did not receive the services due to the failure of an end supplier. However, travel agents remained jointly and severally liable. Finally, in April 2004, Bill-70 was introduced in the Ontario Legislature to eliminate registrants' liability for an end supplier's failure, and passed.

Airline passenger protection

- **2005:** A Canada-wide alliance, the Travellers' Protection Initiative (TPI) was formed, to push the government to strengthen Bill C-44's inadequate airline passenger protection in proposed amendments to the *Canada Transportation Act*. TPI was spearheaded by TICO, the Public Interest Advocacy Centre, ACTA and Quebec-based Option consommateurs.

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MICHAEL PEPPER'S PERSPECTIVE:

Highlights of the Last 17 Years

With his tenure as President & CEO of TICO, and Statutory Registrar Travel Industry Act coming to a close after 17 jam-packed years, we asked Michael Pepper to outline what he considered to be the most significant of TICO's achievements.

Industry oversight

The biggest improvement was ramping up TICO's financial inspection program. We have had to be very proactive in providing oversight. TICO raised the bar, by instigating financial criteria that was to the benefit of both the consumer and the industry.

More rigorous financial oversight was partly necessitated and driven by the dramatic change in the business model of the industry over the years, which made increasing working capital very important. The travel industry used to run on a commission-based structure, but companies had to change their business model, switching from commissions to fee-based service. It was much easier when they depended on commissions, but that has largely been dropped. Airline carriers now pay on volume alone, which is only ok if you are buying high volume from them.

The other reason for upping financial oversight was that the consolidation of the industry has changed how we view risk. Whereas a decade ago there were a dozen or more major tour operators, now we have four or five who are offering a wide diversity of brands. With fewer companies offering product, it is even more vital to be vigilant when it comes to their financial stability.

Compliance

One of the key components in monitoring the industry is making sure that registrants comply with the legislation, following up with a warning to those who do not, and then issuing charges when they persist in not complying. Prior to the formation of TICO, between 1991 and 1997 only three or four registrants in total were charged for non-compliance. Now we place three or four charges per month. As well, due to TICO's diligence, we have recovered significant amounts of money for the industry during various closures, thereby lessening the demands on the Compensation Fund.

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“Sitting on the TICO board between 2004 and 2011 gave me the opportunity to work closely with Michael Pepper. I learned much from him, particularly in the early days, when I was “green”. He was welcoming, patient, knowledgeable and encouraging. Michael’s competence is evidenced in his ability to deal with complex, varied and sometimes difficult issues. While Michael has always put the interests of the Ontario traveller first, it has also been his mission to work with industry stakeholders in order to resolve issues and find solutions. He has built and led a great team at TICO.”

Denise Heffron
*(Former TICO Chair and Board Member
Transat Tours Canada Inc.)*



“When TICO was born, and we were looking for the first President & CEO, we got very lucky that Michael was available. It was an easy decision to hire Michael, and he’s done a great job for the travel industry all these years.”

Frank V. Dennis
*(Former TICO Chair and Board Member
UNIGLOBE Travel (Eastern Canada))*

“Michael has led TICO since its inauguration in April/May 1997, dealing with almost continuous change in one of Canada’s most dynamic new industries. He has steered the ship well, with an understanding of the travel industry that is impressive. Through all the inevitable problems and challenges he has remained true to his mandate of protecting the Ontario consumer, always with good humour, and with a keen sense of responsibility for the best interests of all registrants. He will be a tough act to follow.”

Peter Linnett
(Former TICO Board Member)
Retired

MICHAEL PEPPER
PROMOTING TICO.



Michael Pepper’s Perspective:
Highlights of the Last 17 Years continued from page 5

Ramping up TICO’s efforts in this area necessitated increasing staff numbers to accommodate these undertakings. However, they have reaped very significant dividends. I have always been aware of the importance of controlling TICO’s expenses, but the effort in this case has been, unquestionably, worth the costs.



Remaining mindful of industry costs

Although this is not appreciated as much, there is a huge decline in what TICO registrants are paying now—in terms of contributions to the Compensation Fund and registration fees—than what they were paying when TICO was formed 17 years ago. TICO has kept the lid on industry expenses.

“I’ve had the good fortune to work with Michael for nine years. For the past seven years, I have served as TICO’s Statutory Director, which has meant being on the receiving end of many serious issues—such as the collapse of Conquest Vacations—that TICO must monitor, and for which Directors’ Orders are required. **Michael is the most conscientious person, although many people are unaware of the actions he has taken to prevent failures and potential exposure to the Compensation Fund. We will all miss him.**”

Tricia Jensen,
(Statutory Director, TICO Board of Directors)
Consumers Council of Canada



TICO Education Standards

We raised the bar by introducing this in 2007, to ensure that anyone selling travel in Ontario had a certain level of knowledge. Since the role of the agency and wholesaler, including their ‘obligation to the client’ and ‘due diligence’, are spelt out in the *Travel Industry Act, 2002* and Ontario Regulation 26/05, the introduction of a basic course to ensure all registrants are familiar with the rules ultimately saves consumers, agencies and wholesalers a great deal of stress, time and money. In addition, the professional image of the industry has improved enormously.



Consumer Awareness Campaign

This was launched in 1999, largely due to a strong belief at the Board level that it was very important to raise the general public’s awareness of TICO. We have been very successful in making consumers increasingly aware of the benefits of purchasing travel services through an Ontario registrant. With the rise of travel services being purchased online, the need to promote awareness has become more urgent than ever. We continue the campaign through radio, television and print advertising and promotions, social media marketing, and TICO’s participation at consumer and industry travel shows.

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Michael Pepper's Perspective:

Highlights of the Last 17 Years continued from page 6



Transparency in advertising

TICO has lead the way in making full disclosure of all costs a requirement in travel registrants' advertising. I am also proud of TICO's efforts with the Travellers' Protection Initiative. Since TPI was formed in 2005, a key demand was for greater government protection for Canadian airline passengers, by making changes to questionable airline advertising practices. Finally, in December 2011, the federal government announced that regulations were to be developed by the Canadian Transportation Agency with respect to airline price advertising. This was a welcome and necessary change.

“Michael has been at the forefront of TICO for so long, it's hard to imagine TICO without him. Having served on the TICO Board for multiple terms, I've witnessed many profound changes in the industry and within TICO. Through all of this, Michael's stewardship has been exceptional. Registrants are now, more than ever, conscientious of their obligations under the Act, the industry is more professional than it's ever been, and consumers are ever-more protected.”

Brett Walker

(TICO Board Member)

Collette Vacations



Accounting seminars

Earlier this year, we introduced a series of accounting seminars, as a refresher to assist registrants. The hands-on sessions have focused on the financial requirements under the legislation—which we know can be challenging for many registrants. So far we have held seven seminars, and the feedback has been extremely positive. There is clearly a strong need for this type of information-sharing.



Left to right: NEIL WINTER (former chair, TICO Board of Directors) DOUG HAMER (Former Board member) and MICHAEL PEPPER.

“My time on TICO will always be one of the highlights in my travel career. Michael's friendship, guidance, professionalism and board mentoring encouraged and allowed me to develop as a person.”

Scott Stewart

(Former TICO Chair and Board Member)

G. Stewart Travel Services Ltd.

“I was on the hiring committee searching for a CEO for the newly formed TICO and Michael stood out as the obvious candidate at the time. Since then, I have enjoyed working with Michael in my role as TICO chair and as a board member for many years. He has steered TICO and the industry through some extremely challenging times and always with a steady hand. He will be missed and leaves big shoes to fill.”

Jill Wykes

(Former TICO Chair and Board Member)

Wykes Label Communications

“My introduction to the Compensation Fund was as a Director on the Compensation Fund Board of Trustees, close to its finalization. What a difference TICO has made! I have to admit to enjoying my few years serving as a TICO Board Member. A lot of this was due to Michael Pepper being at the helm; he has

always had a thorough understanding of the industry. Michael, what will they do without you? Best wishes on your retirement, it has always been a pleasure knowing you.”

Doug Hamer

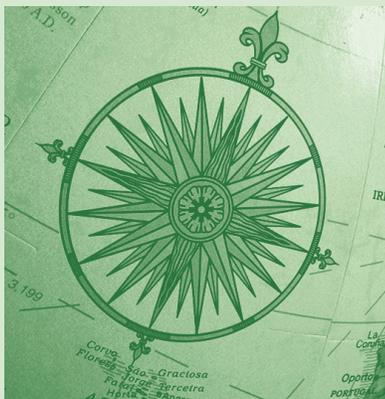
(Former TICO Board Member)

Retired

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“The travel industry has operated in a dynamic and changing paradigm over the past 20 years, but during his term at the helm of TICO, Michael Pepper has established and maintained financial stability, delivered regulatory consistency, and enhanced industry professionalism. His inclusive approach and steady hand has helped elevate the standards by which everyone in the industry operates. With a truly consultative approach, he has responded to issues arising from new technology and new business models and has been proactive with respect to new regulations. Michael has served the industry with grace, a true sense of fairness, while protecting the consumer—as a strict Regulator—while working cooperatively with Registrants. Ontario’s travel industry has matured and grown in stature as a result of Michael’s leadership.”

Michael Merrithew
(Former TICO Chair and Board Member)
Merit Travel Group



Court Matters



CHARGES

974764 Ontario Ltd. o/a Valhalla Travel and Tours (“Valhalla Travel and Tours”) and Birgit Sondrup have each been charged with the following offences: One count of failing to deposit customer funds into the trust account, contrary to **Section 27(3)**

of Ontario Regulation 26/05 made under the *Travel Industry Act, 2002*; one count of operating as a travel agent without registration, contrary to **Section 4(1)(a)** of the *Act*; and one count of operating as a travel wholesaler without registration, contrary to **Section 4(1)(b)** of the *Act*. Valhalla Travel and Tours operated in Keswick and elsewhere in Ontario. Its registration was revoked effective February 14, 2014. Birgit Sondrup was an officer of Valhalla Travel and Tours.

Sherrill Denny has been charged with one count of operating as a travel agent without registration, contrary to **Section 4(1)(a)** of the *Travel Industry Act, 2002*. Sherrill Denny operated in Stratford and elsewhere in Ontario.

Maria Ellen Galorport, Sole Proprietor trading as Budget Travel and Tours, has been charged with the offence of carrying on business with Maria Rowena Santiago Belen, who was required to be registered as a travel agent but was not in fact so registered, contrary to **Section 20** of Ontario Regulation 26/05.

Kyle Gaspari has been charged with one count of operating as a travel agent without registration, contrary to **Section 4(1)(a)** of the *Travel Industry Act, 2002*. Kyle Gaspari operated as Executive Sports Company in Burlington and elsewhere in Ontario.

CONVICTIONS

For more detailed information on the sentences imposed upon the following, please visit www.tico.ca.

Robert Van Kleek and Byron Swayze/Globe-Travellers Inc. o/a Pathway Tours plead guilty to the following offences: Robert Van Kleek plead guilty and was convicted of one count of operating as a travel agent without registration, contrary to **Section 4(1)(a)** of the *Travel Industry Act, 2002*. The passing of sentence was suspended and he was placed on probation with conditions.

Byron Swayze plead guilty and was convicted of one count of operating as a travel agent without registration, and one count of operating as a travel wholesaler without registration, contrary

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to **Sections 4(1)(a)** and **4(1)(b)** of the *Act*, respectively. A fine of \$1,500 for each count was imposed, for a total fine of \$3,000. Pathway Tours operated in London and elsewhere in Ontario. Robert Van Kleek was a director and officer of Pathway Tours.

Anas Araznajani, a partner of BTM Services, a registered travel agent that operated in Mississauga and elsewhere in Ontario, whose registration lapsed effective March 31, 2012, plead guilty to: one count of failing to hold customer funds in the designated trust account while BTM Services was registered; one count of failing to notify the Registrar, *Travel Industry Act*, of opening a second trust account contrary to **Section 17(2) 3** of Ontario Regulation 26/05; and four counts of operating as a travel agent without registration after the registration of BTM Services was lapsed.

Following an ex-parte trial in Toronto, AAST Inc. and Yue Chi were convicted of one count each, of operating as a travel agent without registration, contrary to **Section 4(1)(a)** of the *Travel Industry Act, 2002*. Yue Chi and AAST Inc. operated in Toronto and elsewhere in Ontario. Yue Chi and AAST Inc. were sentenced to pay a fine of \$12,000 each, for a total of \$24,000. The fine is payable within 12 months from the date of the sentence.

Bradley Talan Edelson plead guilty to two counts of operating as a travel agent without registration, contrary to **Section 4(1)(a)** of the *Travel Industry Act, 2002*. Mr. Edelson operated in Toronto and elsewhere in Ontario. The guilty plea by Mr. Edelson was accepted and convictions registered.

David Magazzinich and Dealathons.com Inc. each plead guilty to one count of operating as a travel agent without registration, contrary to **Section 4(1)(a)** of the *Travel Industry Act, 2002*. Mr. Magazzinich and Dealathons.com Inc. operated in Toronto and elsewhere in Ontario. The guilty plea by the Defendants was accepted and convictions registered.

REVOCATIONS

Between September 19 and October 6, 2014, four companies had their registration revoked: 7237880 Canada Limited o/a Make My Trip.Com; Best Way to Travel Inc. (Etobicoke); Best Way to Travel Inc. (Thornhill); and Herui Travel and Tours Corp. ▲



Hook up with TICO's Consumer Awareness Campaign

As reported in the last issue of *TICO Talk*, the advertising campaign to promote consumer awareness commences in January. The bulk of the budget has been allocated to running TICO's "wild suitcase" commercial, which will appear on television to the extent of 150 gross rating points per week, over a four-week period. The goal is to attract the attention of consumers who are conducting research, prior to travelling during February and March, to encourage them to always check for the TICO logo prior to purchasing their travel services—whether online or in a travel agency's office.

So that you can benefit as much as possible from connecting your business to TICO's attention-getting advertising campaign, we urge you to use and display the TICO logo as prominently as you can.



“I first encountered Michael Pepper nearly 20 years ago when he contacted my firm to tell us that we were out of compliance with trust regulations. At the time, I thought the Regulation was onerous, and I asked him if he was trying to put us out of business. It turns out that **Michael has an astute understanding of how small businesses operate**, and I’ve appreciated that quality in him ever since, especially since he needs to balance that with the decidedly not-small business aspect of government. I’ve been pleased to know Michael all these years and wish him all the best in retirement.”

Ray DeNure
(TICO Board Member)
DeNure Tours

“**Michael is proof that leadership is more than being the loudest or the most talkative person in the room.** In resolving any issue, Michael relies upon solid information and research built upon a foundation of common sense. As a result, he usually prevails in setting the strategic direction, and, subsequently, is generous in sharing the credit for the success of his approach.”

Michael Janigan
(Chair, TICO Board of Directors)
The Public Interest Advocacy Centre



TICO STAFF SEND THEIR BEST WISHES TO MICHAEL PEPPER.

Tico in Brief continued from page 4

“As one of the TICO Board’s newest members, I’ve had the opportunity to work with Michael over the last year and what a joy it has been. His passion and dedication has been instrumental in the leadership of TICO. **Michael is extremely ethical in all his decision-making and he has brought great respect to our organization throughout his many years as CEO.** He will be missed by his peers and by all those that have come to know him.”

Louise Gardiner
(TICO Board Member)
Carlson Wagonlit Travel

Upping the stakes

- **2007:** TICO introduced its Education Standards with a two-tier exam for travel counsellors and travel managers, based on the *Travel Industry Act, 2002* and Ontario Regulation 26/05. Everyone selling travel services in Ontario, or providing travel advice to the public, had to pass the required on-line multiple choice exam by July 1, 2009. To date, more than 45,000 individuals have taken the exam.

Other challenges

While none compared to the failures of the late 80s and early 90s (such as Thomson Vacations and Carousel Vacations), TICO had several major closures to handle, including Canada 3000, JetsGo, One Step Travel and Conquest Vacations. Other challenges have included vertical integration, Y2K, 9/11, a world recession, the internet, wild currency exchange rates, fuel surcharges, endless additional taxes and fees, changing business models, and the reduction or complete elimination of commissions from suppliers.

Through it all, the travel industry has adapted. Carefully monitored and regulated by TICO, Ontario now has a healthier travel industry today than ever before. ▲

Michael Pepper's Perspective:

Highlights of the Last 17 Years continued from page 7



TICO's Board of Directors and Staff

From the very beginning, the contributions made by every Board over the years have been immense, from both the industry and the government members. It has always been a very unified Board that could be counted upon to provide great advice. And it goes without saying that TICO staff have always been exceptional, hard-working and loyal. There has been very low staff turnover, which has made overseeing our operations an even greater pleasure. ▲

“Michael Pepper may be one of the most misunderstood people in the Canadian travel industry; and has spent the last 17 years at the helm of one of the industry's most misunderstood organizations.

When I first joined TICO's Board 12 years ago, I was expecting to meet a tyrannical dictator who held travel agents in disdain. What I soon learned is that he is very much a friend of the agent community.

He understands fully the challenges of running a travel agency, and how TICO impacts the day-to-day lives of travel agents. Consequently, he has always sought ways to have the legislation he was charged to manage fit into the lives of agents and agencies as comfortably as is possible for bureaucracy to do.

In witnessing the way that Michael handled the succession process to find his replacement, I saw a person who extended his leadership in order to ensure TICO continues on the right path during this period of transition. That is Michael Pepper.

He has also nurtured an outstanding group of people who will continue on under new leadership. That, to me, is the sign a truly effective leader, and is one of Michael's greatest strengths – he built a terrific team.

Time to enjoy the fruits of our industry and travel the world, Michael - you certainly deserve to!”

Mike Foster
(TICO Board Member)
Nexion Canada



MICHAEL PEPPER WORKING AT A TRADE SHOW.

“Under the sound and expert leadership of Michael Pepper, TICO has guided our industry through some interesting years. It is this leadership that has cemented a stable and bright future for the Ontario consumer, and indeed for our industry at large. As the head of TICO for the past 17 years, **Michael has created a wonderful legacy and has helped the industry evolve into one that I am extremely proud to be a part of.**”

Jeff Element
(TICO Board Member)
The Travel Corporation

“The Ontario travel industry has been most fortunate to have Michael Pepper at the helm of TICO for so many years. From its infancy until today, Michael has successfully guided TICO and our industry through difficult and changing times. During my tenure on the TICO Board, I had the privilege of getting to know Michael and understanding that his job was never easy, and always challenging! **I was always impressed by Michael's integrity, leadership and fairness – I learned a great deal. Congratulations Michael on your well-deserved retirement...you leave big shoes to fill and will be greatly missed!**”

Trish McTavish
(Former TICO Board Member)
McTavish Travel

Upcoming Issues

In future issues of **TICO TALK** we plan to include:

- Introduction of Richard Smart, TICO's new President and CEO
- Update on the Consumer Awareness Campaign
- Trade Shows and upcoming events

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Travel Industry Council of Ontario

NOTICE MEETING of MEMBERS

TAKE NOTICE THAT a Meeting of the Members of the Travel Industry Council of Ontario ("TICO") will be held at 10:30 a.m. on Tuesday, December 16, 2014 at the Toronto Congress Centre, 650 Dixon Road, Toronto, Ontario for the purpose of:

- (a) considering and ratifying amendments to Articles 3, 5, 7, 10, 12, 14, 18 and 19 of TICO By-Law No. One ("By-law"), which were passed by the Board of Directors of the Corporation. The amendments to Articles 5 and 7 of the By-law involve a change to the board composition in light of the dissolution of the Canadian Institute of Travel Counsellors ("CITC"). The TICO Board is proposing that the CITC seat be eliminated and that an additional industry elected at large position be added to the Board. The third elected position would be open to an individual associated with either a Retail or Wholesale Registrant in good standing or with a Marketing Group of Registrants. The amendments to Articles 3, 5, 7, 10, 12, 14 and 18 of the By-law remove gender-specific pronouns and make the document gender-neutral. The changes to Article 19 of the By-law were made to update the document to refer to the most recent version of the *Act* and the Administrative Agreement, and to cite the Ministry currently responsible for the *Act*; and
- (b) transacting such other business as may properly come before the meeting.

Only members in good standing are entitled to participate in and vote at the meeting. Members of the public are invited to attend.

The deadline for providing written notice of any motions to be made at the Meeting of Members has now passed.

Members who will not be attending the meeting are invited to submit written requests for proxies.

A copy of the By-law Amendment Resolution is available on TICO's website at www.tico.ca or may be obtained by calling (905) 624-6241 or 1-800-451-TICO.

DATED at Mississauga this 11th day of November, 2014.

On behalf of the Board of Directors

Tracey McKiernan
Secretary

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EVERYONE IS WELCOME!

All registrants are invited to attend the Meeting of Members to be held on December 16, 2014. TICO looks forward to welcoming registrants who wish to participate and vote at this special meeting.

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