

## BUSINESS ACCOMPLISHMENTS 2015/16

### CONSUMER PROTECTION

**Goal:** To regulate and enforce the legislation by which the Ontario travelling public can be confident in their travel purchases.

BUSINESS OBJECTIVES	PERFORMANCE MEASURES 2015/2016	ACTIVITIES & ACCOMPLISHMENTS
Enhancing Financial Compliance Policy and Procedures.	Leveraging risk-based decision processes, implement improved procedures and processes through enhanced integration of inspection and compliance activities.	Developed, tested and introduced a more comprehensive registrant risk based assessment model whereby environmental risk factors are incorporated with the current legislative compliance risks. Detailed information on page 8.
Expanding TICO Reach Through Alliances.	Enhancing communication and reach by identifying and establishing new alliances from within the industry and/or other marketing associations.	<p>Several meetings, presentations and communications were conducted with a number of industry and consumer associations and organizations such as Tourism Industry Association of Ontario (TIAO), Tourism Industry Association of Canada (TIAC), Travel Health Insurance Association (THiA), Better Business Bureau - Central Ontario (BBB), Consumer Protection British Columbia (Travel Regulator) and the Canadian Transportation Agency (CTA).</p> <p>Presentations were provided to the Judiciary (Justices of the Peace of Ontario Court of Justice) and the Association of Provincial Prosecutors of Ontario to enhance recognition and understanding of TICO's mandate and operations.</p>
Enhancing Ministry Collaboration and Relations.	Continue to work collaboratively and effectively with the Ministry to enhance consumer protection legislation respecting the needs of all stakeholders.	<p>Attended quarterly Liaison meetings with Ministry personnel.</p> <p>Participated in the Ministry's Delegated Administrative Authorities Efficiency Study.</p> <p>Participated on various DAA Collaboration Committees and Councils.</p> <p>TICO participated in the Ministry's Consultation for reform of Ontario Regulation 26/05 and the proposed <i>Delegated Administrative Authorities Act</i>.</p>

# BUSINESS ACCOMPLISHMENTS 2015/16

## AWARENESS AND EDUCATION

**Goal:** Consumers and registrants are aware of TICO and understand the benefits of purchasing travel services through a registered travel agency or travel wholesaler.

BUSINESS OBJECTIVES	PERFORMANCE MEASURES 2015/2016	ACTIVITIES & ACCOMPLISHMENTS
Enhancing Consumer Awareness Campaign.	Improve and enhance overall TICO awareness and understanding over the prior year.	<p>TICO continued its Consumer Awareness Campaign by executing a strategic plan that included a concentrated airing of a 30-second television commercial accompanied by a digital media strategy to increase awareness.</p> <p>Of consumers surveyed in Ontario, 33% of consumers indicated awareness of TICO in 2015/2016 compared to 32% in the previous year.</p> <p>Of consumers surveyed in the GTA, 40% indicated awareness of TICO compared to 39% in the previous year.</p> <p>Of those consumers surveyed who recognized the TICO logo, 74% correctly identify at least one TICO role compared to 69% in the previous year.</p> <p>Of those consumers surveyed, 69% indicated that they were aware that they must purchase travel services from an Ontario registered travel agency to obtain the protection from TICO and the Compensation Fund, compared to 66% the previous year.</p> <p>Attended and participated at 12 consumer trade shows throughout Ontario to increase consumer awareness of TICO and its services.</p> <p>More information about TICO’s Consumer Awareness Campaign activities may be found on page 33.</p>
Driving Registrant Engagement.	Hold registrant roundtables and seminars across multiple regions in Ontario.	Held 10 roundtable sessions and financial compliance seminars throughout Ontario to increase registrant knowledge of TICO and encourage engagement, dialogue and foster relationships with industry stakeholders.

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### AWARENESS AND EDUCATION

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BUSINESS OBJECTIVES	PERFORMANCE MEASURES 2015/2016	ACTIVITIES & ACCOMPLISHMENTS
Improve Customer (Registrant) Value.	Identify key drivers of customer value and develop action-able plans to improve TICO value proposition.	Initiative commenced during the fiscal year and has been carried forward for 2016/2017.
Encouraging Registrant Education.	Host and introduce a new education module by using both traditional and e-based mediums.	<p>Held 10 seminars on accounting and financial requirements and hosted one webinar to provide registrants with a greater understanding of their responsibilities in relation to financial compliance.</p> <p>Produced a Working Capital “TICO Tips” educational module, which is available on TICO’s website.</p> <p>Provided 5 speaking engagements to various industry stakeholder groups and registrants regarding TICO and its services to promote a greater understanding of TICO and its role in the industry.</p> <p>Attended 5 industry trade events to encourage registrant education and awareness of TICO, its services and role in the industry.</p>

# BUSINESS ACCOMPLISHMENTS 2015/16

## ORGANIZATIONAL EFFECTIVENESS

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

BUSINESS OBJECTIVES	PERFORMANCE MEASURES 2015/2016	ACTIVITIES & ACCOMPLISHMENTS
Commence Implementation of e-Commerce.	Commence implementation of online registration, renewal and Form 1 and e-payments for TICO services.	Initiative commenced during the fiscal year and has been carried forward for 2016/2017.
Optimize System Integration.	Commence implementation of systems integration and enhancement of TICO's Education Standards Program.	Initiative commenced during the fiscal year and has been carried forward for 2016/2017.
Enhance Human Resource Policy, Procedures and Best Practices.	Implement performance management system and professional development policies, systems and procedures.	New Performance Management Process and Forms completed and introduced to all TICO staff during 2015/2016.
Drive Employee Engagement.	Implement Employee Engagement survey.	<p>Employee Engagement Survey developed and conducted. There was 100% staff participation. The baseline score was 81%.</p> <p>Introduced new Employee Assistance Program.</p> <p>Summer Hours Program established.</p> <p>Corporate Social Responsibility (CSR) Committee established.</p> <p>Core Values Committee established to work on development of renewed core values for TICO.</p> <p>Introduced and conducted quarterly Town Hall Meetings with staff.</p> <p>Lunch and Learn Sessions introduced throughout 2015/2016 to encourage professional development and wellness.</p>

## BUSINESS ACCOMPLISHMENTS 2015/16

### CORPORATE SOCIAL RESPONSIBILITY (CSR)

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

BUSINESS OBJECTIVES	PERFORMANCE MEASURES 2015/2016	ACTIVITIES & ACCOMPLISHMENTS
Develop a Corporate Social Responsibility (CSR) Strategy.	Develop a CSR strategy that encompasses the Province of Ontario and introduce new CSR initiatives focusing on local communities.	<p>CSR Strategy developed and approved by the Governance and Human Resources Committee of the Board of Directors.</p> <p>A number of initiatives commenced such as Fall and Winter Food Drives in support of the Mississauga Food Bank.</p> <p>More information may be found in the CSR Report on page 35.</p>

## BALANCED SCORECARD:

New for TICO in its 2015 Business Plan was a balanced scorecard. TICO will deploy this balanced scorecard throughout its fiscal year to monitor and gauge ongoing efforts and achievement of its strategic objectives. This balanced scorecard will be shared regularly with stakeholders to ensure transparency and accountability consistent with the Business Plan. The following are the achievements:

Objective	Performance Measure	FY 2015/2016 TARGET	FY 2015/2016 Achievements
<b>CONSUMER PROTECTION / AWARENESS AND EDUCATION</b>			
<b>Stakeholders</b>			
1) Enhance Consumer Awareness.	% of surveyed consumers aware of TICO.	Increase in % over the prior year.  Conduct a customer value survey.	33% of consumers surveyed indicated awareness of TICO compared to 32% in the previous year.  New for FY 2016/2017.
2) Enhance Registrant Awareness and Engagement.	Registrant outreach via roundtable meetings.	13 industry roundtables sessions throughout the province of Ontario.  Conduct a registrant value survey.	TICO conducted 10 roundtable sessions during 2015/2016.  Not commenced in 2015/2016. New for FY 2016/2017.
3) Enhanced Consumer Protection.	For claims received during the year, 70% are processed within 120 days of receipt.	Identify the percentage of claims received and approved during the year that are processed within 120 days of receipt.  Identify the number of consumers assisted during the year.	Of the claims received between April 1, 2015 and March 31, 2016, 36% were processed within 120 days and 64% of claims relating to three failures were processed outside of 120 days as the circumstances surrounding the failures required further investigation.  A total of 94 consumers were assisted with reimbursements from Ontario's Travel Compensation Fund.
4) Enhance Government Collaboration and Relations.	% of targeted Liaison meetings achieved.	4 Ministry Liaison meetings held during year.  Contribute/participate in government initiatives.	Attended 4 Ministry Liaison meetings during the fiscal year.  TICO participated in and contributed information to the Ministry's Delegated Administrative Authorities Efficiency Study.  Participated on various DAA Collaboration Committees and Councils.  TICO participated in the Ministry's Consultation for reform to Ontario Regulation 26/05 and the proposed <i>Delegated Administrative Authorities Act</i> .

## BALANCED SCORECARD:

Objective	Performance Measure	FY 2015/2016 TARGET	FY 2015/2016 Achievements
<b>ORGANIZATIONAL EFFECTIVENESS</b>			
<b>People (Employees)</b>			
1) Drive Employee Engagement.	Establish baseline score (%).	Employees surveyed and baseline score determined.	TICO Employee Engagement Survey resulted in a score of 81% 2015/2016.
2) Invest in Training & Development.	Average number of professional days achieved per employee.	5 days of targeted development days across all employees.	An average of 5 days of professional development was achieved across all employees for 2015/2016.
<b>Systems / Work Processes</b>			
1) Integrate Education Standards Program.	Complete system integration and enhancement.	Complete integration and streamlining / enhancement of education standards program.	New for 2015/2016 but not completed. Objective carried forward for FY 2016/2017.
2) Implement Online Filing of Compensation Fund Assessments (Form 1) with e-Commerce Capability.	Complete system enhancements to allow registrants to file and submit payments for Form 1 via an online process.	By Q4 15% of applicants are using online Form 1 filing and payment process.	New for 2015/2016 but not completed. Objective carried forward for FY 2016/2017.
3) Complete the Redesign of TICO's Registration and Renewal Process.	Review and update registration and renewal processes in preparation for online registration and e-payment capability.	By Q4 complete an enhanced registration and renewal process framework and policies for commencement of system enhancements.	New for 2015/2016 but not completed. Objective carried forward for FY 2016/2017.
<b>Finance</b>			
1) Achieve Revenue Growth.	% budgeted revenue growth (year-over-year).	1% budgeted growth (FY 2014/2015 revenues reflect the receipt of revenues from prior fiscal year).	Revenue reduction 6%.
2) Drive Operating Efficiency.	% revenue growth less % expense growth.	2% positive leverage over three year Business Plan projections.	Operating expenses lower by 0.4%.
3) Achieve Compensation Fund Requirements.	Balance > \$20 million.	Budget for March 31, 2016 \$20.6 million.	Actual Compensation Fund balance \$20.8 million as at March 31, 2016.

**BALANCED SCORECARD:**

Objective	Performance Measure	FY 2015/2016 TARGET	FY 2015/2016 Achievements
<b>CORPORATE SOCIAL RESPONSIBILITY</b>			
Community			
1) Develop Corporate Social Responsibility (CSR) Strategy.	Approved strategy document.	Strategy presented and approved by the Governance Committee of the Board of Directors.	CSR Strategy developed and approved by the Governance and Human Resources Committee of the Board of Directors.
2) Implement CSR Initial Initiative.	Initial initiative implemented.	Implementation of initial activity as supported by employees.	Initiated CSR initiatives and activities. See CSR Report on page 35.