

# 2022 ANNUAL REPORT



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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 TICO's Board of Directors, I am pleased to present TICO's 2022 Annual Report. This is my first report officiating as Board Chair.

## Board of Directors

The Board has seen additional changes this past year in welcoming some new faces and saying goodbye to others. New additions to the Board this past year include Joanne Dhue (CATO Appointee), Angella Blanas (Ministerial Appointee) and Zaid Lama (Ministerial Appointee).

We also said goodbye to Jean Hébert (former Board Chair), Rick Edwards (former Chair of Audit, Technology & Risk Management Committee), and Leanna Villella. Their valued input and commitment to ensuring that Ontario's travel industry sets the standard as a trusted marketplace will be missed.

## Support for consumers and the industry

Over the past two years, the global pandemic has been devastating for consumers and the travel industry. The industry was one of the earliest sectors negatively impacted by the pandemic and will likely be one of the last sectors to experience recovery. The travel supply chain is complex with many moving parts and participants.

As the regulator of travel agents and wholesalers in Ontario, I am proud of TICO's strong leadership and support for both consumers and registrants consistent with our mandate. For the third year, the Ontario government enacted regulatory amendments to help consumers and registrants through unprecedented challenges. Additionally, the Ministry of Public and Business Service Delivery provided financial assistance to TICO which allowed TICO to waive fees for registrants.

At the same time, due to the high level of uncertainty and ever-changing travel landscape, TICO's value proposition with consumers has never been higher with a record number of consumers reaching out to TICO for assistance. TICO's social media presence continues to reach millions of consumers with important consumer protection information, exceeding industry standards for engagement.

There is now some room for optimism as the industry slowly recovers and consumers begin to travel again both domestically and internationally in ever-increasing numbers. The lessons learned over the past two

years of remote working have empowered TICO to become even more resilient and efficient to address the new challenges that are being presented during this recovery period.

## TICO's 25th anniversary

This year will mark TICO's 25th year of service and steady commitment to overseeing Ontario's travel retailers and wholesalers. I am proud to have recently signed a new Administrative Agreement with the Ontario government. TICO's collaborative relationship with the Ministry remains a strong partnership and this Administrative Agreement further refines and clarifies the roles and responsibilities of both parties in executing TICO's consumer protection mandate.

We view the coming year as a pivotal time, as we refocus on many of the initiatives and enhancements delayed due to the pandemic.

## Acknowledgements

Lastly, on behalf of the Board, I want to thank Richard Smart, TICO's CEO for his strong leadership and steady hand during what could have been a tumultuous time for TICO. His commitment to the safety and wellbeing of all TICO staff, his dedication to TICO's vision and mission of ensuring a trusted travel marketplace for consumers, and his support of the travel industry have been unwavering.

It is an honour to serve as the Chair of TICO's Board of Directors. I want to thank our Board for their patience and support as I assumed the reins as Board Chair. TICO is fortunate to have a dedicated Board of professionals, all steadfast in their responsibility to stakeholders.

TICO's Board is committed to the highest standards in governance, financial oversight, and risk management with a goal of continuous improvement.

I also want to thank and acknowledge TICO's dedicated staff and executive team for their continued commitment and hard work.

I look forward to TICO continuing to provide support to the travelling public, while seeing Ontario's travel marketplace regain its momentum over the year ahead.

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 du TICO, j'ai le plaisir de vous présenter le rapport annuel 2022 du TICO. Il s'agit en effet de mon premier rapport en tant que président du conseil d'administration.

## Conseil d'administration

Le conseil d'administration a connu des changements supplémentaires au cours de l'année écoulée en accueillant de nouveaux visages et en disant au revoir à d'autres. Les nouveaux membres du conseil d'administration sont Joanne Dhue (nommée par l'Association canadienne des voyagistes), Angella Blanas (nommée par le ministère) et Zaid Lama (nommé par le ministère).

Nous avons également dit au revoir à Jean Hébert (ancien président du conseil d'administration), à Rick Edwards (ancien président du comité d'audit, de technologie et de gestion des risques) et à Leanna Villella. Leur contribution précieuse et leur engagement à faire en sorte que l'industrie du voyage de l'Ontario devienne la norme en tant que marché de confiance nous manqueront.

## Soutien aux consommateurs et à l'industrie

Au cours des deux dernières années, la pandémie mondiale a eu un effet dévastateur pour les consommateurs et le secteur du voyage. L'industrie a été l'un des premiers secteurs à subir les effets négatifs de la pandémie et sera probablement l'un des derniers à se rétablir. La chaîne d'approvisionnement du secteur du voyage est complexe et comporte de nombreux éléments mobiles et différents intervenants.

En tant qu'organisme de réglementation, je suis fier du solide leadership du TICO et de son soutien aux consommateurs et aux personnes inscrites, conformément à notre mandat. Pour la troisième année, le gouvernement de l'Ontario a promulgué des modifications

réglementaires pour aider les consommateurs et les personnes inscrites à relever des défis sans précédent. De plus, le ministère des Services au public et aux entreprises a fourni une aide financière au TICO, ce qui a permis au TICO d'annuler les frais pour les inscrits.

En même temps, en raison du niveau élevé d'incertitude et de l'évolution constante du paysage du voyage, la proposition de valeur du TICO auprès des consommateurs n'a jamais été aussi élevée, un nombre record de consommateurs s'adressant au TICO pour obtenir de l'aide. La présence du TICO sur les médias sociaux continue à atteindre des millions de consommateurs avec des renseignements importants sur la protection des consommateurs, dépassant les normes de l'industrie en matière de mobilisation.

L'optimisme est désormais de mise, alors que le secteur se redresse lentement et que les consommateurs recommencent à voyager, tant à l'intérieur du pays qu'à l'étranger, en nombre toujours plus important. Les leçons apprises au cours des deux dernières années de travail à distance ont permis au TICO de devenir encore plus résilient et efficace pour relever les nouveaux défis qui se présentent pendant cette période de reprise.

## 25e anniversaire du TICO

Cette année marquera pour le TICO sa 25e année de service et d'engagement constant à superviser les détaillants et grossistes en voyages de l'Ontario. Je suis fier d'avoir récemment signé une nouvelle entente administrative avec le gouvernement de l'Ontario. La relation de collaboration entre le TICO et le Ministère demeure un partenariat solide et cette entente administrative précise et clarifie davantage les rôles et les responsabilités des deux parties dans l'exécution du mandat de protection des consommateurs du TICO.

Nous considérons l'année à venir comme une période charnière, car nous nous recentrons sur un grand nombre d'initiatives et d'améliorations retardées en raison de la pandémie.

## Remerciements

Enfin, au nom du conseil d'administration, je tiens à remercier Richard Smart, le directeur général du TICO, pour son solide leadership et sa main ferme pendant ce qui aurait pu être une période tumultueuse pour le TICO. Son engagement envers la sécurité et le bien-être de tout le personnel du TICO,

son dévouement à la vision et à la mission du TICO, qui consiste à assurer un marché du voyage de confiance pour les consommateurs, et son soutien à l'industrie du voyage ont été inébranlables.

C'est un honneur de servir en tant que président du conseil d'administration du TICO. Je tiens à remercier notre conseil d'administration pour sa patience et son soutien pendant que je prenais les rênes du conseil. Le TICO a la chance de pouvoir compter sur un conseil d'administration composé de professionnels dévoués, qui assument tous fermement leurs responsabilités envers les parties prenantes.

Le conseil d'administration du TICO s'engage à respecter les normes les plus élevées en matière de gouvernance, de surveillance financière et de gestion des risques, dans un souci d'amélioration continue.

Je souhaite également remercier et reconnaître le personnel dévoué et l'équipe de direction du TICO pour leur engagement continu et leur travail acharné.

Je me réjouis à l'idée que le TICO continue d'apporter son soutien au public voyageur, tout en voyant le marché du voyage de l'Ontario reprendre son élan au cours de l'année à venir.

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



Michael Levinson  
Président du conseil d'administration



# Chief Executive Officer's Report

## Executive Summary

### A year of resiliency

While many of us anxiously await COVID-19 to be in the past, when we can move-on and distance ourselves from the ravages of the pandemic, we can never forget the significant hardships faced by consumers, registrants, and the entire travel industry.

The resiliency and dedication by all those in the industry was nothing short of remarkable, recognizing the sacrifices, losses, and unending commitment to meet the needs of consumers in these incredibly challenging times.

So, while time does “heal,” it is also important to remember this tenacity and commitment in the year ahead. The travel sector is only now beginning to show strong signs of revival. We must work collaboratively to restore confidence in travel and its important contribution to the provincial and national economies.

### Core Values

Following TICO's revamping of its core values in 2021, we continued to lean on these values as successive waves of COVID-19 adversely impacted a nascent travel recovery.

We continued to listen to feedback from consumers and registrants, while embracing leadership, service excellence and teamwork in the way we serve the public with our important role.

We aimed to be strong communicators throughout these challenging times, demonstrating leadership and accountability in the way we engaged stakeholders.

Recognizing the ongoing challenges facing the supply chain, we remained focused on prudent financial management, while concurrently making important strides in innovative approaches to our technology footprint and educational platform.

And, above all, we did so passionately by embracing diversity, inclusion and equity in the workplace and the communities with which we interact.

### Pandemic Response

We listened to the enduring struggles facing consumers and registrants. Building on the initial regulatory amendments announced in 2020, we recognized early, that these changes would have a continued positive impact as businesses weathered additional pandemic waves.

During the year, the Ontario Government extended these temporary amendments to assist in the travel recovery, while also addressing concerns expressed by consumers holding future travel vouchers who were not yet ready to travel.

For registrants, we announced a third year of registration fee and Compensation Fund assessment waivers through the financial assistance provided by the Ministry of Public and Business Service Delivery. The entire team at TICO remains committed to our goal to serve the travelling public and registrants at times when matters seem bleak.

### Performance Outcomes

By the end of March 2022, there was light at the end of the tunnel. Travel restrictions were beginning to subside, and pent-up consumer demand translated into a slow and gradual recovery.

TICO's operational revenues were beginning to trend positively, while operating expenses were contained well within approved budgets. Consumer claims, not surprisingly, have begun to reflect upward movement as some failures have materialized, albeit at much lower incident levels than originally anticipated. At the end of March 2022, the travel sector had truly seen some of its greatest challenges but nevertheless has persevered and is ready to rebuild again.

### Thank-you

We will not forget. This has truly been a year to remember. The dedication and commitment of the TICO team has been inspirational throughout. I'd like to extend a heartfelt thank-you to each and every member of the TICO family. I'd like to also acknowledge the entire Ministry team throughout the year, all of whom have demonstrated great teamwork and an unwavering commitment to our consumer protection mandate.

Similarly, the continued guidance, oversight and collaborative spirit from the Board of Directors is acknowledged and truly appreciated.

And finally, to consumers, travel agencies, wholesalers, and the sector at large, thank-you for your continued trust in us as Ontario's travel regulator.

The challenges of the past two years have shown that Ontario is a wonderful travel marketplace to service consumers. The innovative spirit and enduring tenacity are something Ontario's travel businesses are known for around the world.

It continues to be my honour and privilege to serve as CEO and Registrar for this great organization.

Yours truly,  
Travel Industry Council of Ontario



Richard Smart  
President & C.E.O.



# Message du directeur général et registrateur

## Une année de résilience

Alors que beaucoup d'entre nous attendent avec impatience que la COVID-19 soit chose du passé, que nous puissions tourner la page et prendre de la distance par rapport aux ravages de la pandémie, nous ne pouvons jamais oublier les difficultés considérables auxquelles ont été confrontés les consommateurs, les déclarants et l'ensemble du secteur du voyage.

La résilience et le dévouement de tous les intervenants du secteur ont été tout simplement remarquables, reconnaissant les sacrifices, les pertes et l'engagement sans faille pour répondre aux besoins des consommateurs en ces temps incroyablement difficiles.

Ainsi, bien que le temps « guérisse les plaies », il est également important de se souvenir de cette ténacité et de cet engagement dans l'année à venir. Le secteur du voyage commence seulement à montrer des signes forts de reprise. Nous devons travailler en collaboration pour rétablir la confiance dans les voyages et leur importante contribution aux économies provinciale et nationale.

## Valeurs fondamentales

À la suite de la refonte des valeurs fondamentales du TICO en 2021, nous avons continué à nous appuyer sur ces valeurs alors que les vagues successives de COVID-19 ont eu un impact négatif sur la reprise naissante du tourisme.

Nous avons continué à écouter les commentaires des consommateurs et des déclarants, tout en adoptant le leadership, l'excellence du service et le travail d'équipe dans la façon dont nous servons le public dans le cadre de notre rôle important.

Nous nous sommes efforcés d'être de bons communicateurs tout au long de cette période difficile, en faisant preuve de leadership et de responsabilité dans la manière dont nous avons mobilisé les parties prenantes.

Conscients des défis permanents auxquels est confrontée l'ensemble de la chaîne d'approvisionnement, nous sommes restés concentrés sur une gestion financière prudente, tout en réalisant des avancées importantes dans les approches innovantes de notre empreinte technologique et de notre plateforme éducative.

Et, surtout, nous l'avons fait avec passion en adoptant la diversité, l'inclusion et l'équité sur le lieu de travail et dans les communautés avec lesquelles nous interagissons.

## Réponse à la pandémie

Nous avons écouté les difficultés persistantes auxquelles sont confrontés les consommateurs et les déclarants. En nous appuyant sur les premières modifications réglementaires annoncées en 2020, nous avons reconnu très tôt que ces changements auraient un impact positif continu alors que les entreprises traversaient d'autres vagues de pandémie.

Au cours de l'année le gouvernement de l'Ontario a prolongé ces modifications temporaires pour aider à la reprise des voyages, tout en répondant aux préoccupations exprimées par les consommateurs détenant des bons de voyage futurs qui n'étaient pas encore prêts à voyager.

Pour les déclarants, nous avons annoncé une troisième année d'exonération des frais d'inscription et des cotisations au Fonds de compensation grâce à l'aide financière fournie par le ministère des Services au public et aux entreprises. Toute l'équipe du TICO reste attachée à son objectif de servir le public voyageur et les personnes inscrites à des moments où les choses semblent sombres.

## Résultats de performance

À la fin du mois de mars 2022, la lumière au bout du tunnel est enfin apparue. Les restrictions sur les voyages ont commencé à s'estomper et la demande refoulée des consommateurs s'est traduite par une reprise lente et progressive.

Les revenus d'exploitation du TICO ont montré une tendance positive, tandis que les dépenses d'exploitation ont été contenues dans les limites des budgets approuvés. Il n'est pas surprenant que les demandes d'indemnisation des consommateurs aient commencé à refléter un mouvement à la hausse, car certaines défaillances se sont matérialisées, bien qu'à des niveaux d'incidents beaucoup plus faibles que prévu initialement. À la fin du mois de mars 2022, le secteur du voyage a vraiment a vraiment connu certains de ses plus grands défis, mais il a néanmoins persévéré et est prêt à se reconstruire.

## Merci

Nous n'oublierons jamais. Cette année a vraiment été une année mémorable. Le dévouement et l'engagement de l'équipe du TICO ont été une source d'inspiration tout au long du processus. Je tiens

à remercier chaleureusement chaque membre de la famille du TICO. J'aimerais également saluer toute l'équipe du Ministère, qui a travaillé en équipe et qui a fait preuve tout au long de l'année d'un engagement inébranlable envers notre mandat de protection des consommateurs.

De même, nous reconnaissons les conseils, la supervision et l'esprit de collaboration continu du conseil d'administration et nous en sommes vraiment reconnaissants.

Et enfin, aux consommateurs, aux agences de voyages, aux grossistes et à l'ensemble du secteur, merci de la confiance que vous nous accordez en tant qu'organisme de réglementation du secteur du voyage en Ontario.

Les défis des deux dernières années ont montré que l'Ontario est un merveilleux marché du voyage pour les consommateurs. L'esprit d'innovation et la ténacité durable sont des qualités qui font la réputation des entreprises de voyage de l'Ontario dans le monde entier.

C'est toujours un honneur et un privilège pour moi de servir en tant que directeur général et registrateur de cette grande organisation.

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.

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.

# 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.***

# Stakeholders/Services

## Stakeholders

TICO works with stakeholder groups including:

**Consumers:** to increase awareness of their rights and responsibilities, and those of the Ontario travel industry under the Act. TICO deploys various ways to reach consumers including consumer trade shows, consumer surveys, consumer inquiries and through regular monitoring of social media. TICO's website also provides consumers with helpful information with respect to the consumer protections available when purchasing travel services from TICO registrants.

**TICO Registrants (Ontario travel agents / travel wholesalers):** While TICO activities are focused on consumer protection, its clients also include the Ontario-registered travel retailers and wholesalers who fund TICO through registration fees and who pay contributions into the Compensation Fund.

TICO serves its registrants by justifying consumer confidence in purchasing from the Ontario travel industry. This is accomplished through:

- Ongoing services and initiatives aimed at monitoring and ensuring compliance with the Act and Regulation.
- Making consumers aware of the benefits of dealing with Ontario Registrants.
- Enhancing industry professionalism.
- Providing consumer compensation and recourse in specific circumstances.
- Striving to ensure the Act and Regulation remain relevant to emerging issues.

**Industry Associations:** to harness their knowledge and commitment to ethical and open competition. The associations include but are not limited to:

- The Canadian Association of Tour Operators (CATO)
- The Association of Canadian Travel Agencies (ACTA)
- The Ontario Motor Coach Association (OMCA)

**Government:** which has delegated to TICO the responsibility for administering and enforcing the Act and which holds TICO accountable for supporting its mandate of a fair, safe and informed marketplace.

## Services

The services delegated to TICO to provide are detailed below:

### Registration

- Processing new applications – ensuring criteria and standards are met.
- Processing registration renewals – ensuring criteria and standards continue to be met, for example:
  - financial viability, including compliance with financial criteria under the Act and Regulation.
  - supervisor / manager qualifications.
  - other compliance issues.
- Registrant inquiries.

### Consumer Protection

- Administering the Ontario Travel Industry Compensation Fund.
- Financial Inspections:
  - financial compliance reviews of registrants to minimize risk to consumers.
  - site inspections to identify registrants that pose a financial risk.
- Compliance: utilizing administrative compliance measures to ensure that registrants correct deficiencies that have been identified in areas such as advertising regulations, terms and conditions of registration and disclosure to consumers (e.g., conditions of booking). Identify and bring into compliance unregistered travel sellers operating in Ontario and selling travel services to consumers in contravention of the *Travel Industry Act, 2002*.
- Investigations: investigating instances of suspected breaches of the Act, which could result in prosecution.
- Enforcement: suspensions, proposals to revoke registrations, laying charges under provincial statutes and referrals to criminal authorities.
- Consumer inquiries.
- Consumer education.

## Complaint Resolution

- Resolving complaints between:
  - consumers and registrants.
  - consumers and TICO.
  - registrants and TICO.
- Where complaints have not been resolved, providing information on other options. The process is outlined in more detail on page 24.

## Government Liaison

- Working closely with the Ministry of Public and Business Service Delivery for purposes of issues management, regulatory reform and matters of public interest.

## Additional Responsibilities

In addition to the delegated responsibilities, TICO intends to increase the following:

- Consumer education and awareness on the benefits of purchasing travel services from Ontario registrants and the inherent risks of dealing with non-registrants.
- Consumer and Registrant awareness with respect to the emergence of electronic commerce as it relates to the travel industry.



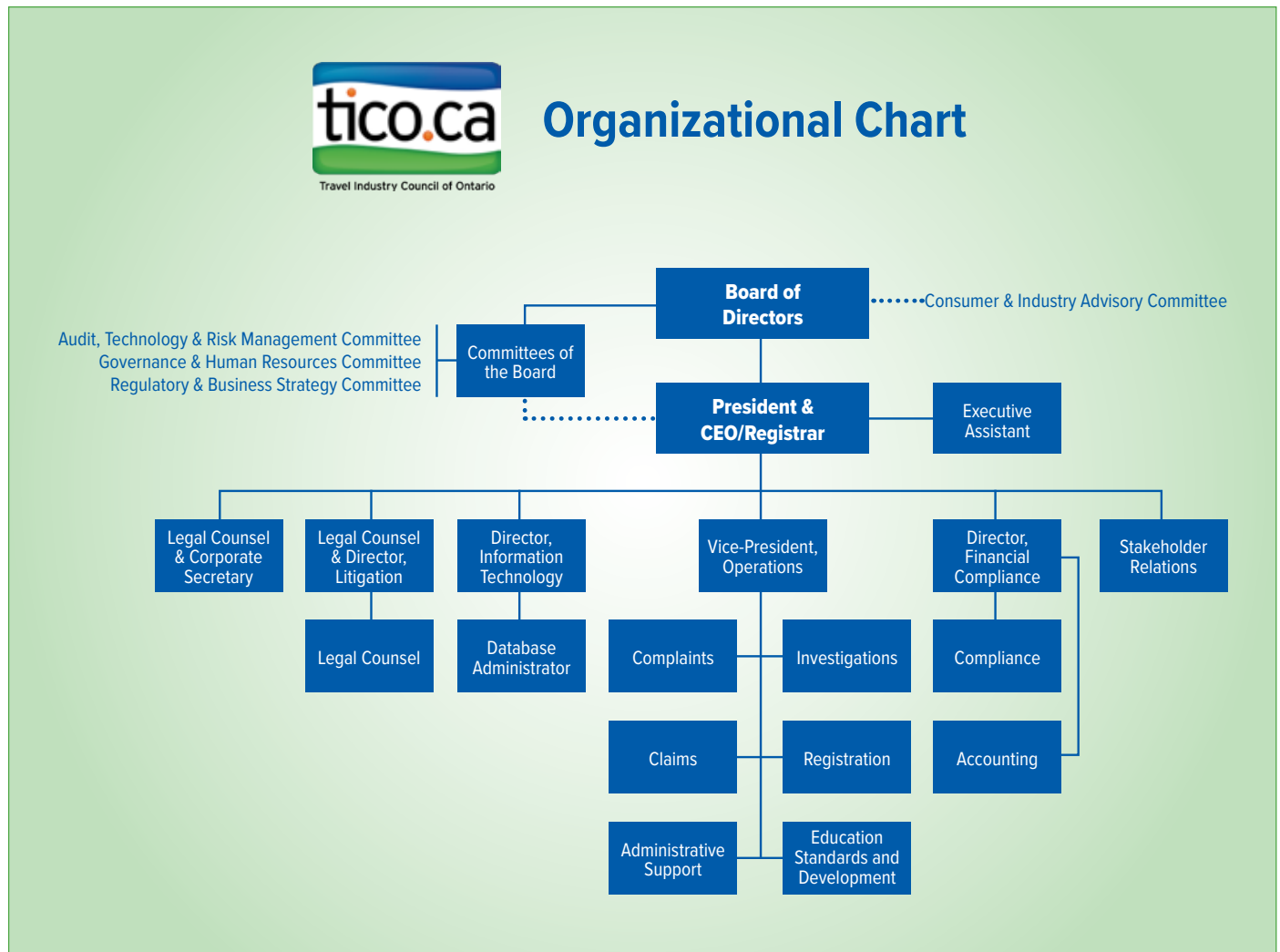
# TICO Structure

## Organization

TICO is a not-for-profit corporation financed through fees from its approximately 2,050 travel retail and wholesale registrants. The Ontario government delegated responsibility for the administration to TICO in June 1997. The *Travel Industry Act, 2002* (the Act) governs Ontario travel retailers and wholesalers and provides for the operation of a travel industry Compensation Fund. The Ministry of Public and Business Service Delivery (the Ministry) is responsible for the Act and Ontario Regulation 26/05 (the Regulation).

## 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), 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. (See Appendix II)



## Remuneration of Board and Committee Members (Per Diems)

TICO's by-laws provide for the remuneration of Directors. The Board has approved the following levels of remuneration effective April 1, 2021, which will be adjusted annually with the Consumer Price Index (CPI):

TICO's Travel, Meal and Hospitality Expenses Policy sets out the per diem levels.

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### Board Meetings:

Chair	\$511
Vice-Chair	\$403
Member	\$329

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### Committee Meetings:

Committee Chair	\$329
Committee Member	\$255 (including non-Board committee members)

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Statutory Director/Deputy Statutory Director under the Act\*  
\$6,120 /annum

Note: Where the Statutory Director/Deputy Statutory Director is not an employee. The Director and Deputy Director prorate this fee in the absence of the Director.

### \*As defined under the *Travel Industry Act, 2002*

The per diem is the amount payable for work periods in excess of three hours. If the work period is less than three hours, one-half of the established per diem is paid. Preparation time may be included in the calculation of hours. In addition, board and committee members may claim for travelling expenses such as mileage or accommodation for which set rates have been approved. The Remuneration Policy also allows board members spending over 2 hours in total for travel time to and from TICO, for the purpose of attending to TICO business, to receive the current per diem rate plus 50% of the per diem rate.



# Ontario Travel Industry Compensation Fund

## Background on the Ontario Travel Industry Compensation Fund

In 1975, the Government of Ontario passed the Travel Industry Act. This legislation provides the legal basis for the Compensation Fund and requires that every registered travel business in Ontario participates in the Fund. Section 50 of Part III of the current Regulation (O. Reg. 26/05) enacted pursuant to the *Travel Industry Act, 2002* states: “Every registrant shall participate in the Fund.”

## Management of the Compensation Fund

The Regulation relating to the Compensation Fund sets forth in detail the operation and management of the Fund.

Section 51 of Ontario Regulation 26/05 provides that the affairs of the Compensation Fund shall be administered and managed by the TICO Board of Directors.

Section 52(2) of Ontario Regulation 26/05 requires that TICO shall hold all money in the Fund in trust for the benefit of claimants whose claims for compensation the Board of Directors approves in accordance with this Regulation.

Section 73 of Ontario Regulation 26/05 allows certain costs with respect to administering and managing the Compensation Fund to be paid from the Fund.

## Fund Financing

The Compensation Fund is totally financed by Ontario registrants. The Payment Schedule requires registered travel retailers and registered travel wholesalers to pay a greater of \$25 or 25¢ per \$1,000 of sales on a semi-annual self-assessment basis. These payments are to be filed with TICO within 90 days after the end of each fiscal half year.

## Surplus Funds

The Corporation may invest any funds of the Compensation Fund, which are surplus to the immediate requirements of TICO in property in accordance with the Trustee Act.

## Claims

The Compensation Fund reimburses customers of registered travel agents for eligible claims arising from the bankruptcy or insolvency of an Ontario registrant or arising from the failure of an end supplier airline or cruise line. The Board of Directors determines whether a claim or a part of one meets the requirements of the Regulation and determines the eligible amount of the claim. Claims must be submitted in writing to the Board within six months after the relevant registrant or end supplier becomes bankrupt or insolvent or ceases to carry on business. The maximum payout for claims arising out of an event is \$5 million in total. The maximum payout per person is \$5,000.

Claims may be filed against the Compensation Fund to provide the reimbursement of reasonable expenses incurred (transportation, accommodation and meals) to complete a trip where the travel services have not been provided as the result of the closure of a TICO registered travel retailer or a TICO registered travel wholesaler. Provided that the consumer purchased their original travel services from an Ontario registered travel retailer, trip completion claims may be eligible when the consumer’s travel services commenced prior to the failure of the TICO registrant and the consumer is in destination and unable to receive the travel services purchased to complete their travel plans. Trip completion claims must be submitted in writing to the Board within six months after the relevant registrant becomes bankrupt or insolvent or ceases to carry on business.

The Director under the *Travel Industry Act, 2002* may direct payment out of the Fund of up to an additional \$2 million where immediate funds and facilities are necessary for the repatriation and accommodation of customers of registrants who are outside of Ontario. When customers of registrants are preparing for immediate departure and have been placed in circumstances where funds are required to alleviate suffering or to protect the interests of the Fund, the Director may pay out of the Fund an amount sufficient to enable such departure, up to a maximum of \$5,000 per person.

## Appeal of Decisions

Claimants are entitled to appeal a decision of the Board of Directors to the Licence Appeal Tribunal. Decisions of the Tribunal may be further appealed to the Divisional Court of Ontario.



# Risk Management/ Financial Inspections

## Risk Management

In accordance with its Enterprise Risk Management Policy, the Board of Directors (Board) and TICO's Leadership Team strive to identify, assess, and manage risks that may affect TICO's ability to achieve its goals. The Board is responsible for the overall risk appetite of the organization. Risk appetite is defined as the total financial exposure that TICO, as an enterprise, will accept based on a risk-return trade-off in relation to its strategic goals. The Audit, Technology and Risk Management Committee of the Board has responsibility for the oversight of the Enterprise Risk Management Policy and makes recommendations to the Board of Directors.

Risks are ranked in accordance with impact and the likelihood of occurrence. Risk champions within the organization are responsible for overseeing these risks and taking appropriate action. Priority risks are regularly monitored by assigned Committees of the Board as part of the governance framework. Various risk mitigation strategies are considered and implemented by management to mitigate risks accordingly.

The enduring impact of the pandemic (COVID-19) continues to delay the travel industry recovery and has proven to be the most significant adverse crisis in modern times. The Board and management remain squarely focused on the impact to the organization and registrants and have engaged in further risk mitigation measures through frequent and active Director oversight, government engagement and other emergency measures. Risk mitigation has taken the form of targeted financial burden relief and other regulatory amendments, enacted by the Ontario government to help consumers and registrants while maintaining the TICO's commitment to its consumer protection mandate.

At all times, the safety and health of TICO's employees was the primary organizational priority while ensuring timely communication to registrants and other stakeholders on matters related to the ongoing crisis.

The Board remains satisfied that TICO's risk management framework and practices are effectively implemented and facilitating the organization with achieving its mandate.

## Financial Inspections

TICO operates a risk management program, which includes financial inspections of registrants carried out under the direction and control of the Registrar, *Travel Industry Act, 2002*. The objective of the program is to identify as early as possible any registrants at financial risk and to work with these registrants to ensure compliance with the Act and Regulation. Through early identification of registrants at financial risk, TICO's goal is to minimize potential claims against the Compensation Fund and disruption to consumer travel. The program consists of an annual review of the financial statements of all registrants, a more frequent review of the financial statements of larger registrants and site inspections. The program is proactive as TICO visits all new registrants within the first year of operation to ensure their understanding of the Act and Regulation and compliance requirements.

# TICO Committees

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

## Audit, Technology & Risk Management Committee

(Chair: Ted Goldenberg)

The Audit, Technology and Risk Management Committee was created to assist the Board in the effective discharge of its governance and oversight responsibilities related to the financial reporting, information technology and risk management of the Corporation.

The Committee will oversee financial statements, internal control structures, compliance, technology strategic plan and roadmap, risk management frameworks and the audit functions of TICO. The Committee will review, oversee and provide recommendations to the Board of Directors in the following areas:

- Audit
- Investment Management, Budgets and Finance
- Technology
- Risk Management

## Regulatory and Business Strategy Committee

(Chair: Nicole Bursey)

The Business Strategy Committee was created to assist the Board in the effective discharge of its oversight responsibilities in the following areas:

- Business and Strategic Planning
- Legislative and Regulatory Modernization and Reform
- Technology and Business Processes/Operational Effectiveness
- Stakeholder Relations/Communications
- Education

## Governance and Human Resources Committee

(Chair: Mike Foster)

The Governance and Human Resources Committee is responsible for providing oversight and recommendations to the Board of Directors in the following areas:

- Corporate Governance
- Human Resources
- Complaints against TICO

## Consumer and Industry Advisory Committee

(Chair: Elliot Finkelman)

The Consumer and Industry Advisory Committee was created to advise the Board by identifying and providing invaluable feedback and insights on consumer and industry issues related to TICO's consumer protection mandate in the following areas:

- Emerging or substantive issues in the travel industry sector
- Information on issues of interest and importance to consumers and registrants
- Advice related to strategies that will enhance consumer and registrant awareness of available consumer protections now and in the future
- Ongoing advice related to regulatory matters and other initiatives aimed at enhancing the consumer legislation administered and enforced by TICO

# Business Accomplishments 2021-2022

## 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 2021/2022	ACTIVITIES AND ACCOMPLISHMENTS
FY 2021/2022	Conduct consultations with stakeholders regarding the proposed restructuring of TICO's funding model.	Complete stakeholder consultations and subject to the travel industry recovery from the pandemic, have an appropriate new funding model in place by 2022/2023 to administer and enforce the Act and Regulation.  Following stakeholder consultations concerning TICO's funding framework and fee model, a detailed report was provided to the Minister/Ministry on the significant stakeholder concerns over the timing of proposed changes and perceived inequities of the proposal. In concluding this consultation, a formalized request was made to defer further work on the proposed funding framework and fee model.  The report was subsequently followed by a formal request for additional financing for next fiscal year via a third transfer payment agreement – approval which was received in December 2021.
	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.  Review of temporary amendments to the Regulation in relation to financial filings and ability for registrants to issue future travel credits resulted in extensions. The financial filing exemption was extended by two years to November 30, 2024, and the exemption under section 46 which authorizes registrants to elect to only provide vouchers in certain circumstances was extended for one year to March 31, 2023.
	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.  The existing registrant risk assessment framework has been replaced with limited scope inspections that focus on previously identified high-risk registrants' trust accounting and liquidity. TICO will resume its regular inspection process in line with public health guidelines.
	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 the Consumer and Industry Advisory Committee proactively addressing issues, where appropriate as a Regulator, to support the economic viability of the travel industry and consumer protection mandate.  The Consumer & Industry Advisory Committee was established in 2021-2022 and has provided valuable consumer and industry insights. Since this time, significant activity around consumer and registrant outreach programs through various updates to social media and via Registrar Bulletins and other advisories have been completed (e.g., Pandemic Disclosure Guidelines).  TICO also met with various industry associations to provide status updates and advance notice of key announcements. Every effort has been made to ensure consumers & registrants were aware of current pandemic updates affecting travel protocols and other registrant obligations.
	Improve consumer protection by enhancing TICO's compliance model.	Based on the outcomes identified during the compliance model review, complete a plan for enhancements for operationalization.  During the first quarter of the fiscal year two compliance departments were consolidated. Review of operational procedures are underway and expected to be completed in 2022/23.

## Awareness and Education

**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.

BUSINESS OBJECTIVE	PERFORMANCE MEASURE 2021/2022	ACTIVITIES AND ACCOMPLISHMENTS
FY 2021/2022	Continue to build and enhance consumer awareness in Ontario.	<p>Maintain overall awareness and understanding by continuing to engage consumers by executing a modest digital media strategy.</p> <p>Seek opportunities to engage consumers through online educational presentations, and social media to build awareness and confidence by leveraging technology (i.e., webinars).</p> <p>Conduct a consumer survey to gauge overall consumer engagement and value.</p> <p>Produce and distribute various editorial and media releases to secure coverage in consumer publications to enhance education and awareness.</p>
	Renew communications and an education strategy to inform consumers about Ontario Regulation 26/05 changes proclaimed in response to COVID-19 global pandemic.	Implementation of a communications and education strategy completed to promote education and awareness of consumers regarding enhancements to Ontario Regulation 26/05.
	Enhance TICO's online Education Standards Program with updated curriculum and testing to include regulatory changes including continuing education opportunities.	Updated online Education Standards Program completed and ready for roll-out including a selection of continuing education opportunities.
	Engage registrants and provide education and familiarization around recent regulatory changes.	Various engagement opportunities extended to registrants online to familiarize themselves with the new regulatory changes and the impacts, if any, to their business.
		<p>As border restrictions and public health measures eased, TICO reinforced its travel-forward messaging that focused on the importance of booking with a TICO-registered travel agency or website.</p> <p>On social media, TICO shared content that informed travellers about: the consumer protection offered when booking with a TICO-registered business, what consumers need to be mindful of as they re-enter the travel marketplace, the importance of travel insurance and how to verify if an agency is TICO-registered.</p> <p>TICO also launched two updated mass market videos speaking to not missing any important details when travelling in the 'new normal.' The videos ran as pre-roll advertisements on YouTube and were seen 274,603 times.</p> <p>With the travel environment changing, TICO was featured in 42 media articles and broadcasts including top tier outlets such as CBC, CTV, CP24 and Globe &amp; Mail and Toronto Star.</p> <p>Overall, in fiscal 2021/2022, our consumer protection messaging was seen over 11 million times by Ontarians.</p> <p>TICO conducted a digital consumer awareness survey which found 14.4% of respondents were aware that TICO is Ontario's travel regulator, a decrease from the prior of 21%.</p> <p>The same survey conducted in late March found that 13% of respondents had knowledge of TICO's role compared to 14% in the prior year.</p> <p>TICO's Consumer Awareness Campaign included an emphasis on sharing information about how TICO helps to protect travellers. TICO continued to respond promptly to individuals who engaged TICO on social media requesting support with complaints or issues related to TICO-registered companies.</p> <p>An updated and enhanced Education Standards Program including an online flip book study manual, chapter quizzes, sample exams and exam bank of questions was launched during 2021/2022.</p> <p>A total of 37 webinars were held for registrants which included a mix of webinars related to requirements on verification statements and general 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 2021/2022	ACTIVITIES AND ACCOMPLISHMENTS
FY 2021/2022	Implement the new adopted funding model framework.	Operationalize and execute TICO's new funding structure including all policies, processes, and system enhancements for the new funding model in place by 2022/2023.	The proposed funding framework and fee model analysis has been deferred to FY2022/23.
	Sustain and enhance security protocols and protection across TICO system infrastructure.	Continued innovative enhancements to harden and solidify TICO's system infrastructure against cybersecurity risks and data breaches and continuous education initiatives with TICO management, staff, and Board of Directors to further test and increase understanding of risk response scenarios to avoid potential data breaches.	Security project completed to strengthen the authentication, access control and system monitoring. Regular phishing campaigns conducted with employees with the goal of increasing staff awareness and familiarization with various phishing tactics and to reduce the risk of unauthorized access due to human error.  Conducted tabletop simulation to increase cybersecurity awareness and readiness in the event of an attack.  An Information Technology General Controls Audit was completed by a third-party consultant to ensure the resilience of TICO's system infrastructure.
	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.	TICO implemented continuous vulnerability assessments on all devices, servers, and networks. An enhanced virus scanning tool was deployed with advanced threat protection. Continuous patching of all the systems and enhanced monitoring of data access and management.
	Continue to update and modernize crisis management protocol and communications.	Crisis management protocols and communications are updated to capture emerging vulnerabilities and trends identified to ensure TICO's responses are effective in times of crisis.	Conducted an internal cybersecurity incident simulation which resulted in observations to be included to TICO's crisis communications plan.
	Enhance TICO's overall performance and value proposition to stakeholders.	An action plan and strategy to optimize TICO's overall value proposition and effectiveness to stakeholders is complete and ready for implementation.	Initiatives to enhance TICO's value proposition to stakeholders has resulted in an increase in TICO's overall value to stakeholders.  The consumer pulse survey completed resulted in an increase in value of TICO and its services from 73% in 2021 to 75% in 2022.  The registrant pulse survey completed resulted in an increase in value of TICO and its services from 54% in 2021 to 63% in 2022.
	Workforce optimization and drive employee engagement.	Strategy and action plan completed and implementation underway to ensure TICO's future employee engagement and lower performing attributes improve.	Employee Engagement pulse survey conducted resulted in a decrease in score from 87% to 85%. For the lower scoring attribute there was a decreased score from 83% to 82%.

# Additional Business Accomplishments 2021-2022

- Successfully administered TICO's Education Standards Program.
- Increased IT security monitoring of the network environment.
- Continued to seek operational efficiencies through enhanced IT tools and processes.
- Met the terms of the current Administrative Agreement with the Ministry by maintaining operations and systems to protect consumers in Ontario.
- In collaboration with the Ministry continued to work towards finalizing an updated and enhanced Administrative Agreement with the Ontario government (executed April 28, 2022).
- Granted approval by Google to receive funding from their not-for-profit Google Ad Grants program up to \$10,000 USD per month.
- Provided quarterly, detailed financial reporting and analysis required under the government's transfer payment agreements.
- Completed a review of all operational policies and updated TICO website with required disclosures.
- Continued to maintain and enhance TICO's website with up to date and timely information for the benefit of all stakeholders, including changes to Ontario Regulation 26/05.
- Made further enhancements to TICO's Verification Statement to assist registrants with new financial filing requirements.
- Developed Pandemic Disclosure Guidelines and a corresponding webinar to assist registrants when selling travel in unprecedented circumstances.
- Produced and conducted new orientation webinars to assist and inform new registrants about their obligations under the Regulation.
- Enhanced the online travel agency/website search feature on TICO's website to provide more comprehensive and efficient display of information.
- TICO Talk quarterly e-newsletter produced and made available on TICO's website and e-blasted to all registrants.
- TICO conducted speaking engagements to Tourism and Hospitality students at various Ontario Community Colleges.
- Continued to provide advisories and registrar bulletins to all stakeholders containing timely and relative information.
- Distributed and made available on TICO's website, TICO's Annual Report and Business Plan in June of 2021.
- Introduced a comprehensive and integrated online human resources platform.
- Produced and conducted a Safe Return to Work orientation session to ensure the safe return of all employees to TICO's office environment.
- TICO's Joint Health and Safety Committee composed of employee and management representatives continued its work to maintain and enhance the health and safety conditions in the workplace.
- Established a new virtual reception service to provide professional customer service support to stakeholders in a hybrid work environment.

# Balanced Scorecard

TICO's 2021 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.

CONSUMER PROTECTION			
OBJECTIVE	MEASURE	FISCAL YEAR 2021/22 TARGET	ACTIVITIES AND ACCOMPLISHMENTS
<b>Mitigate Risk and Enhance Consumer Protection.</b>	Overall pass rate of financial filing bench reviews based on established financial criteria per the Regulation.	Achieve initial financial filing bench review pass rate of a minimum of <b>90%</b> .	A pass rate of 97% has been achieved.
	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>97% from 95%</b> of all unregistered sellers of travel identified and processed in 2021/2022.	A 94% compliance rate has been achieved with unregistered sellers whereby they were brought into compliance.
<b>Enhance Engagement with Consumers.</b>	Actively interact with consumers and improve social media engagement rate (defined as likes, comments, and shares)	Seek opportunities to increase consumer engagement rate on social media by achieving an increase of <b>2.8% to 5%</b> on Facebook and <b>15.4% to 18%</b> on Instagram.	<p>TICO continued to follow consumer sentiment when planning social media posts.</p> <p>As travel restrictions eased, we provided travel-forward messaging to help consumers feel confident when booking with a TICO-registered travel agency or website. The information in our posts linked back to the TICO website to learn more.</p> <p>TICO's Q4 results show strong engagement rates of 3.5% on Facebook and 26.3% on Instagram, our highest levels from the past fiscal year. Our full-year engagement averages are 3.2% on Facebook and 20.3% on Instagram.</p>

## EDUCATION AND AWARENESS

OBJECTIVE	MEASURE	FISCAL YEAR 2021/22 TARGET	ACTIVITIES AND ACCOMPLISHMENTS
<b>Improve Consumer Awareness and Education.</b>	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 consumer awareness achieved <b>from 21% to 24%</b> that the travel industry in the province is regulated and TICO is Ontario's Travel Regulator.	TICO conducted a consumer awareness survey in late March.  The survey found 14.35% of respondents were aware that TICO is Ontario's travel regulator. This represents fully unaided awareness and is a decrease from November 2021 (19.1%).  There were significant announcements around border restrictions that took place in February and March, with commentary from many industry groups and businesses.  With the level of activity in this space, there is likelihood that there was confusion about the role of different organizations within the travel industry.
		Exceed consumer awareness achieved <b>from 14% to 17%</b> that consumer protection is available when purchasing travel services from an Ontario registered travel agency or website.	The same survey conducted in late March found that 13.1% of respondents had knowledge of TICO's role and consumer protection. This is an increase from November 2021 (12.3%).
<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>baseline score of 73%</b> of consumer's value of TICO and its services as a basis for future enhancement strategies.	The consumer pulse survey completed resulted in an increase in value of TICO and its services from 73% in 2021 to 75% in 2022.
<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.	Achieve an <b>X% baseline satisfaction rate</b> of TICO's Education Standards Program and educational resources in 2021/2022.	Overall satisfaction rate of TICO's Education Standards Program is 71%.
<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.	Achieve an <b>X% baseline satisfaction rate</b> of TICO's educational initiatives with registrants in 2021/2022.	Overall satisfaction rate of TICO's education initiatives with registrants and their travel counsellors is 91%.

## ORGANIZATIONAL EFFECTIVENESS

OBJECTIVE	MEASURE	FISCAL YEAR 2021/22 TARGET	ACTIVITIES AND ACCOMPLISHMENTS
<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>baseline score of 54%</b> for registrant value of TICO and its services as a basis for future enhancement strategies.	The registrant pulse survey completed resulted in an increase in value of TICO and its services from 54% in 2021 to 63% in 2022.
<b>Enhance Employee Engagement</b>	Conduct an employee engagement survey including review of outcomes and address opportunities to increase the lower performing attributes identified.	Improve the overall employee engagement score on the lowest score attributes by <b>10%</b> .	The overall score decreased from 87% to 85%. For the lower scoring attribute there was a decreased score from 83% to 82%.

## FINANCIAL PERFORMANCE

OBJECTIVE	MEASURE	FISCAL YEAR 2021/22 TARGET	ACTIVITIES AND ACCOMPLISHMENTS
<b>Deliver Budget Operating Expenses</b>	Operating expenses, excluding extraordinary items.	Achieve operating expenses within a range of +/- 5% of annual budget.	Operating expenses, we were favorable to Budget for the year by \$85,199 which represents a 1.9% positive variance.



# Operational Performance Review

## Registration

On March 31, 2022, there were a total of 2,035 registrations with TICO compared to 2,095 registrations the previous year. A 3% decrease in the number of registrants compared to the prior year. (Fig. 1).

Of these, **85% (1,728)** are retail travel agencies, who sell travel services directly to consumers and **15% (307)** are travel wholesalers, who sell travel services through travel retailers.

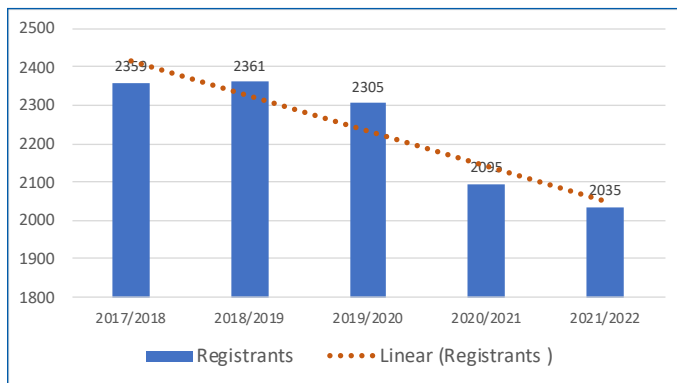


Figure 1: Total Registrations under the Act

In 2021/2022, there were a total of 265 terminations compared to 263 in the prior year. Terminations received at TICO continue to be mainly due to the COVID-19 global pandemic. (Fig. 2). A total of 2,354 registrations were processed under the *Travel Industry Act, 2002*, which included 70 new registrations (Fig. 3) and 2,284 renewals (Fig. 4). Registrations are renewed annually.

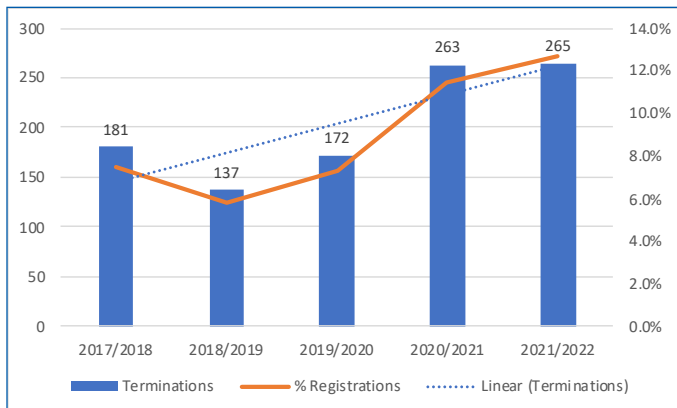


Figure 2: Total Voluntary Termination / Expired Registrations and Revocations

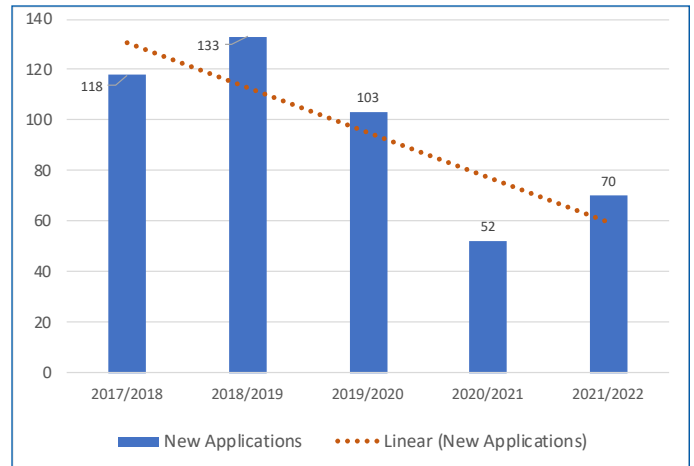


Figure 3: Total New Applications Processed

TICO strives to complete its new registration application process within 30 days from receipt of all required documentation.

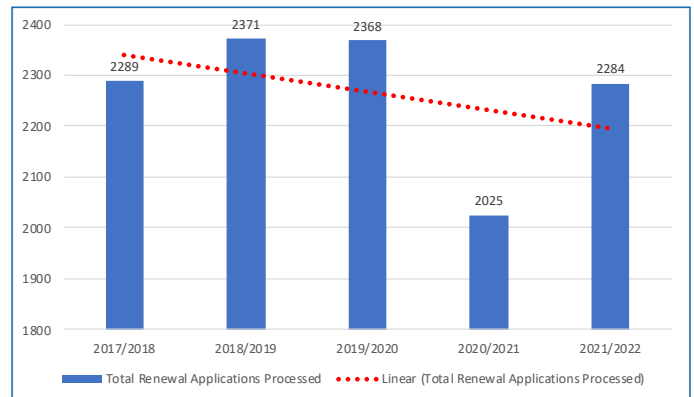


Figure 4: Total Renewal Applications Processed

## Education Standards

Every person in Ontario who is working for a retail travel agency and is selling travel services or providing travel advice to the public must, by law, meet the Industry's Education Standards. This includes Supervisors and Managers on a registrant's registration record with TICO.

The Education Standards Program is administered by a best in class outsourced online educational platform and consists of two levels, the Travel Counsellor and the Supervisor/Manager exam. Those wishing to write both the Travel Counsellor and the Supervisor/Manager exams at the same time may do so. During the fiscal year, a total of 4,678 exams were written compared to 2,033 the prior year, an increase of 130%. The demand for human resources to rebuild the industry as a result of the COVID-19 global pandemic is believed to have contributed to the increase of exams written towards reaching pre-pandemic numbers. The breakdown of exams written during the fiscal year are as follows:

**4,416 Travel Counsellor Exams**

**182 Supervisor/Manager Exams**

**80 Combined Exams (Travel Counsellor & Supervisor Manager Exams written together)**

As at March 31, 2022, a total of 85,457 exams have been written since the inception of the Education Standards on July 1, 2009.

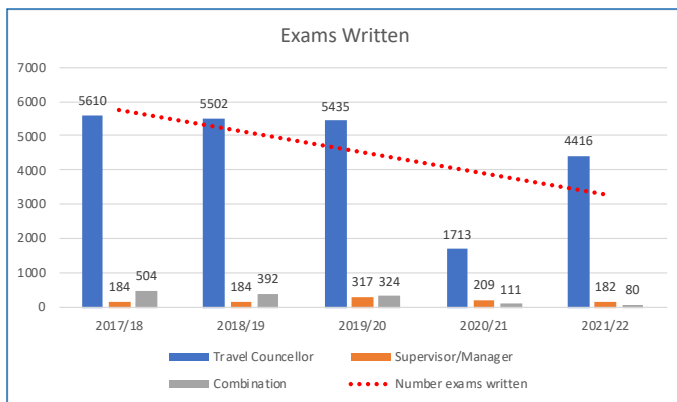


Figure 5: Total Exams Written

## Complaint Handling Process

TICO receives numerous telephone and email enquiries on a daily basis including those from consumers, registrants, applicants, government and industry stakeholders. TICO staff provides information with respect to consumer and business complaints, registration processes and acceptable business practice.

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 a mutual solution is not reached, complainants are provided with information regarding options to pursue matters.

When TICO receives a complaint, it may be resolved in anywhere from a few hours over the telephone or a few weeks to a few months for a formal written complaint.

The length of time varies depending on the complexity of the issues, the availability of feedback and documentation required, and the level of cooperation of those involved.

Registrant-to-registrant disputes have traditionally not been handled by the Registrar, unless financial issues or other allegations of non-compliance with the Act are involved.

## Complaints Against TICO

Consumers and registrants with complaints against TICO may make a written submission to the Governance and Human Resources Committee of the Board of Directors.

The Governance and Human Resources Committee's mandate is to review and resolve, as appropriate, complaints against TICO, which are based on dissatisfaction with the quality and fairness of its services to registrants and consumers. The Committee also makes any recommendations with respect to TICO's complaint handling procedures that may arise from reviews of particular complaints. The Committee is composed of representatives from the Board of Directors.

**During the 2021/2022 fiscal period, there were no complaints against TICO that were subject to a review by the Committee.**

Appeals against the Registrar's administrative decisions may proceed, as appropriate, to the Licence Appeal Tribunal. Complaints may be submitted to TICO by telephone, fax, mail or e-mail.

## Consumer Complaints

During the 2021/2022 fiscal year, TICO received an unprecedented number of calls and emails from consumers who had their travel bookings adversely affected by the COVID-19 global pandemic and who were seeking assistance to obtain a reimbursement or to make a new booking with travel credits.

TICO resolved 139 written consumer complaints against registrants in 2021/2022 compared to 605 in the previous year. This number of written consumer complaints resolved during fiscal year is comparable to pre-pandemic times in prior years. (Fig. 6).

A small number of the complaints related to files that were opened in the previous fiscal year. The number of new complaints received during 2021/2022 was 146 compared to 609 in the previous year. In processing these complaints, TICO successfully assisted consumers in obtaining \$156,953 in restitution compared to \$3,112,251 the previous year.

In addition, TICO handled 5,250 telephone complaint inquiries compared to 51,715 in the previous year and 5,700 email complaint inquiries compared to 10,650 in the previous year.

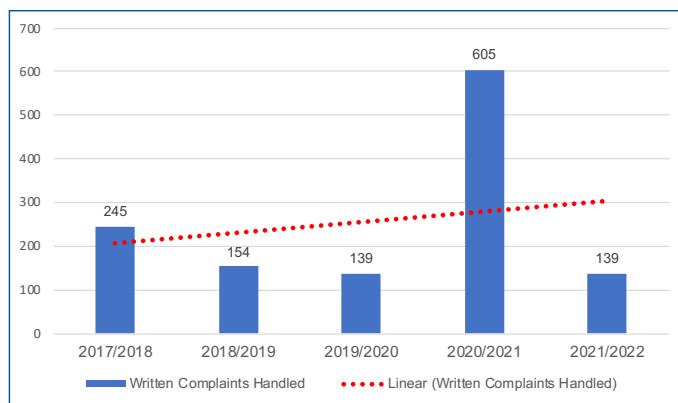


Figure 6: Written Complaints Handled

### The 10 most frequent types of written complaints received at TICO in 2020/2021 were:

2021/2022		2020/2021
1. ↑	Miscellaneous issues related to the cancellation of travel services due to the COVID-19 global pandemic (ex. redemption issues, date expiration issues, pricing and additional fees).	Disclosure and invoicing issues related to fees for travel services cancelled due to the COVID-19 global pandemic
2. →	Dissatisfaction regarding future travel credit refunds issued in response to supplier failing to provide travel services.	Dissatisfaction regarding future travel credit refunds issued in response to supplier failing to provide travel services
3. ↑	Outstanding refund issues.	Miscellaneous issues related to the cancellation of travel services due to the COVID-19 global pandemic
4. ↑	Miscellaneous complaint issues related to a company or travel supplier which may have ceased operations.	Outstanding refund issues
5. ↓	Disclosure and invoicing issues related to fees for travel services cancelled due to the COVID-19 global pandemic.	Cancellation / non-refundable / no insurance
6. →	Customer services issues.	Customer services issues
7. ↓	Cancellation / non-refundable / no insurance	Failure to provide proper disclosure of required information (ex. availability of travel insurance, terms and conditions and fees, etc.)
8. ↑	Failure to provide required disclosures of information / travel documentation. (ex. issues related to travelling with passports and other travel documents).	Invoicing issues (ex. invoice not issued at time of purchase, etc.)
9. ↓	Invoicing issues (ex. invoice not issued at time of purchase, etc.).	Suspected fraudulent activity by an individual or company operating unregistered
10. →	Terms and Conditions of Reservation.	Terms and Conditions of Reservation

## Consumer Survey Results – Complaints Process

During the fiscal year 2021/2022, TICO distributed an online consumer survey to 139 consumers who filed complaints against registrants with TICO, inviting feedback as to their experience with TICO’s complaint’s process. At the end of March 2022, there were 14 completed surveys returned to TICO, compared to 15 in the previous year.

The results of the 14 completed surveys received are as follows:

Consumers were asked about their overall satisfaction with service and communications during the complaint process. 100% of respondents indicated that they were satisfied with both the overall service and communications received from TICO’s Complaints Officers.

The survey results also indicated that of the 14 consumer respondents, 94% were satisfied with the complaint turnaround times and 6% were somewhat dissatisfied. Comments received in the survey included, *“The complaint’s officer went above and beyond to get the matter resolved in a very short time span.”* Turnaround times may vary considerably depending on the volume of consumer complaints received, the complexity of the issues involved as well as the responses received from complainants and registrants, which could result in further information being required from suppliers or other third parties.

When asked to rate their satisfaction with the fairness of the process: 100% of respondents advised they agreed and were satisfied with TICO’s process.

When asked to rate their overall satisfaction with TICO’s handling of their complaint, 94% of consumer respondents advised they were satisfied, and 6% indicated they were somewhat dissatisfied.

Customarily, consumers who have expressed dissatisfaction do so in response to TICO having no authority to assist them as their complaint matter does not contain issues that are covered by the legislation. In other cases, TICO is able to identify possible contravention(s) of the Act and/or Regulation by the registrant(s) involved. These issues were referred to TICO’s Compliance Department for further review. As a result, TICO requires registrants to initiate corrective measures in an effort to prevent similar situations from affecting future travelers. However, such referrals are not directed at obtaining compensation for specific complaints.

It should be noted that TICO does not have the authority to settle a dispute, or to impose a settlement. Some consumers expressed dissatisfaction that TICO does not have the authority to settle a dispute, or to impose a settlement in complaint matters.



# Financial Inspections

Under the direction of the Registrar, TICO is responsible for conducting a financial inspection program. All registrant financial filings are subject to a bench review to ensure compliance with the financial standards required under the Regulation. The bench review process produces information, which identifies registrants that may pose a risk and/or should receive financial site inspections.

During the fiscal period 2021/22, the burden relief sections of the Regulation were extended to continue to provide support to registrants through a simplified financial reporting structure in place of externally verified financial statements. TICO completed 1,700 bench reviews (Fig. 7) compared to 1,995 bench reviews in the previous year and completed 159 financial site and limited scope inspections compared to 263 in the previous year (Fig. 8). Limited scope inspections are in-house inspections that focus on trust accounting and working capital compliance and are therefore more limited in breadth.

The following is the breakdown of financial inspections completed during the fiscal year:

Inspection Reason	2021/2022 Financial Inspections	2020/2021 Financial Inspections
Limited Scope	138	260
Working Capital	1	0
New Registrant	7	1
Trust Accounting	7	2
Other/miscellaneous	6	0
<b>Total</b>	<b>159</b>	<b>263</b>

## New Registrant Training

During the year, TICO developed virtual training sessions for new registrants, which in part, replaced field visits conducted by TICO. The training sessions provide a full overview of the compliance requirements under the Legislation, as well as information on the resources available to registrants. A total of 11 sessions were conducted and 77 registrants participated.

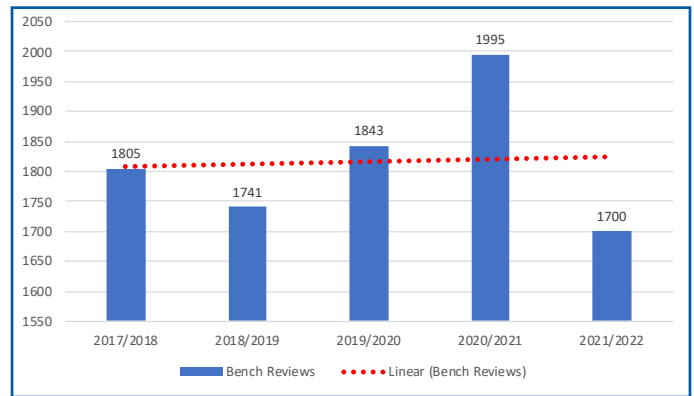


Figure 7: Total Financial Bench Reviews

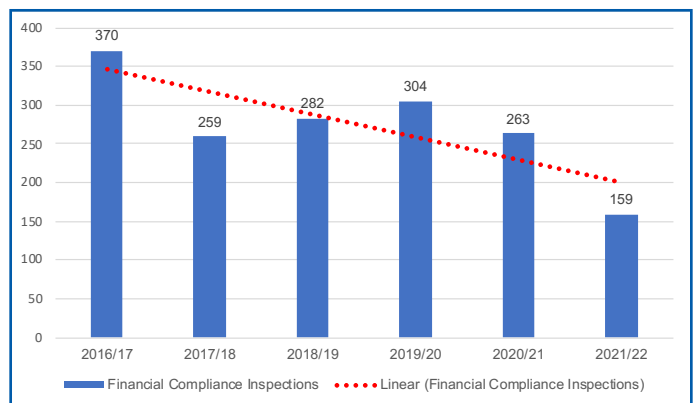


Figure 8: Financial Compliance Inspections

# Compliance (Non-financial)

During the 2021/2022 fiscal period TICO processed 216 compliance files compared 232 in the previous year. In 2021/2022 TICO performed 2 compliance site inspections and 63 desktop registrant closure reviews compared to 129 in the prior fiscal year. Compliance site inspections are usually performed to address various issues such as invoicing, operating without registration as well as follow up site inspections to ensure former registrants have ceased operating when their registration has been terminated. In response to the global pandemic, registrant closure reviews did not always include a physical site inspection.

In 2021/2022, a total of 56 warnings for operating without registration were issued compared to 44 in the previous year (Fig. 9) and 13 advertising warnings were issued to registrants and/or individuals who appeared to be carrying on business in contravention of the Act and Regulation compared to 2 in the previous year (Fig.10). In addition, 18 invoicing warnings (Fig. 11) were issued to registrants who did not provide proper invoices and/ or receipts in accordance with the Regulation compared to 19 in the previous year. Invoicing deficiencies are forwarded to the Compliance Department from consumer complaints, financial inspections and claims.

All non-financial compliance performance metrics were negatively impacted this past fiscal year due to members of the compliance team being redeployed to assist TICO's Consumer Complaints Department from time to time to assist with the influx of consumer calls, emails and complaints in response to cancellations and/or refunds due to the COVID-19 global pandemic.

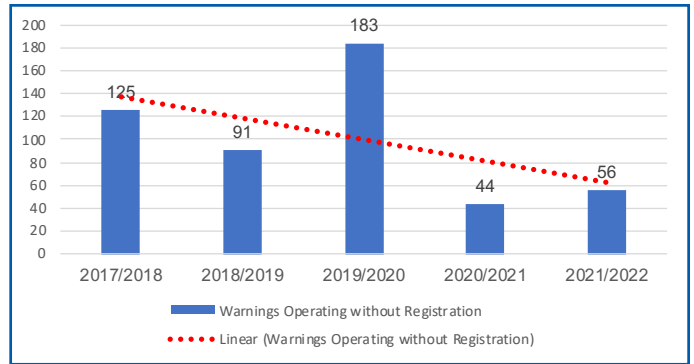


Figure 9: Total Warnings Issued for Operating without Registration

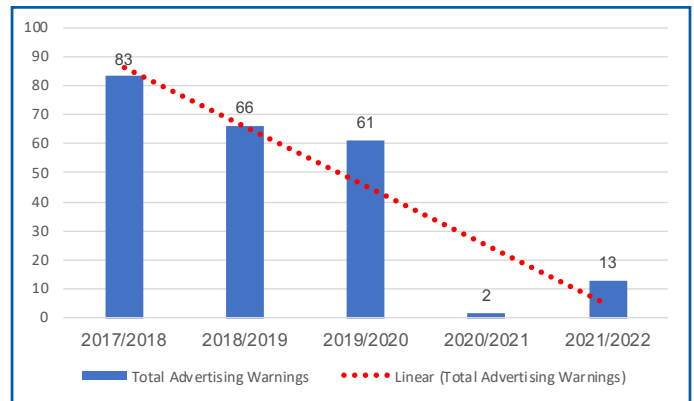


Figure 10: Total Warnings Issued for Advertising Infractions

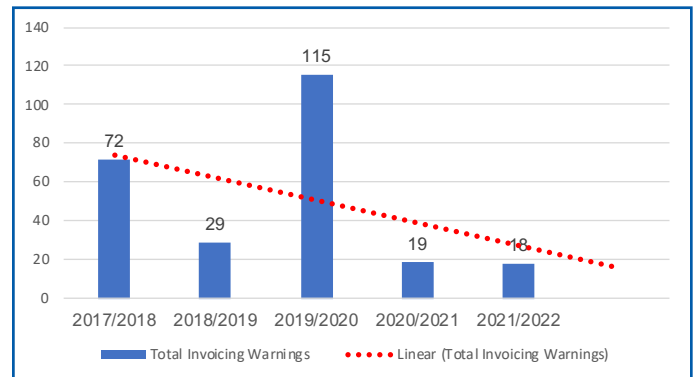


Figure 11: Total Warnings Issued for Invoicing Infractions

# Travel Industry Compensation Fund

TICO is required to hold all Compensation Fund monies in trust. As at March 31, 2022, the assets held for the Compensation Fund were \$23,494,930.

## Claims and Repatriation (net of professional fees)

Claims paid (or accrued) during the fiscal year ended March 31, 2022, compared to the previous year ended March 31, 2021 were as follows:

	<b>2021/22</b>	<b>2020/21</b>
	<b>\$</b>	<b>\$</b>
Number of claims paid	184	4
Number of consumers assisted	376	7
Claims paid - Registrant failure	288,081	2,700
Claims paid - End supplier failure	140,731	688
	<u>428,812</u>	<u>3,388</u>
Repatriation/Trip Completion	-	-
Total Claims	428,812	3,388
Accruals <sup>1</sup>	62,661	61,369
As per Statement of Operations	<u>491,473</u>	<u>64,757</u>
Recoveries	(108,927)	(14,850)

1. Claims paid are expensed in the period to which the commitment was incurred. Timing of actual cash payment may differ.

## Closures Resulting in Significant Claims Paid

The following entities ceased operations and resulted in claims paid during the 2021/2022 fiscal year:

### Albarkah Travel and Tours Inc.

Albarkah Travel and Tours Inc. o/a Albarkah Travel and Tours Inc. located in Milton, ON had its registration under the *Travel Industry Act, 2002* to operate as a travel retailer revoked on October 01, 2020, Albarkah Travel and Tours Inc. sold mainly Hajj, Umrah religious pilgrimages as well as air only to Saudi Arabia and other various destinations.

During the year ended March 31, 2022, a total of \$229,803 was paid out of the Compensation Fund, assisting 171 consumers.

To date, TICO has received recoveries in the amount of \$62,978 which offsets the claim payments from the Compensation Fund.

### Sunmed Holidays Inc.

Sunmed Holidays Inc. o/a Sunmed Holidays located in Mississauga, ON had its registrations under the *Travel Industry Act, 2002* to operate as a travel retailer and travel wholesaler revoked on October 29, 2021. Sunmed Holidays sold mainly air only and packaged holidays and tours to Portugal.

During the year ended March 31, 2022, a total of \$42,808 was paid out of the Compensation Fund, assisting 23 consumers.

### Jet Airways (India) Ltd.

Jet Airways (India) Ltd. o/a Jet Airways, an airline operating out of Mumbai, India suspended operations effective April 17, 2019. Jet Airways became officially insolvent when the company was sold (asset purchase only) on June 22, 2021.

During the year ended March 31, 2022, a total of \$85,219 was paid out of the Compensation Fund to assist 98 consumers who had purchased their Jet Airways travel services from an Ontario registered travel retailer.

### Fly Jamaica Airways

Fly Jamaica Airways, an airline operating out of Kingston, Jamaica suspended operations effective March 31, 2019, and were officially declared bankrupt on June 7, 2021.

During the year ended March 31, 2022, a total of \$55,022 was paid out of the Compensation Fund to assist 72 consumers who had purchased their Fly Jamaica Airways travel services from an Ontario registered travel retailer.

## Summary of Closures Resulting in Claims Against the Compensation Fund and Corresponding Recoveries

REGISTRANTS	CLAIMS PAID 2021/2022 \$	RECOVERIES 2021/2022 \$	CLAIMS PAID 2020/2021 \$	RECOVERIES 2020/2021 \$
Adria Airways *	-	-	688	-
Akkiratourz Ltd (R)	-	-	-	6200
Albarkah Travel and Tours Inc (R)	229,803	103,944	-	-
Angie's All Seasons Travel Inc. (R)	3,917	-	-	-
Dolphin Travel (R)	-	650	-	550
Flybe *	490	-	-	-
Fly Jamaica Airways *	55,022	-	-	-
Gideon Travel (R)	2,250	-	2700	-
Jet Airways *	85,219	-	-	-
Skymoon Travels & Tours (R)	55	-	-	-
Skypride Travel & Tours (R)	-	2,000	--	2500
Smartchoice Travel & Tours (R)	-	-	-	5600
Sunmed Holidays (R)	42,808	-	-	-
Tucan Travel Inc	9,248	-	-	-
<b>TOTAL CLAIMS PAID (GROSS)</b>	<b>428,812</b>	<b>106,594</b>	<b>\$3,388</b>	<b>\$14,850</b>

(R) = Retailer (W) = Wholesaler (\*) = Non-registrant End Supplier (Airline or Cruise line)

**Note on recoveries:** Recoveries listed may relate to claims paid out in previous years. Claims and Recovery amount is less than Statement of Operations as payment received from registrant represented restitution payable to a consumer and not the Compensation Fund.

Figure 12 illustrates the total claims paid by the Fund over the last five years. The total claims paid during 2021/2022 totalled \$428,812 compared to \$3,388 the previous year. Recoveries recognized by TICO in 2021/2022 were \$106,594 compared to \$14,850 recovered in 2020/2021.

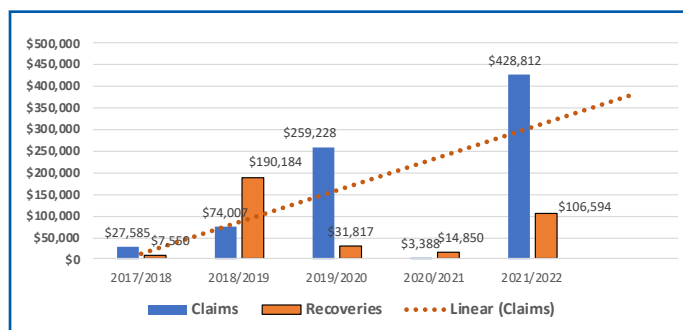


Figure 12: Total Claims paid and Recoveries to the Fund

Figure 13 provides a comparison of the total claims paid out of the Compensation Fund as a result of TICO registrant closures and claims paid as a result of end supplier (airline or cruise line) failures. During the 2021/2022 fiscal year, there was an increase in overall claims paid out of the Compensation Fund as a result of both registrant and end supplier failures.

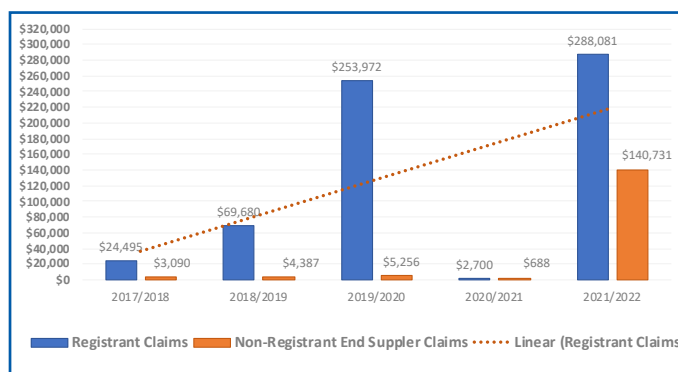


Figure 13: Registrant Claims vs Non-Registrant End Supplier Claims

In 2021/2022, a total of \$288,081 was paid in claims related to registrant failures compared to \$2,700 to the prior year. During the fiscal period 2021/2022, a total of \$140,731 in claims was paid as a result of end supplier failures compared to \$688 in the previous year.

Contributions to the Fund from registrants (Fig. 14) in 2021/2022 were lower compared to the previous year with \$738 recognized in 2021/2022 and \$592,905 recognized in 2020/2021. The decrease in contributions is attributed to the waiver of all fees that was established for fees due between April 1, 2021 to March 31, 2022. The Fund contributions recognized in 2021/2022 fiscal represented late contribution payments that were owed during prior filing periods.



The waiver of fees was established to reduce the burden on business and allow registrants to focus on their priority business needs and recovery in response to the COVID-19 global pandemic, without the added financial stress of meeting certain payment obligations to TICO.

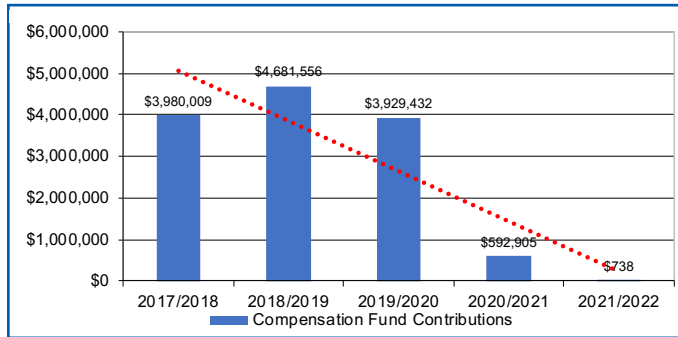


Figure 14: Contributions to the Compensation Fund

## Consumer Survey Results – Claims Process

During the fiscal year 2021/2022, TICO distributed an online consumer survey to claimants who filed claims against the Compensation Fund inviting feedback on their experience with TICO’s claims process. At the end of March 2022, there were 17 completed surveys returned to TICO, compared to 14 in the previous year.

The results of the 17 completed surveys received are as follows:

The survey results indicated 13 consumers were satisfied with the length of time to process their claim with 3 consumers providing a neutral response and 1 consumer was dissatisfied. Turnaround times may vary considerably depending on the complexity of the claims and the supporting documentation required to prove a claim from claimants, registrants, suppliers and/or other third parties. Comments received in the survey included, *“We were surprised with the promptness of the processing of the claim.”*

When asked to rate their satisfaction with the fairness of the claims process: 100% of respondents advised they agreed and were satisfied with the fairness of TICO’s claims process.

When asked to rate their overall satisfaction with TICO’s handling of their claim: 100% of respondents advised they were satisfied or somewhat satisfied. Comments received in the survey included, *“Very interactive and satisfying experience. Every province should have travel regulators like TICO.”*

During the fiscal year, TICO did conduct a value survey with consumers to measure the value of the consumer protection TICO administers and enforces, including the Travel Compensation Fund. The results of the value survey may be found on page 36.



# Legal Matters

## Claims

The Licence Appeal Tribunal (LAT) hears appeals from decisions of the Board relating to the eligibility of claims for payment from the Compensation Fund. During the period ended March 31, 2022, there were 5 case conferences and hearings combined held in relation to decisions of the Board to disallow claims. One hearing resulted in a decision by LAT which upheld the Board's decision and two other claim appeals were withdrawn.

## Investigations

TICO initiates and conducts investigations when it becomes apparent that there may have been a breach of the legislation. Investigations can result in charges being laid under the statute. During the fiscal 2021/22, TICO opened 9 new investigations and closed 11 investigations. There were 108 charges laid under the

statute during the fiscal year. Some of the investigations were carried over from the prior fiscal year. As at March 31, 2022, there were 4 open investigations.

## Prosecutions

Prosecution activities conducted during 2021/2022 resulted in 2 convictions from charges laid in the prior year for operating as an unregistered travel agent.

Penalties imposed in relation to these activities include:

\$12,500 fines

\$10,361 restitution

2 years probation

The following prosecutions were carried out during the fiscal year:

DEFENDANT	COUNTS	OFFENCE	SENTENCE					
			FINE (INCLUDING VICTIM SURCHARGE)		RESTITUTION		PROBATION/ COMMUNITY SERVICE/JAIL	
			COMPANY OR INDIVIDUAL	FINE AMOUNT	PAYABLE TO	RESTITUTION AMOUNT	INDIVIDUAL	TIME
Millennium Leisure Travels Inc. and Kailan Ariyarajah	1	Operating as an unregistered travel agent	Millennium Leisure Travels Inc.	\$5,625	TICO - CAD	\$2,285	-	2 years probation
Moose Travel Company Ltd. and Megan Lalancette	1	Operating as an unregistered travel agent	Moose Travel Company Ltd.	\$6,875	Consumers	\$8,076	-	-
<b>TOTALS</b>	<b>COUNTS: 2</b>		<b>FINES: \$12,500</b>			<b>RESTITUTION: \$10,361</b>		<b>PROBATION: 2 years</b>

## Proposals to Revoke/ Refuse Registration

A total of 2 proposals to revoke/refuse registration were issued during 2021/2022. The proposals were issued for the following reasons:

	2021/22	2020/21
Failure to file Financial Statements	0	3
Failure to maintain Working Capital	0	1
Failure to maintain Trust Accounting	0	0
Failure to file Compensation Fund Assessment (Form 1)	0	1
Other Breaches of the Act and Regulation	2	2
	<b>2</b>	<b>7</b>

During the fiscal 2021-2022, TICO attended 1 case conference and 2 hearings before LAT in response to the proposals issued against registrants. Case conferences are a mandatory part of the LAT appeal process. During the year one proposal resulted in a consent order and 6 registrations were revoked from proposals issued both during the fiscal year and carried over from the prior fiscal year as a result of LAT decisions or a failure to appeal the proposal resulting in revocations. At the end of the fiscal year there were no outstanding proposals.

## Changes to Ontario Regulation 26/05

Throughout the COVID-19 pandemic, TICO and the Ministry of Public and Business Service Delivery have been proactive in identifying regulatory amendments to provide burden relief for Ontario's travel agencies and wholesalers.

In 2020, several temporary regulatory amendments were enacted, aimed at maintaining consumer protection, while addressing significant adversity by reducing burden on registrants during this challenging time.

On February 28, 2022, the following burden relief measures were extended:

- **Temporarily exempting registrants from filing Annual Financial Statements.** Continue to reduce administration and expenses associated with financial reporting.
  - Providing an exemption for **two additional years** from the requirement to file an annual financial statement, accompanied by a review engagement report or audit opinion, for registrants with annual Ontario sales greater than \$2 million. Only a verification statement needs to be filed, subject to the exception to follow.
- This exemption covers registrants with fiscal year-end dates until November 30, 2024.
- For registrants with annual Ontario sales less than \$2 million, a permanent regulatory amendment was made on March 30, 2020, allowing a verification statement to be sufficient in most cases, subject to the exception to follow.
- The exemption would not apply if the registrant is required for any other reason to prepare an annual financial statement for a fiscal year that ends during that period and the annual financial statement is accompanied by either a review engagement report or an audit opinion, prepared by a public accountant licensed under the Public Accounting Act, 2004. In that case, the financial statements and review engagement report or audit opinion shall be provided to TICO and a verification statement would not be acceptable.
- **Temporarily extending registrants' ability to issue travel vouchers.** Continue to offer flexibility during the COVID-19 recovery period.
  - Registrants who acquire the rights to travel services for resale can continue for an additional year (until March 31, 2023) to choose to provide a voucher or similar document for future redemption towards travel services.
  - The voucher or similar document provided would be in lieu of a refund or comparable alternate travel services acceptable to the customer if a supplier (e.g., airline or cruise line) fails to provide the travel services on or after March 30, 2020, and that failure is related to COVID-19.
- **Consumers' eligibility to claim unredeemed vouchers through the Compensation Fund remains unchanged:**
  - If a consumer is unable to redeem a voucher or similar document issued by a TICO-registered travel agency, website or tour operator (does NOT include a voucher issued directly by an end supplier to a customer, including airline, cruise line or hotel) for future travel services because of a registrant failure associated with COVID-19, the consumer may be eligible for reimbursement under the Travel Industry Compensation Fund until March 31, 2024.

## Status of the *Travel Industry Act, 2002* Review

The Ministry of Public and Business Service Delivery has indicated that it is re-assessing the regulatory proposals under the *Travel Industry Act, 2002* that were under consideration before the COVID-19 pandemic, including regulating travel salespersons.

# Consumer and Industry Advisory Committee Report

## (Chair – E. Finkelman)

During the year, a new Consumer & Industry Advisory Committee (CIAC) was established. A selection committee consisting of members from TICO's Board of Directors and management team followed a process to identify and recruit interested members. In total, 10 members from broad fields of expertise representing both consumers and industry were selected.

The Committee met twice during the fiscal year to review matters of importance to both consumers and the travel sector. The Committee meetings were observed by a representative from both TICO's Board of Directors and the Ministry of Public and Business Service Delivery.

Following the selection of a Chair from among the members, a full review of the Committee's Terms of Reference was completed, followed by an orientation of TICO and its consumer protection mandate (see page 16).

The Committee was updated on TICO's consumer and registrant awareness campaigns, including addressing various challenges associated with the global pandemic, and the devastating impact to the travel sector.

The Committee was also updated, and provided their feedback, on the future of the travel sector recovery and the unique funding challenges facing TICO in the future.

CIAC members provided their input and insights to the Board of Directors and management on the continuing impact of the global pandemic on consumer confidence and considerations with respect to registrant recovery.

The Committee delivered a clear message that the re-opening of the economy did not equate to a recovered travel sector. As one of hardest hit sectors, a full recovery of consumer confidence, including the health of the industry, will likely extend well into next year and beyond.

The CIAC remains committed to understanding its role as advisors to the Board of Directors and assisting management in navigating through the challenges and opportunities associated with the post-pandemic travel marketplace.



# Consumer Awareness Campaign

During the second year of the COVID-19 pandemic, the travel landscape evolved rapidly, with increased vaccination rates and the easing of border restrictions both domestically and abroad. However, while there was progress towards a recovery in travel, there were also setbacks as new, more contagious variants took hold and eroded consumer confidence in the short-term.

TICO was able to respond quickly to the changes in the marketplace throughout the year. With the bulk of our communications tools being digital, we had the flexibility to change course immediately and effectively, while seamlessly adjusting our approach to meet the needs of consumers and the travel industry.

By closely monitoring consumer sentiment, we were able to provide information and resources that were aligned with what consumers were looking for at the time. As a result, we saw high engagement rates on our social media channels and low bounce rates on our website.

## About the Campaign

### Strategy

As the travel landscape changed many times throughout the year, we continued to rely on our digital communications tools to communicate the right message at the right time.

To reach Ontario's consumers, our strategy was focused on providing timely content and encouraging consumers to click-through to the TICO website to learn more. We continued to use familiar TICO branding, such as the risk asterisk, while updating our visuals to reflect the sentiment at the time. We continued to position TICO as a credible, trusted source of travel information for Ontario consumers.

### Messaging

During peak waves, our communication to consumers focused on providing information about travel restrictions and resolutions for travel that may be cancelled or rescheduled.

As the various waves receded and consumer confidence increased, our messaging pivoted to 'travel-forward' information and the value of booking with a TICO-registered business.

Overall, our messaging to consumers focused on three key areas:

- Being a credible and trusted source of travel information;
- Helping consumers understand the consumer protection and support available from TICO; and
- Explaining the benefits of booking with a TICO-registered travel agency or website during this challenging travel environment.

### Tactics

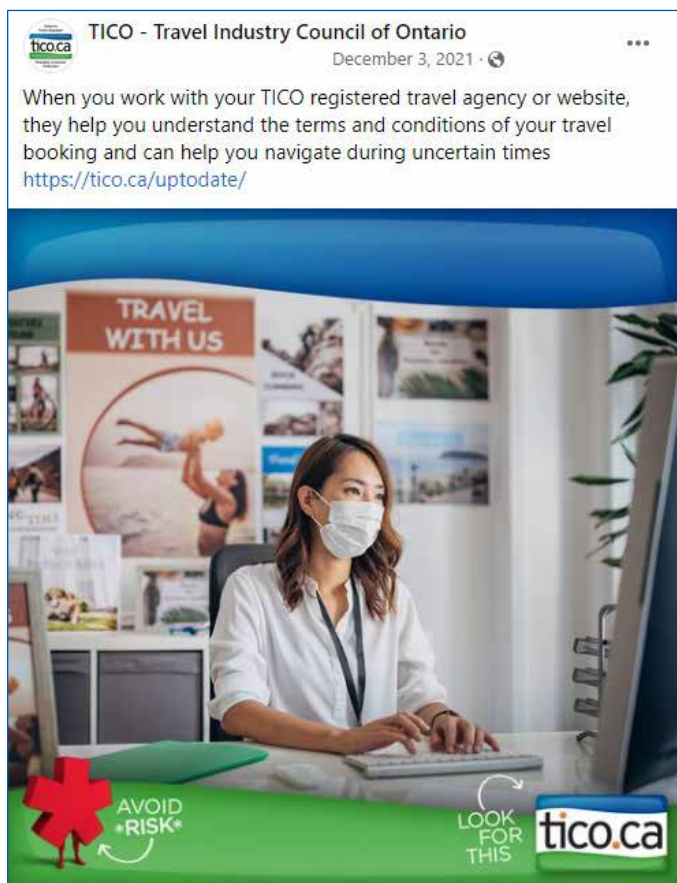
To engage our consumer audience, we used the following tactics:

- **Social media** – TICO maintained a regular posting schedule throughout the year, focusing on these key pillars: information about travel restrictions and updates, information about how TICO helps consumers, and the value of the consumer protection benefits available when booking with a TICO-registered business. We complemented our posts with advertising to further spread our message to Ontario consumers. TICO's social media engagement rates are exponentially higher than industry averages.



- **Blog posts** – By closely monitoring consumer sentiment and developments in the travel landscape, we published blog posts that addressed consumer concerns and areas of interest. These included a pandemic travel checklist, tips for crossing the Canada/US border, and information about how TICO helps consumers. These posts were then shared across TICO's social media accounts to help inform consumers and direct them back to the TICO website for more information.

- **YouTube videos** – We continued to showcase the two, non-skippable, 15-second ads that were created during the previous fiscal year to provide a high-level look at TICO’s value proposition. In early 2022, we created two additional videos using the same asterisk visuals to communicate the importance of consumer protection when travelling in the new normal. These videos were shared across social media and through non-skippable advertisements on YouTube.
- **Search Engine Marketing** – To reach consumers who are searching for travel-related information, TICO maintained a paid Google Search Ads campaign from April 2021-January 2022. In February 2022, TICO was approved for a Google Ad Grants account, enabling us to receive up to \$10,000 USD in free advertising funds from Google each month going forward. In February and March 2022, TICO was able to access more than \$16,500 USD in free advertising funds while driving nearly 18,500 visitors to the TICO website.
- **Media relations** – With the ebbs and flows of the pandemic throughout the year, mainstream media was interested in hearing from TICO about the travel landscape and the consumer protection available to those who are interested in travelling. TICO was featured in 42 consumer news reports throughout the year.



## Data Driven Insights

**Consumer Value Survey**—TICO conducted a follow-up Consumer Value Survey with PMG Intelligence to measure progress on several key metrics. The insights from the survey were used in planning TICO’s consumer and registrant awareness strategy going forward. We saw a modest increase in Ontarians’ aided awareness of TICO, which increased from 58% in 2021 to 60% in 2022. Similarly, respondents’ perceived value of TICO increased from 73% in 2021 to 75% in 2022. A large majority of respondents (82%) indicated that it’s important that the travel agency / website they are booking through is regulated, and they expect to learn about the consumer protection available from the company completing their booking.

**Consumer Awareness Survey** – We continued to measure the impact of the consumer awareness campaign through online two-question surveys. Each unaided survey measured Ontarians’ awareness of TICO and knowledge of TICO’s role in the marketplace. While TICO’s consumer awareness campaign showed strong metrics, we did see a dip in results from the previous year, with 14.35% of respondents who were aware that TICO is Ontario’s travel regulator and 13.1% of respondents who had knowledge of TICO’s role and consumer protection. With significant communication about travel from various levels of government and other industry organizations, there may have been confusion about which organization does what in the marketplace.

## By the numbers

- **11,009,490 total campaign impressions**
- **9,494,064 overall impressions on social media**
- **274,603 video views (for mass video ads)**
- **1,138,445 search impressions (paid Google ads)**
- **75,610 link clicks to TICO's website**
- **1 minutes 25 seconds – average time spent on our website, with a bounce rate of 0.39%**
- **14.35% awareness rate – unaided online consumer survey**
- **13.1% knowledge rate – unaided online consumer survey**
- **20.3% Instagram engagement rate**
- **3.2% Facebook engagement rate**
- **75% of Ontario respondents feel TICO is valuable to them as a travel consumer (PMG Consumer Value Survey)**

## Registrant Awareness and Engagement

The value attributed to registrants linked to consumer awareness and protection is a key component of TICO's overall consumer protection mandate.

Registrants are considered the best 'ambassadors' of TICO's consumer protection message. It is widely acknowledged that a vibrant travel marketplace provides a strong foundation in support of consumer protection goals.

During the year, we surveyed travel retailers and wholesalers to determine their assessment of TICO's overall value and satisfaction with TICO's services. We asked their opinion of the various pandemic-related supports provided by the government and TICO. The survey results identified that the perceived value of TICO has increased from 2021, with more than 3-in-5 feeling TICO and its services provide good or significant value to registrants.

In addition, overall satisfaction with TICO has increased from 2021, with nearly 2-in-3 registrants indicating they are satisfied with the organization. The perceived value of waived fees payable to TICO has increased from 2021. Nearly 3-in-4 registrants felt this was 'very valuable'. Similarly, registrants continue to be satisfied with the pandemic-related support they have received and felt the extension of reporting requirement exemptions and other temporary amendments was very valuable.

TICO remains committed to enhancing its core service delivery to both consumers and registrants. We will continue to plan further engagement strategies with both consumers and registrants, including further research to ensure we use a data-driven approach to achieve our mandate.



# Corporate Social Responsibility/ French Language Services

## Corporate Social Responsibility (CSR) French Language Services

TICO's CSR Committee, a group of enthusiastic and dedicated staff members, have continued to lead TICO's voluntary charitable, environmental and fundraising initiatives.

### Environmental Initiatives

1. Continuing a paperless working environment by e-blasting the Compensation Fund remittance forms, developed a new online registration renewal portal and an in-house document management system to house all records.
2. TICO staff continued with its commitment to regularly clean-up of Max Ward Park, Canadian aviator, and founder of Wardair Canada. Park clean-up took place on October 21, 2021

### Charitable Initiatives

TICO successfully raised over \$3,424 through various CSR fundraising events and initiatives and have donated these funds to Mississauga Food Bank, Plan Canada, and Canadian Red Cross for Ukraine.

### Local Initiatives

1. In recognition of increased demand on the Mississauga Food Bank due to COVID-19, TICO donated \$1,000 to the Mississauga Food Bank from its fundraising efforts.
2. The Shoebox Project for Women is a registered charity that collects and distributes gift-filled Shoeboxes to local women impacted by homelessness across Canada. At Christmas time, TICO staff produced and delivered 22 shoeboxes to the charity filled with products valued at \$1,850 to assist women in the GTA.

### Global Initiatives

1. Continued with child and community sponsorship with Plan International Canada. TICO sponsors a 5-year-old girl from Guinea.
2. The TICO team raised \$920 for the Canadian Red Cross for Ukraine and added an additional \$1,500 from previous donations earned from various initiatives during the year. TICO matched the CSR Committee's donation of \$2,420 to allow for a donation totalling \$4,840 to be made to the Red Cross for Ukraine on behalf of TICO.

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.

### 2021-2022 Statistics for French Language Services

During the fiscal year TICO received 9 inquires in the French language. All written communications with the complainants were provided in French.

Of the 4,678 Education Standards exams written during the fiscal year, a total of 337 were written in French.



# Financial Review

The following financial review is based on the audited financial statements for the Travel Industry Council of Ontario (TICO) for the year ended March 31, 2022, with comparative figures for March 31, 2021.

## Overview

Fiscal year 2021/2022 was one of the most challenging years ever recorded for the industry due to the uncertainty surrounding the recovery from the pandemic and lifting of travel restrictions. This was reflected in an average of 30% reduction in Ontario gross sales reported compared to prior year and an average of 80% decrease when compared to pre-pandemic levels (Note: there is a reporting lag on when registrants report their sales). Financial burden relief in the form of a fee waiver continued to be provided to registrants this fiscal year. Additional burden relief to registrants also continued through less onerous financial reporting requirements. For TICO, the loss of industry revenue was an opportunity to review the organization's funding model and work on a more equitable funding solution for the future.

Resulting loss of revenue for TICO due to the fee waiver being extended to registrants was covered through a Transfer Payment Agreement (TPA) with the Ministry. This TPA provided sufficient operating funding which was recognized as an expense recovery in the statement of operations in the amount of \$3,463,041. Investment returns on the managed portfolio performed poorly at year-end which largely contributed to a net deficiency of revenues over expenses for the year. TICO's expenses performed better-than-budget and were higher than prior year, as further explained below. The final result for the fiscal year was a deficiency of revenues over expenses.

A Deficiency of revenue over expenses of \$1,224,604, which performed better than budget, was largely the net result of poor investment market performance and an increase in the amount of claims.

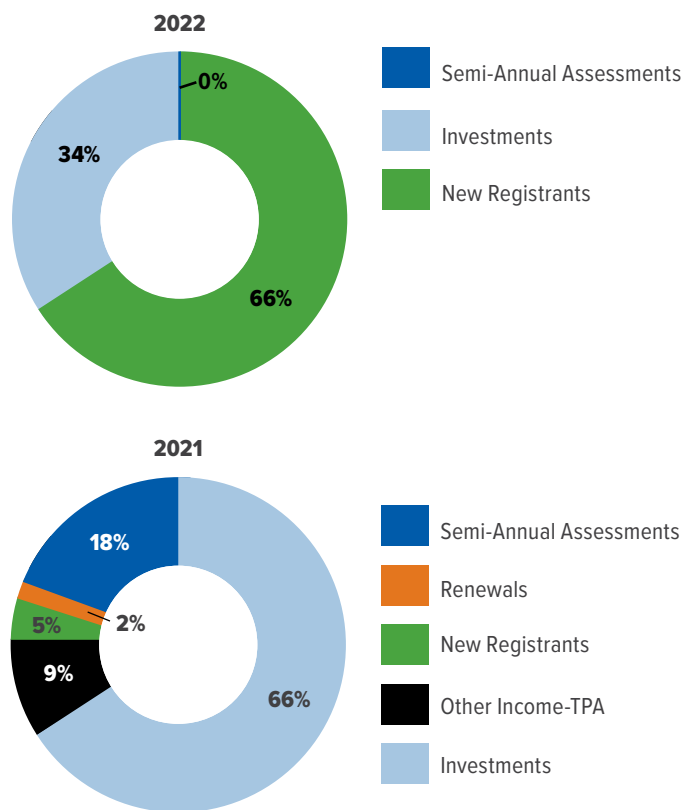
As at March 31, 2022, total Net Assets were \$27,839,716 compared to \$29,064,320 for the year ended March 31, 2021. This decrease in Net Assets was mainly a result of poor investment market performance. Investments performed atypically well at the end of the prior year, causing a large comparative variance overall. Total revenues decreased by \$2,970,021 (92%), while operating expenses, before net claims, were higher by \$471,850 (12%). Claims before recoveries and related costs were higher than prior year \$491,473 (2021 \$64,757) and lower when compared

to actuarial expectations. This increase in claims represents the highest amount of claims since 2014.

TICO is required to maintain all Compensation Fund monies in a segregated account. As of March 31, 2022, assets held for the Fund totaled \$23,494,930. Due to fee waivers, no registrant contributions were posted to the Fund during the year, and all claims were accounted for through the unrestricted reserves.

## Revenues

The composition and sources of revenues are provided below:



Revenues came in lower than budget expectations and were lower than the prior year by \$2,970,021 or 92% due to fee waivers issued to current registrants. The reported semi-annual assessments represent revenue from prior years' late filers. Although investment income was lower than budget and prior year, it represents a decline in the market value of investments, which is considered temporary. This caused a significant shift in the proportion of

individual revenue contribution, whereby new registrant income contributed highest (66%) of total revenues, while in the prior year its total contribution was 5%. Early indications are now materializing that new entrants into the travel marketplace are emerging faster than first envisaged. Investment income was the second strongest revenue contributor whose contribution percentage decreased from 66% to 34%. Operating revenues of \$165,938 compared to \$780,694 in the prior year, a reduction of \$614,756 (79%).

For the fiscal year, total registrant Ontario gross sales of \$3.2 Billion declined by approximately 30% over the prior year. Gross sales in Q3 and Q4 are significantly higher than the prior year's same quarter end, indicating the beginning of a recovery.

The number of registrants has declined when compared to prior year, compared with a 2% historical annual attrition rate. Total registrants of 2,035 are lower from prior year by 60, a decrease of 3%. A total of 70 new registrants, including branches, opened business during the year, up from 52 in the year prior. The total number of new registrants were further offset by 265 terminations (expired registrations, voluntary terminations, and revocations) during the year (2021 – 263). Of the 265 terminations, a spike due to COVID-19, none have since renewed.

In aggregate, revenues for new registrations of \$165,200 were reported. All renewal and Compensation Fund fees were waived during the year. The semi-annual revenues reported represent late filers from the pre-waiver period. Any new registrants during the year were required to pay the initial registration fees.

The year ended with investment income of \$84,151 compared to the prior year's gains of \$2,133,750. This result is significantly below budget expectations. Increasing interest rates and lowered consumer confidence have contributed to higher volatility and to a depressed investment performance. TICO holds all its investments in a diversified low risk portfolio managed by an external investment advisor with oversight provided by management and the Board of Directors. Given the quality of its investments, there is very low risk that there are any permanent losses in the portfolio.

## Operating Expense

Total operating expenses of \$4,450,148 are higher than prior year by \$471,850 or 12%. Overall increase in expenses was largely a result of an increase in salaries and benefits by \$523,897 (19.8%). Total staff complement of 28 was marginally higher compared to the 27 headcount reported prior year-end. A temporary emergency salary reduction in the prior fiscal year reverted back to original arrangements, in response to a significant increase of demands on all staff. This combined with an additional resource focused on TICO's future funding framework and fee model added to the total

growth and investment in salaries and benefits. In addition, normal market adjustments reflecting the inflationary impacts on salaries was recognized during the year. Management utilized contract resources to cost-effectively continue with business plan initiatives, including education platform innovations.

TICO demonstrated prudent financial management in the use of external professional services which resulted in a decrease in professional fees of \$51,615. The remaining expense line items were not significantly different from prior year. The majority of board meetings were held virtually, resulting in further cost savings. These savings in other operating costs resulted in a net growth of operating expenses of 12%.



TPA capital funding was accounted for as a direct reduction in cost to the capital assets. No amortization was recorded on these purchases, which is in line with the accounting policy used. This has contributed to a lower amortization expense.

## Compensation Fund

The Fund balance at March 31, 2022, was \$23,494,930 (2021 – \$23,494,930). Claims against the Fund for this fiscal year were \$491,473 (2021–\$64,757) reflecting six registrant failures and three end-supplier failures. The recoveries relate mostly to claims included above. The net costs of claims totaled

\$382,546 for the year, reflecting highest claims in since 2014 years (2021–\$49,907). The increase in claims can be attributed to the fallout of the pandemic, nonetheless, they are lower than estimated by the actuarial studies. Although there were no registrant contributions to the Compensation Fund this year, together with claims, they are processed through the unrestricted reserve which is consistent with TICO's accounting policy.

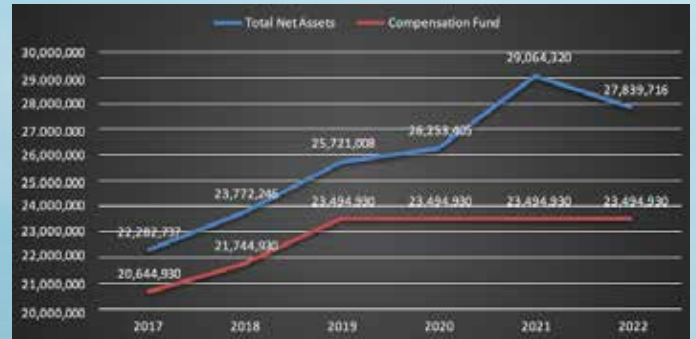
While average claims against the Fund have generally been considered low in the past few years, the balance available to fund future claims for potential registrant and/or end-supplier failures remains lower than recommended as per the most recent actuary report.

## Capital Expenditures

Capital assets deployed in the business at March 31, 2022, totaled \$637,886 (2021 – \$742,926). Capital expenditures, fully funded by TPA and totaling \$98,602 were technology related, focused on delivering service delivery enhancements. Management’s longer-term technology plan leverages cloud- computing, with virtually all of TICO’s infrastructure and applications hosted through various cloud- based services. Enhancements made throughout the year will enable TICO to continue to modernize its services using e-commerce capabilities. TPA capital funding was accounted for as a direct reduction in cost to the capital assets, which is in line with the accounting policy used.

## Statement of Net Assets

For the year-ended March 31, 2022, total net assets are \$27,839,716, a decrease of \$1,224,604 reflecting a deficiency of revenue over expenses compared to last year’s excess ROE (2021–\$2,810,915).



The total Fund has a balance of \$23,494,930 as of March 31, 2022. At the approval of the board, excess funds are transferred to the Compensation Fund. In the last four years no excess funds were available to be transferred to the Compensation Fund.

The unrestricted funds of \$2,490,584 (2021–\$3,640,828) will be used for the purposes of business continuity for the year 2022-2023.

# Appendix I

**Travel Industry Council of Ontario  
Financial Statements  
For the year ended March 31, 2022**

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## Independent Auditor's Report

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### To the Members of the Travel Industry Council of Ontario

#### Opinion

We have audited the financial statements of Travel Industry Council of Ontario ("TICO"), which comprise the statement of financial position as at March 31, 2022, and the statements of operations, the changes in net assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Travel Industry Council of Ontario as at March 31, 2022, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

#### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the TICO in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the TICO's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the TICO or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing TICO's financial reporting process.

#### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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## Independent Auditor's Report (Continued)

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### Auditor's Responsibilities for the Audit of the Financial Statements (continued)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the TICO's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the TICO's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the TICO to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*BDO Canada LLP*

Chartered Professional Accountants, Licensed Public Accountants

Oakville, Ontario  
May 31, 2022

## Travel Industry Council of Ontario Statement of Financial Position

March 31	2022	2021
<b>Assets</b>		
<b>Current</b>		
Cash	\$ 892,099	\$ 1,206,398
Short-term investments (Note 2)	19,471,445	21,430,446
Accounts receivable	77,021	3,515
Prepaid expenses	95,772	94,831
	20,536,337	22,735,190
<b>Investments (Note 2)</b>	<b>10,366,894</b>	<b>10,173,987</b>
<b>Capital assets (Note 3)</b>	<b>637,886</b>	<b>742,926</b>
	<b>\$ 31,541,117</b>	<b>\$ 33,652,103</b>
<b>Liabilities and Net Assets</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (Note 4)	\$ 435,951	\$ 186,535
Deferred revenue (Note 4)	-	166,159
Deposits from registrants	2,853,630	3,803,630
	3,289,581	4,156,324
<b>Deferred leasehold inducement (Note 5)</b>	<b>283,684</b>	<b>314,364</b>
<b>Deferred rent</b>	<b>128,136</b>	<b>117,095</b>
	<b>3,701,401</b>	<b>4,587,783</b>
<b>Net assets</b>		
Compensation fund (Note 6)	23,494,930	23,494,930
Invested in capital assets	354,202	428,562
Internally restricted operating reserve fund (Note 7)	1,500,000	1,500,000
Unrestricted fund	2,490,584	3,640,828
	27,839,716	29,064,320
	<b>\$ 31,541,117</b>	<b>\$ 33,652,103</b>

The accompanying notes are an integral part of these financial statements.

## Travel Industry Council of Ontario Statement of Operations

For the year ended March 31	2022	2021
<b>Revenue</b>		
Semi-annual payments from registrants	\$ 738	\$ 592,905
Renewals	-	64,989
New registrants	165,200	122,800
Investment income	84,151	2,133,750
Government assistance - registrant refunds (Note 4)	-	305,666
	<b>250,089</b>	<b>3,220,110</b>
<b>Expenses</b>		
Claims	491,473	64,757
Recoveries	(108,927)	(14,850)
	<b>382,546</b>	<b>49,907</b>
<b>Net claim and related costs</b>		
	<b>3,169,589</b>	<b>2,645,692</b>
Salaries and benefits	372,318	403,836
Consumer and registrant awareness	313,281	278,217
Computer network and support	268,234	275,198
Facilities	108,583	109,070
General and office	101,970	96,215
Board and governance expense	39,052	90,667
Professional fees	50,960	48,330
Insurance	12,917	19,741
Bank charges and merchant fees	6,136	5,687
Ontario Government oversight and other statutory fees (Note 8)	4,183	4,328
Credit checks	2,925	1,317
Travel and related	<b>4,450,148</b>	<b>3,978,298</b>
<b>Total operating expenses</b>	<b>4,450,148</b>	<b>3,978,298</b>
<b>Deficiency of revenue over expenses for the year before amortization and government assistance</b>	<b>(4,582,605)</b>	<b>(808,095)</b>
Amortization	(105,040)	(135,593)
Government assistance - expense reimbursements (Note 4)	3,463,041	3,754,603
	<b>\$ (1,224,604)</b>	<b>\$ 2,810,915</b>
<b>Excess (deficiency) of revenue over expenses for the year</b>	<b>\$ (1,224,604)</b>	<b>\$ 2,810,915</b>

The accompanying notes are an integral part of these financial statements.



**Travel Industry Council of Ontario**  
**Statement of Changes in Net Assets**

For the year ended March 31

2022

2021

	Invested In Capital Assets	Restricted For The Ontario Travel Industry Compensation Fund (Note 6)	Internally Restricted Operating Reserve Fund (Note 7)	Unrestricted Fund	Total	Total
Balance, beginning of year	\$ 428,562	\$23,494,930	\$ 1,500,000	\$ 3,640,828	\$29,064,320	\$26,253,405
Excess (deficiency) of revenue over expenses for the year	-	-	-	(1,224,604)	(1,224,604)	2,810,915
Deferred lease inducement	30,680	-	-	(30,680)	-	-
Amortization of equipment	(105,040)	-	-	105,040	-	-
<b>Balance, end of year</b>	<b>\$ 354,202</b>	<b>\$23,494,930</b>	<b>\$ 1,500,000</b>	<b>\$ 2,490,584</b>	<b>\$27,839,716</b>	<b>\$29,064,320</b>

The accompanying notes are an integral part of these financial statements.

## Travel Industry Council of Ontario Statement of Cash Flows

For the year ended March 31	2022	2021
<b>Cash was provided by (used in)</b>		
<b>Operating activities</b>		
Excess (deficiency) of revenue over expenses before other items	\$ (1,224,604)	\$ 2,810,915
Adjustments to reconcile excess of revenue over expenses to net cash provided by operating activities		
Amortization	105,040	135,593
Unrealized loss (gain) in investments	128,424	(1,943,111)
Changes in non-cash working capital balances		
Accounts receivable	(73,506)	93,623
Prepaid expenses	(941)	6,916
Accounts payable and accrued liabilities	249,416	(179,431)
Deferred revenue	(166,159)	166,159
Deposit from registrants	(950,000)	(335,000)
Deferred lease inducement	(30,680)	(30,679)
Deferred rent	11,041	11,042
	(1,951,969)	736,027
<b>Investing activities</b>		
Purchase of investments	(7,766,943)	(8,895,520)
Redemption of investments	9,404,613	7,481,595
Purchase of capital assets	98,602	69,263
Government assistance - capital assets	(98,602)	(69,263)
	1,637,670	(1,413,925)
<b>Decrease in cash</b>	(314,299)	(677,898)
<b>Cash, beginning of year</b>	1,206,398	1,884,296
<b>Cash, end of year</b>	\$ 892,099	\$ 1,206,398

The accompanying notes are an integral part of these financial statements.

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# Travel Industry Council of Ontario

## Notes to Financial Statements

**March 31, 2022**

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### 1. Significant Accounting Policies

#### Nature and Purpose of Agency

Travel Industry Council of Ontario (TICO) was incorporated on April 7, 1997 as a not-for-profit corporation without share capital, under the laws of Ontario. TICO is designated by the Lieutenant Governor in Council, as the Administrative Authority responsible for administration of the Ontario Travel Industry Act, 2002 (the "Act"). TICO's responsibilities are to carry out delegation of the Act in accordance with the Administrative Agreement and to achieve the Government of Ontario's goal of maintaining a fair, safe and informed marketplace.

The Ontario Travel Industry Compensation Fund (the "Fund") is a fund established under the Ontario Travel Industry Act, 2002 and Ontario Regulation 26/05 to reimburse consumers for travel services when they have been paid to an Ontario registrant, the travel services have not been provided and the registrant is unable to refund their money by reason of bankruptcy or insolvency. The Fund also pays for certain repatriation related expenses. Under certain conditions, the Fund also pays claims resulting from the failure of cruiselines and airlines (end suppliers) to provide travel services.

On December 14, 2017, Bill 166, Strengthening Protection for Ontario Consumers Act, 2017 received Royal Assent in the Ontario legislature. The provisions amending the Travel Industry Act, 2002 are not yet in force. The provisions will come into force on a day to be named by proclamation of the Lieutenant Governor.

On March 30 and November 27, 2020 the Ontario government announced that the Ontario Regulation 26/05 under the Travel Industry Act, 2002, has been amended, with immediate effect, to reduce burden on Ontario's registered travel agencies and tour operators and to enhance consumer protection for certain travelers impacted by the COVID-19 outbreak. On March 1, 2022, extensions to temporary amendments were announced to further support the industry recovery.

TICO is not subject to income taxes in accordance with Section 149(1)(l) of the Income Tax Act (Canada).

#### Basis of Accounting

The financial statements have been prepared using Canadian accounting standards for not-for-profit organizations.

#### Revenue Recognition

TICO records revenue using the deferral method of accounting for contributions. Semi-annual payments from registrants, renewals and new registrant fees are recorded when received or receivable if the amount can be reasonably estimated and collection is reasonably assured.

Investment income is recorded as revenue when received or receivable.

#### Claims

Standard claims must be made within six months after the registrant, or end supplier becomes bankrupt, insolvent or ceases to carry on business. Trip completion claims must be made within six months after the registrant failure.

Claims provision is estimated at each fiscal year end. In addition, provisions are made for changes in reported claims and claims incurred but not reported, based on past experience and business in force. The estimates are regularly reviewed and updated, and any resulting adjustments are included in excess of revenue over expenditures.

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# Travel Industry Council of Ontario

## Notes to Financial Statements

March 31, 2022

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### 1. Significant Accounting Policies (Continued)

#### Deposits From Registrants

Deposits from registrants are received or receivable upon registration with TICO and is returned to the registrant upon the completion of submitting two consecutive financial statements to TICO and given the registrar has no concerns about registrants compliance.

#### Recoveries

Amounts are recoverable to offset claims paid, including commissions recoverable from registrants, are recorded when received.

#### Capital Assets

Capital assets are recorded at cost less accumulated amortization. Amortization based on the estimated useful life of the assets is calculated as follows:

Furniture and fixtures	20% diminishing balance
Computer hardware	3 years straight-line
Computer software	2 years straight-line
Database	5 years straight-line
Leasehold improvements	over the term of the lease
Vehicle	30% diminishing balance

#### Deferred Lease Inducement

Deferred lease inducement is amortized on a straight-line basis over the remaining term of the lease.

#### Deferred Rent

Deferred rent represents a free-rent period and rent escalation on the lease premises. The lease costs are recorded on a straight-line basis over the term of the lease.

#### Government Assistance

Government assistance related to operations are accounted for as a reduction of the operating expenses. Government assistance related to property and equipment are accounted for as a reduction to the cost.

#### Use of Estimates

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.

#### Financial Instruments

Financial instruments are recorded at fair value when acquired or issued. All fixed income notes, guaranteed investment certificates, and mutual funds are recorded at fair value, with gains and losses reported in operations. All other financial instruments are reported at amortized cost less impairment, if applicable. Transaction costs on the acquisition, sale or issue of financial instruments are expensed for those items re-measured at fair value at each statement of financial position date and charged to the financial instrument for those measured at amortized cost.

## Travel Industry Council of Ontario Notes to Financial Statements

**March 31, 2022**

### 2. Investments

Investments consist of guaranteed investment certificates ("GIC") , fixed income notes, and mutual funds recorded at fair value. Guaranteed investment certificates and fixed income notes bear interest at rates ranging from 0.55% - 3.70% (2021 - 0.25% - 3.70%) and with maturity dates ranging from April 2022 to December 2026 (2021 - April 2021 to December 2026). Mutual funds and GICs that mature within the next fiscal year are presented as short-term on the statement of financial position. Included within the investments are restricted deposits from registrants.

### 3. Capital Assets

	2022		2021	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Furniture and equipment	\$ 182,216	\$ 94,317	\$ 182,216	\$ 72,342
Computer and hardware	268,165	266,101	268,165	244,617
Computer software	95,604	93,451	95,604	88,993
Database	347,400	312,216	347,400	291,620
Leasehold improvements	627,488	118,810	627,488	83,102
Vehicles	35,475	33,567	35,475	32,748
	<b>\$ 1,556,348</b>	<b>\$ 918,462</b>	<b>\$ 1,556,348</b>	<b>\$ 813,422</b>
Net book value		<b>\$ 637,886</b>		<b>\$ 742,926</b>

### 4. Government Assistance

During the year, the Provincial Government provided funding through a Transfer Payment Agreement ("TPA"). In 2022, TICO received \$3,649,809 including a carryover from the prior year of \$166,159 (2021 - \$4,295,690) which enables TICO to cover its operational expenses while providing burden relief to its Registrants. Of the total funding received in 2022, \$98,602 (2021 - \$69,263) was used for the purpose of purchasing capital assets.

As of March 31, 2022, \$88,166 (2021 - \$nil) of funding received remains payable to the Provincial Government.

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## Travel Industry Council of Ontario Notes to Financial Statements

**March 31, 2022**

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### 5. Deferred Leasehold Inducement

	<u>2022</u>	<u>2021</u>
Original inducement	\$ 385,950	\$ 385,950
Accumulated amortization	<u>(102,266)</u>	<u>(71,586)</u>
	<u>\$ 283,684</u>	<u>\$ 314,364</u>

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### 6. Internally Restricted Net Assets - The Ontario Travel Industry Compensation Fund

Article 2.01 of By-law one of TICO requires that all monies held shall be used in promoting its objectives. Section 52 of Ontario Regulation 26/05 enacted under the Act requires that all money in the Fund and any income on such money shall be held by TICO in trust for the benefit of claimants whose claims for compensation are approved by TICO in accordance with the Regulation. Section 73 of Ontario Regulation 26/05 provides that remuneration of advisors may be paid from the Fund.

Ontario Regulation 26/05 made under the Act restricts the maximum amount that may be reimbursed for a failure to provide travel services with respect to all claims arising out of an event or major event to \$5,000,000 plus an additional \$2,000,000 for trip completion costs. The Fund pays a maximum claim of \$5,000 per person (Note 9).

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### 7. Internally Restricted Operating Reserve and Unrestricted Reserve Fund

The internally restricted operating reserve is intended to provide capital to maintain operations following a significant unforeseen adverse event. Additions to, or drawings from this reserve are at the discretion of the Board.

The restricted operating reserve at March 31, 2022 is \$1,500,000. The remaining unrestricted reserve will be left to fund continuing operations consistent with the Board approved business plan.

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## Travel Industry Council of Ontario Notes to Financial Statements

**March 31, 2022**

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### 8. Commitments and Contingencies

a) Under terms of an Administrative Agreement entered into during January 2013 between TICO and the Ministry of Government and Consumer Services (the "MGCS"), TICO is obligated to pay a maximum annual fees based on cost recovery to the Province of Ontario. As at March 31, 2022, this annual fee was waived for the current fiscal year and next fiscal year.

b) TICO has operating lease commitments for its premises. Future minimum annual lease payments (including estimated operating costs) for the next five years and thereafter are as follows:

2023	\$ 292,132
2024	306,226
2025	309,909
2026	309,909
Thereafter	<u>1,386,895</u>
Total	<u>\$ 2,605,071</u>

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### 9. Financial Instruments Risk

#### Market value risk

Market value risk is the risk of potential loss caused by the fluctuations in fair value or future cash flows of financial instruments by changes in their underlying market value. TICO is exposed to this risk through its investments (Note 2).

#### *Interest rate risk*

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. TICO is exposed to interest rate risk arising from the possibility that changes in interest rate will affect the value of fixed income denominated investments.

This risk has not changed from the prior year.

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## Travel Industry Council of Ontario Notes to Financial Statements

March 31, 2022

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### 10. Subsequent Event

#### COVID-19 Impact

On March 11, 2020, the World Health Organization declared the outbreak of a novel coronavirus (“COVID-19”) as a global pandemic, which continues to spread throughout Canada and around the world. The Ontario Government has passed a number of regulatory changes to ease the burden on businesses in the travel sector and TICO has also extended a fee waiver to existing registrants to assist them during these difficult times. During the reported fiscal year, the Ontario Government provided funding, through a Transfer Payment Agreement, allowing TICO to carry-out its mandate while providing burden relief to Registrants.

Subsequent to year-end, Ontario Government has committed to providing additional funding for the fiscal year ending March 31, 2023 through a third Transfer Payment Agreement. The third Transfer Payment Agreement will provide partial funding for TICO while the remaining funding is expected to be covered by TICO’s unrestricted reserves.

Although TICO cannot estimate the length or gravity of the impact of the COVID-19 outbreak at this time, if the impact of the pandemic continues, it may have a material adverse effect on the results of the future operations, financial position, and liquidity of TICO registrants in fiscal year 2023. In turn, this may impact consumer claims filed with TICO as a result of bankruptcy or insolvency of TICO registrants.

#### Other

Subsequent to year end, the Provincial Government and TICO signed a new Administrative Agreement which outlines the roles, duties and responsibilities of the Government and the overall governance of TICO.



# Appendix II

## TICO BOARD OF DIRECTORS 2022–2023 (as of March 31, 2022)

### Industry Representatives

**Nicole Burse**

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

### Board of Director Biographies

**Angella Blanas**

Senior economic and business development executive, charismatic, innovative and community-oriented Senior Project Manager and Investment Attraction Advisor with extensive experience in accomplishing remarkable outcomes in economic and community development on local, regional, national and international levels. Project management and planning specialist by developing thoughtful solutions that address complex challenges. Angella has shown to be a born leader and entrepreneur by nature with a goal to sustain and promote healthy environment and economic development to support people, communities and the planet.

Executive leadership, managing strategy and planning initiatives, waterfront development, neighbourhood revitalization, repurposing brownfields, transportation planning, and leading end-to-end project management processes for commercial, industrial, mixed-use, residential planning & design of franchises, office & retail space, custom homes, restaurants, entertainment districts – Expert in building and sustaining relationships with clients, stakeholders, government officials, cluster and sector groups.

As an innovative management executive – over 20 years with a diverse array of professional experience as a trusted advisor and consultant. Angella received her Bachelor of Architecture, Minor in Project Management from Ryerson University, and a Masters of Architecture, Minor in Urban Planning from the University at Buffalo, State University of New York. She sits on a few boards including the Greenbelt Foundation and currently serving TICO as a Board Member and TICO's Governance and Human Resources Committee.

### **Nicole Bursey**

During Nicole's 28-year career in the travel industry she has held roles in a variety of sectors including wholesale, retail, and cruise. These experiences have led to her current position as Commercial Director, Transat Tours Canada. In this role, Nicole manages national commercial agreements, leads the sales team in Ontario, Atlantic and Western Canada and provides oversight to the company's group department. Nicole has served on the TICO Board for 4 years as a representative of the Canadian Association of Tour Operators and is currently the chair of the Regulatory and Business Strategy Committee.

### **Joanne Dhue**

Joanne has had a successful career in the travel industry with more than 35 years of experience working for tour operators including well known companies such as Skylark, Paramount Holidays, Red Seal Tours and presently the Sunwing Travel Group.

Joanne started her career after graduating from Seneca College Travel and Tourism by working with an inbound operator in Toronto assisting travellers from the Windsor/Detroit area. Joanne then joined Red Seal Tours in 1994 as Reservations, Groups and Customer Service Manager, which in 1999 was purchased by well respected industry veteran Colin Hunter. It was in 2002 when Red Seal Tours was rebranded as Sunwing Vacations which is now part of the largest vertically integrated travel company, the Sunwing Travel Group.

Joanne in her current role as Director of Claims & Compliance is responsible for the management of tour operator and airline claims and works closely with the regulatory bodies that govern both the tour operator and airline division.

Joanne has served on the TICO Board of Directors for one year as a representative of Canadian Association of Tour Operators (CATO) and is a member on two of TICO's committees; the Governance and Human Resources Committee and the Audit, Technology & Risk Management Committee.

### **Doug Ellison**

Prior to opening Ellison Travel & Tours in 1980, Doug Ellison spent 14 years in education organizing school trips. In 1980 Ellison Travel was established and today has grown to more than 90 in 3 locations—Exeter and London, ON and North Vancouver, BC with a sales team in Calgary, Ottawa and Toronto.

Over the years Doug has volunteered for many organizations including Lions Club, Western Ontario Athletic Association, Student & Youth Travel Association, to name a few. He organized the Terry Fox Run locally while participating annually since 1981 and ran a charity golf tournament for 20 years raising thousands of dollars for charities. Doug continues to support youth sports teams, music programs and hospitals.

Customized planning for private groups is Ellison Travel's specialty. Strong relationships have been developed with music groups, seniors groups, community organizations and schools with a focus on music and are proud to be the appointed travel provider for MusicFest Canada and Con Brio Festivals.

Ellison's public tour division designs customized travel for like-minded travellers from women's and seniors' tours to international culinary experiences offering a variety of destinations worldwide.

Experienced travel agents with product and destination knowledge plan vacations and business travel while continually updating their skills as they adapt to new travel procedures in a post-pandemic world. As Ellison Travel moves into their 42nd year in business, they continue their commitment to their clients to increase the quality of their travel experiences.

### **Mike Foster, CTC**

Mike Foster is President of Nexion Travel Group—Canada, with headquarters in London, Ontario. Part of the Internova Travel Group (formerly Travel Leaders Group) and serving Independent Contractor home-based and store-front agents across Canada, Nexion Canada opened in 2013. Mike opened his first agency in 1982 and has over the years added a number of agencies through acquisition, building one of the area's largest travel agency companies with as many as 5 agencies serving leisure, corporate, group, and incentive travel, as well as Independent Contractor agents. He has served a variety of roles in both ACTA Ontario and TICO for the past several years. Mike has also been a member of the College Advisory Committee for the Tourism and Hospitality Division of Fanshawe College in London, as well as a board member and fund-raiser for a number of charitable organizations in London, including the Sunshine Foundation, Junior Achievement, the Small Business Centre, and the London Health Sciences Centre. Mike has also been involved in the submissions of proposed changes by both ACTA and TICO, and is focused on bringing real, substantial, and positive change to the travel industry.

### **Ted Goldenberg**

Ted Goldenberg has worked in both Wholesale Tourism and Motor-coach Tourism for the past 48 years. Starting at age 20, as a tour manager going to Western Canada from Toronto. Ted then joined Skylark Holiday in the wholesale tour industry in sale promoting travel to the Southern USA, Mexico, and the Caribbean. Ted has been with Getaway Tours as General Manager for both tour and bus operations. Since 2008, Ted is co-owner of Chapman Cultural Tours and is responsible for Accounting and Regulatory Compliance. Ted is also involved with OMCA and has served as the chairman of the Tour Council as well as sitting on the board of OMCA.

**Zaid Lama**

Zaid Lama is a business strategy planner with over 20 years of project leadership and team building experience in management consulting, private equity and design/engineering organizations.

In addition to working on several JV projects and offset programs in the energy and renewables industry, Zaid has worked with globally leading corporations like Carrier, Trane, York, Avis Energy, Infinia Power, Dolphin Energy, Embraer S.A., EADS (Airbus), Thales Group, Finmeccanica (Now Leonardo), Global Water Group, Dassault Aviation, Rheinmetall Defense and Formula One Management Ltd., among others. He has served a total of 13 years on various boards in remunerated, volunteer and advisory roles.

Zaid completed his Bachelor of Science in Business and Corporate Finance at Florida Institute of Technology, followed by earning a Master's degree in Government from Harvard University. He is a resident of Oakville, Ontario where he resides with his wife and two children. Zaid is actively involved in several local community associations and charitable foundations by way of fundraising and community outreach.

**Michael Levinson**

Michael Levinson has a diverse background that includes over 35 years of experience in hotel development & operations, real estate, property management, and over 25 years of experience in software development. Michael was a founding partner of two award-winning Ottawa hotels: Albert at Bay Suite Hotel (1985), and Best Western Plus Ottawa Downtown Suites (1990). Both hotels permanently closed in October 2020 and have been repurposed for rental housing. Michael was at the forefront of online hotel reservations technology launching Bookdirect Hotel Reservations System in 1996 and oversaw its development and operations for 18 years. Michael was President of the Ottawa Gatineau Hotel & Motel Association, and Vice President of the Ontario Hotel & Motel Association. He was a board member of the Human Resources Executives of the Canadian Tourism Research Institute (CTRI), a division of the Conference Board of Canada. In the mid-1990's Michael sat on Best Western Hotels' International Marketing Advisory Board for 5 years. Michael is currently the founder and chief strategist of a business consultancy.

**Rocky Racco**

Rocky Racco is the CEO of TTI Travel. Having taken over the business from his parents and growing it into a preeminent custom travel solutions provider, Rocky has over 40 years experience in the travel industry. Rocky oversees the business at a strategic level as well as being firmly in the drivers seat, ensuring the company sustains positive growth and remains connected with the best industry resources and alliances. Rocky is at the forefront of industry issues and has contributed his time and expertise to many

associations and boards, such as The Association of Canadian Travel Agencies (ACTA), the Advisory Board of the BCD Affiliate program, Co-Chair of The Canadian Corporate Travel Association (CCTA), The Air Canada Circle of Excellence Advisory Board, The Travel Council, The Accor/Fairmont Luxury Travel Agency Board, and many other supplier boards. His passion for travel and extensive experience in global business has helped build TTI Travel's strong reputation for innovation, excellence, and extraordinary tailored services.

**Scott Stewart**

Scott Stewart is co-owner and President of Blowes & Stewart Travel Group Ltd. with four full service retail offices, 21 home offices and 36 Independent Contractors throughout Ontario, and head office located in Peterborough. Their family owned and operated agencies, combined with over 123 years in business, hold both retail and wholesale licenses. For over 36 years Scott has been very involved in the travel industry and is currently serving TICO as a board member. He sits actively on several boards and enjoys contributing to the travel and not for profit sectors. He currently serves on the Audit, Technology and Risk Management and Legislative & Regulatory Modernization Committees for TICO, as well as vice-chair.

**Robert Townshend, CTC**

Robert Townshend is the President of Total Advantage Travel & Tours since its inception in 1995. The agency holds both retail and wholesale licences. Robert has 35 years' experience in the travel industry working for various other agencies prior to the opening of his agency. Robert is actively involved in the Travelsavers consortium speaking at several conferences. Robert is a graduate of Ryerson University and the Canadian Travel School. He has taught the travel and tourism program at both Centennial College and Sheridan College. He was the on-air travel advisor on the TV show "Bad Trips Abroad". He currently sits on the Travel Industry Advisory Board for a major Canadian tour operator. He was elected to the TICO Board of Directors in 2018 and also serves on TICO's Regulatory and Business Strategy Committee.

# Appendix III

## 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, Finance & Financial Compliance

### **Antoine (Tony) Aramouni**

Director, Information Technology

### **Auditors**

BDO Canada LLP  
1 City Centre Drive, Suite 1700  
Mississauga, ON L2B 1M2

## Biography of Richard Smart, CPA, CA, ICD.D

Richard Smart serves as President and CEO of the Travel Industry Council of Ontario (TICO), having been appointed in December 2014. Effective January 1, 2015, Richard also assumed the role of TICO Registrar for the province. He is responsible for executing TICO's strategic plans and objectives as approved by the Board of Directors and is an ex-officio member of the Board.

Prior to his appointment, Richard was the Chief Financial Officer (CFO) of the Technical Standards and Safety Authority (TSSA) from

2009-2014. While at TSSA, Richard gained invaluable experience in a senior leadership role interacting with the Board of Directors and Ministry of Public and Business Service Delivery.

Richard's private sector experience includes Chief Financial Officer roles in transportation, including AMJ Campbell Van Lines and Air Canada Vacations. The latter role provided Richard with excellent experience, specifically in the travel industry, during a challenging time of Air Canada restructuring. In addition, Richard was actively involved with the Canadian Association of Tour Operators (CATO), a founding member of TICO. Richard has also served in senior Finance roles at the Royal Bank Financial Group and Nortel, including experience in Mergers & Acquisitions, Risk Management, Controllershops, and various trade associations.

Richard is a Chartered Professional Accountant, having earned his Chartered Accountant designation with PricewaterhouseCoopers in 1985. Richard has also received his ICD.D director's designation through the Institute of Corporate Directors and is committed to excellence in boardroom governance.

## Biography of Dorian Werda

Dorian Werda serves as the Vice President, Operations for the Travel Industry Council of Ontario (TICO). After graduating from Humber College in 1986 with a diploma in Travel and Tourism, Dorian started her career in travel at Wardair Canada assisting customers on the Help Desk in the Customer Accounting Department (BSP Help Desk), where she investigated and responded to travel agent and passenger accounting queries and liaised with Wardair's Customer Relations Department. Following Canadian Airlines' takeover of Wardair, Dorian took on a new position in 1990 as Claims Supervisor for the temporary claims centre that was set up by the Ontario government after the failure of Thomson Vacations—which ultimately resulted in the largest payment of claims against Ontario's Travel Industry Compensation Fund. After supervising the temporary claims centre, Dorian continued her role as Claims Co-ordinator for the Ontario Travel Industry Compensation Fund Corporation.

In June of 1997, the Ontario government delegated the responsibility of administering Ontario's Travel Industry Act, including the Ontario Travel Industry Compensation Fund, to TICO. Dorian was promoted to Manager, Administration & Claims, overseeing TICO's Claims and Consumer Complaints Departments. In 2012, she became Director, Customer Service and Stakeholder Relations and in 2014, she was

promoted to Vice President, Operations. Dorian is responsible for managing TICO's Registration, Claims, Complaints, Investigations and the Education Standards and Development Departments. She also holds the position of Deputy Registrar. In 2016, Dorian attended the Harvard Kennedy School Executive Education and earned a Certificate in Strategic Management of Regulatory and Enforcement Agencies.

## Biography of Tracey McKiernan, LL.B.

Tracey McKiernan is Legal Counsel & Corporate Secretary for the Travel Industry Council of Ontario (TICO). She has been involved in the legislative and regulatory review process at TICO since 1998 leading up to the changes to the *Travel Industry Act, 2002* and Ontario Regulation 26/05. Ms. McKiernan received her B.A. (Honours) in Sociology from the University of Western Ontario and her LL.B. from Osgoode Hall Law School.



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