



August 11, 2023

Jean Hébert, President
Canadian Association of Tour Operators
1353 De Papillion Place
Orleans, ON K4A 1Y9

Dear Jean,

We are writing to inform you of Minister's Orders received by TICO earlier today from the Honourable Kaleed Rasheed, Minister of Public and Business Service Delivery.

The Orders have been posted to TICO's website [at this link](#) and will be communicated to all registrants.

Our Board of Directors has undertaken a comprehensive review of its governance and Board composition model this past year and approved this direction in principle at its July 25, 2023 Board meeting.

These Orders, some of which take immediate effect, reflect governance best-practices relating to a smaller, more balanced, and skills-based Board focused on TICO's consumer protection mandate. An important facet of this revised governance model is continued input from travel agents and travel wholesalers. The Minister has also ordered the formation of an industry advisory council reporting into the Board of Directors. Collectively, these Orders assist TICO's Board with transitioning to a new and modern governance model to support both consumers and industry during the travel recovery now underway.

Under this revised model, a new Nominations Committee of the Board will be formed to receive eligible applicants, and to recommend future appointments to TICO's Board, which will be voted on at our September 26th Annual General Meeting.

We would like to take this opportunity to express our appreciation for CATO's support of TICO's Board of Directors over many years. We look forward to continuing a strong and open relationship with CATO in the years ahead.

Sincerely,

A handwritten signature in blue ink, appearing to read "Richard Smart".

Richard Smart
President & CEO

A handwritten signature in black ink, appearing to read "Michael Levinson".

Michael Levinson
Board Chair

cc: Minister Kaleed Rasheed
Deputy Minister Renu Kulendran
Assistant Deputy Minister Michèle Sanborn