

TWENTY-FIVE YEARS
25
PROTECTING CONSUMERS



Ontario's Vehicle Sales Regulator

2021 Annual Report



Table of Contents

8

Organizational Overview

11

Strategic Goals

18

Executive Update

36

Financials



MESSAGE FROM THE PRESIDENT AND CHAIR OF THE BOARD

Dear Minister,

In June 2021, I was honoured to be appointed as the new President and Chair of OMVIC's Board of Directors, and on behalf of the board, I am pleased to present OMVIC's 2021 Annual Report. As both COVID-19 and new technologies continue to shape the sector, I remain impressed by the board's dedication to governance, financial oversight, and risk management. We also ensure ongoing accountability to consumers and our partners at the Ontario Ministry of Government and Consumer Services.

In 2021, the organization welcomed new board members including Patricia Perkins and Chris Gauthier. We also said goodbye to Mohamed Bouchama, Sandy Di Felice, Paul Tinney, and our board secretary Chandar Singh, who had been with the organization since it began, in various roles. I want to thank these individuals for the vision and expertise they contributed during their time on the board.

Throughout 2021, we continued to make progress toward OMVIC's four strategic goals which are centered around consumer protection, registrant professionalism, stakeholder engagement, and organizational efficiency. These goals drive efficiency and value—two key objectives for our organization as it strives to become a modern regulator. I want to acknowledge the board for its pursuit of these goals, and I look forward to joining them in the ongoing achievement of the Strategic Plan.

In 2021, the Office of the Auditor General of Ontario (OAGO) completed its value-for-money audit of OMVIC. We are grateful for the opportunity to work collaboratively with the OAGO's team as they developed recommendations that will enhance the work that OMVIC is already doing to protect the rights of consumers in Ontario and uphold industry professionalism. Implementing the OAGO's recommendations will be an organizational priority for the next two years and beyond.

Furthermore, I would like to thank CEO and Registrar John Carmichael for his outstanding leadership throughout a challenging year, in addition to the senior leadership team and all employees. Their commitment to consumer protection, organizational excellence and creating a strong partnership with the Board of Directors keep OMVIC on track to fulfill its mandate.

As the organization prepares to celebrate its 25th anniversary in 2022, I want to acknowledge this impressive milestone. A quarter century of consumer protection is no mean feat, and I look forward to celebrating this achievement with staff and stakeholders in 2022. I am confident we have the right leadership to steer us on our path into the future, and I look forward to our continued success.

Yours sincerely,

Virginia West
President and Chair of the Board



MESSAGE FROM THE CEO AND REGISTRAR

Dear Minister,

2021 was a year of transformation and growth at OMVIC. The ongoing pandemic, coupled with inventory challenges, supply chain issues and microchip shortages continued to cause major disruption within the automotive sector and our organization. OMVIC, however, remained committed to ongoing quality improvement and innovation as we delivered on our operational priorities.

In 2021, the Office of the Auditor General of Ontario (OAGO) was asked to undertake an independent review of OMVIC and deliver recommendations to enhance the value that OMVIC provides to consumers. The report identified challenges and gaps that need to be addressed to administer the Motor Vehicle Dealers Act (MVDA) and uphold relevant sections of the Consumer Protection Act, in the most effective way possible.

The report is insightful and extremely important for OMVIC as we continue our journey to become a modern regulator. We are eager to begin making the changes necessary to enhance the work that we are already doing to protect the rights of consumers in Ontario, uphold industry professionalism and deliver on our mandate. OMVIC's senior management team is working with the Ministry of Government and Consumer Services (MGCS) and other key stakeholders to develop an action plan that will guide our organization as we implement the Auditor General's recommendations over the next two years and beyond. The action plan is posted on OMVIC's website ([Auditor General's Value-for-Money Audit](#)), and will be updated on a quarterly basis to show our progress towards implementing the recommendations.

2022 will be another important year for OMVIC as we celebrate our 25th anniversary in April. While the automotive sector faces new challenges, we continue to deliver people-centered approaches to regulation, while driving cost savings, to ensure consumers get excellent value for money. As we embark on the next 25 years, our plans include enhancing our consumer protection efforts, raising the bar on digital service delivery, and improving organizational effectiveness and efficiency.

It is important to note that OMVIC's achievements would not be possible without the extraordinary efforts of our Chair, Virginia West, Board of Directors, leadership team, dedicated employees, and consumer and industry partners. We continue to work together to foster a fair and informed marketplace for motor vehicle sales in Ontario.

I look forward to the future as we continue our transformation to become a modern regulator.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'John Carmichael', written in a cursive style.

John Carmichael, ICD.D
CEO and Registrar

OMVIC's team exists to protect consumers and enhance registrant professionalism.

Consumers should know they are protected, and dealers and salespersons will operate with honesty, integrity, and fairness.

About the Ontario Motor Vehicle Industry Council (OMVIC)

OMVIC administers and enforces the Motor Vehicle Dealers Act, 2002 (MVDA)—a public protection statute on behalf of the Ontario Ministry of Government and Consumer Services (MGCS). OMVIC is a not-for-profit corporation governed by a 12-member board of directors.

As a regulator, OMVIC exists to protect consumers and enhance registrant professionalism. Consumers should know they are protected and that registrants—dealers and salespersons—will operate with honesty, integrity and fairness.



8,000+

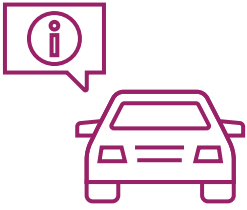
motor vehicle dealers

30,000

salespersons in Ontario



Conducting business as a motor vehicle dealer or salesperson requires OMVIC registration. With more than 8,000 motor vehicle dealers and 30,000 salespersons in Ontario, OMVIC has a strong mandate, mission, and values to ensure consumers are protected, and registrant professionalism is enhanced.



MANDATE

Maintain a fair, safe, and informed marketplace for motor vehicle sales in Ontario.

MISSION

We will take pride in the results of our commitment to a fair marketplace, achieved through innovation, enforcement, and excellence in service.

VALUES

To achieve its vision, OMVIC strives to be a diligent and modern regulator. Its work is guided and informed by beliefs and commitments including:

- Protecting consumers and acting in the public interest
- Acting respectfully and with integrity
- Taking fair, measured, and appropriate action
- Monitoring industry trends, developments, and issues
- Meaningfully engaging with consumers, registrants, and stakeholders
- Ensuring value at every consumer, registrant, and stakeholder point of contact
- Seeking the highest standards and performing best in class
- Continuing to adopt the practices of a "modern regulator" with the intention of applying best practices, including:
 - Dedication to the principles of consumer protection, transparency, and operational independence
 - Employing risk-based compliance/enforcement activities
 - Enhancing registrant professionalism
 - Improving digital processes and automation
 - Engaging stakeholders
 - Employing data analytics and effective performance measures
 - Fostering a culture of innovation
 - Identifying major sources of risk to consumers and executing compliance strategies to address them
 - Keeping abreast of consumer needs and expectations, and factors that impact vehicle sales
 - Exploring and using technologies to increase, improve and/or expedite services and registrant engagement
 - Communicating clearly to inform and educate
 - Maintaining a work environment that fosters learning and adapting, job satisfaction, enjoyment and pride in accomplishment

Strategic Goals

As the regulator of motor vehicle dealers and salespersons, OMVIC exists broadly to protect the public interest and to protect consumers. Consumers must have confidence that the motor vehicle purchasing process is regulated, fair and safe, and that there are rights to protect them if they encounter problems. To accomplish this, OMVIC has set out four strategic objectives for the organization that guides priority setting, resource allocation, capabilities, and budgeting requirements:

- 01** Increase consumer protection and awareness
- 02** Increase registrant professionalism and accountability
- 03** Be a trusted and respected partner by engaging stakeholders
- 04** Increase organizational efficiency and effectiveness

These strategic goals will be achieved through operational activities. OMVIC's progress towards meeting these goals is monitored with key performance indicators (KPIs) that are tracked in a balanced scorecard (Appendix B). Management, the board, and MGCS review the scorecard each quarter.

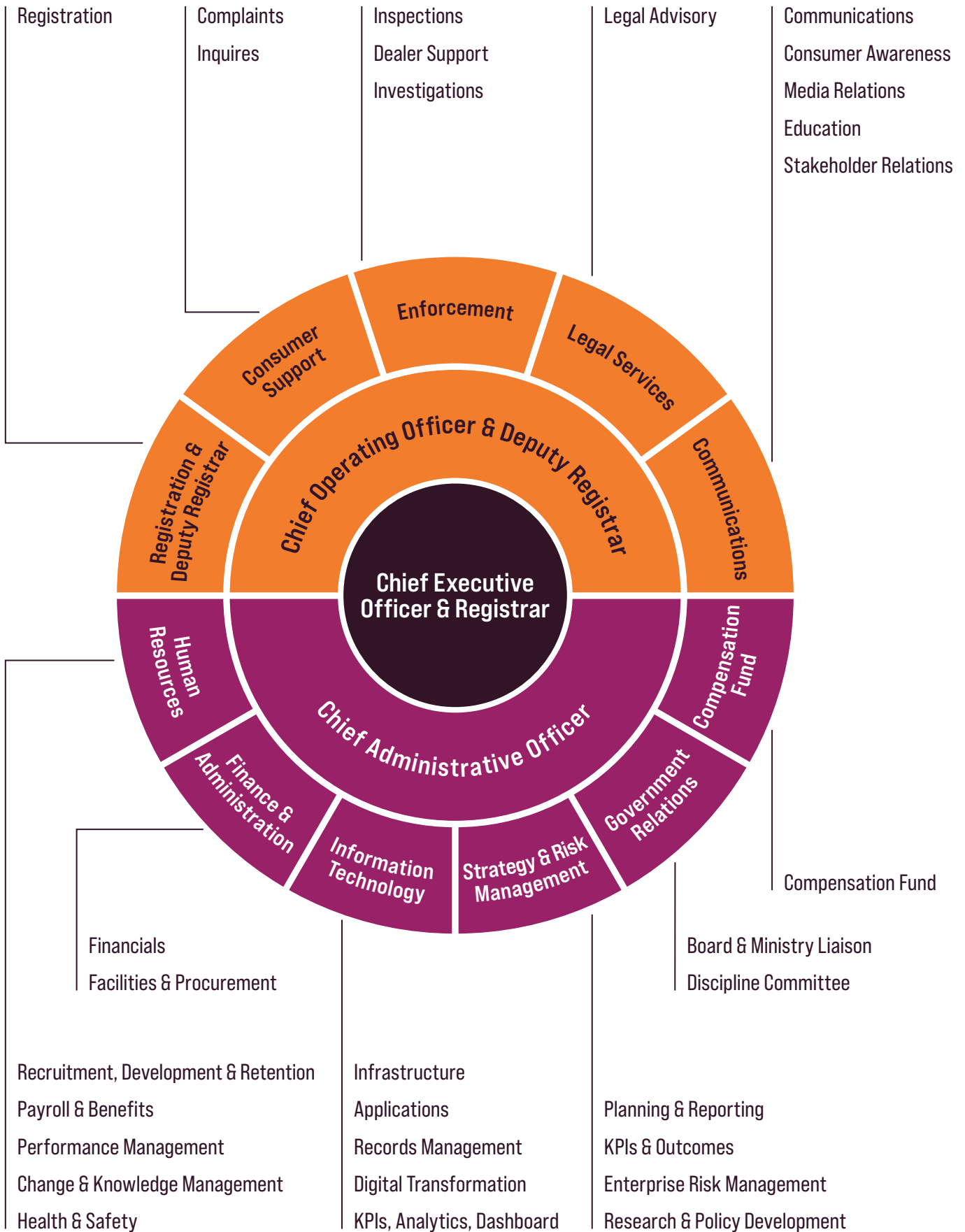
In 2022, OMVIC will continually review and evaluate KPIs to ensure progress is being made towards achieving strategic goals and to inform data-driven decision-making.

Corporate Overview

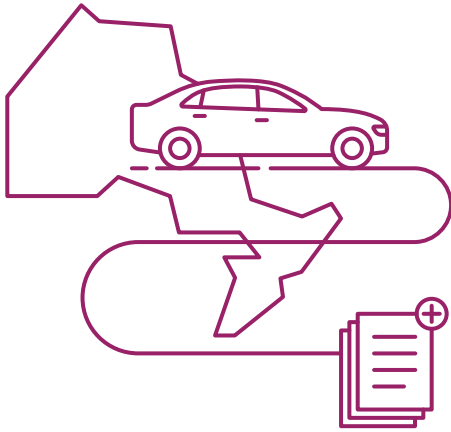
OMVIC's Board of Directors provides strategic direction, financial control and governance oversight. The board is comprised of nine dealers from large and small businesses in new and used motor vehicle markets. They are elected by dealers across Ontario. There are also three public representatives who are appointed by the Minister of Government and Consumer Services. Directors' biographies and a list of board committees are provided in *Appendix A*.

The CEO and Registrar leads OMVIC's overall management and administration, and reports to the Board of Directors. OMVIC's day-to-day functions are divided into operations and administration teams.





OMVIC by the Numbers



8,192

dealers

29,032

salespersons

775

new dealer applications

3288

new salesperson applications

19,719

total renewals

2,382

inspections conducted

593

charges laid against 88 alleged curbsiders

53

compliance warning letters issued

529

investigations opened

977

registrar actions taken

963

number of dealer inquiries responded to about compliance related matters

540

investigations closed

56

proposals to revoke, suspend, refuse or impose conditions

805

escalated complaints closed over time

1044

charges laid

38

discipline notices served



\$1,637,745

conciliation returned to consumers



19

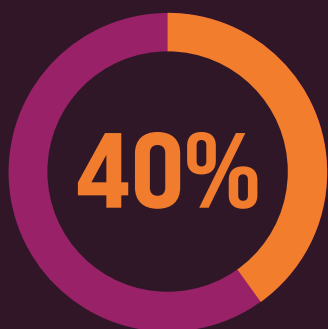
Compensation Fund claims approved out of 28 claims received

33,586

number of consumer inquiries received

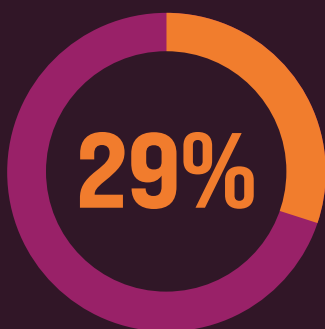
\$238,000

Compensation Fund total value paid to consumers



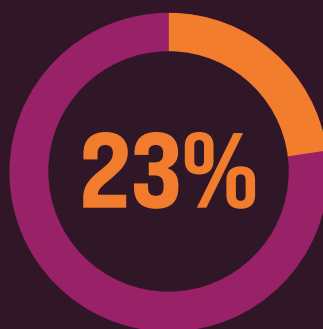
40%

all-in pricing knowledge among consumers



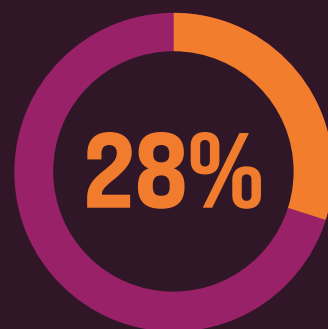
29%

OMVIC brand awareness among consumers



23%

consumers who understand what curbsiders are



28%

consumers who know motor vehicle dealers and salespersons must be registered



total revenue

\$19,576,384

total expenses

\$19,033,105

Review of Regulations

In August 2021, MGCS posted a consultation paper on Ontario's Regulatory Registry, seeking feedback on potential changes to the MVDA, and its regulations related to reducing burden on business, improving regulatory efficiency, and protecting consumers.

In September 2021, OMVIC provided feedback on the proposals. OMVIC will collaborate with MGCS as it considers the feedback received and examines potential legislative and regulatory proposals to address recommendations from the Auditor General's value-for-money audit of OMVIC.

By-law and Policy Changes

During the June 2021 Annual General Meeting (AGM), by-law changes were approved by OMVIC members to remove certain outdated and unnecessary provisions. The first amendment included removing the terms *"or by telegram or cable or facsimile"* from the list of methods for giving notice set out in section 66 of the by-laws.

The second amendment removed a Code of Ethics that was referred to in the by-laws but did not apply to registrants. Specifically, the Code of Ethics in Schedule A of the by-laws and related content in sections 76 through 80 (dealing with the Code of Ethics, Standards of Business Practice, and the ability of the Board of Directors to establish a disciplinary process for the Code and the Standards, and wording in section 80 of the by-laws relating to enactment). This content was removed because the provisions were redundant, confusing, and potentially conflict with the Code of Ethics in Regulation 332/08 of the MVDA.

Executive: Operations & Administration Update

CAO—Joanne Beaton

The administrative team had another exceptionally busy year. With major milestones like implementing OMVIC's new cloud-based solution for expense processing and continued work on the new client relationship management system (CRM) named the Consumer Automotive Regulatory System (CARS), the team was steadfast in their commitment to delivering on our strategic objectives. Despite navigating another difficult year with the COVID-19 pandemic, I remain impressed with our team's many accomplishments.

As we celebrate OMVIC's 25th anniversary in 2022, the administrative team will continue to employ best practices to drive organizational efficiency while delivering on our mandate. One example of this is the expanded use of the cloud-based system to expedite expense and invoice processing. This new system allowed OMVIC's financial department to automate its processes and drive further efficiencies.

At the end of 2021, OMVIC had completed 50 per cent of the recommendations from the 2018 efficiency study, with another 40 per cent on track for completion by the end of 2022. This year, OMVIC will complete the implementation of an online claim submission system for the Motor Vehicle Dealers Compensation Fund, establishing clear and consistent hiring practices for our Human Resources department, and many other initiatives outlined in the efficiency study which will be completed following the launch of the CARS system in 2022.

COO & Deputy Registrar—Maureen Harquail

2022 marks OMVIC's 25th anniversary—and I am proud of the great strides our organization has made in the last quarter century in terms of consumer protection, upholding registrant professionalism and delivering on our mandate as a regulator.

OMVIC's operations team focused on making progress on major organizational projects, including the OAGO value-for-money audit of OMVIC and the launch of the new Dealer Support team. The team launched in July 2021 to replace the Business Standards team and continue providing guidance and support to registrants related to compliance with the MVDA. The introduction of the new team and the progress towards implementation of the new CARS system are just two examples of the many ways OMVIC continues to adapt and modernize to meet changing industry demands.

Looking ahead to the next 25 years and beyond, actioning the recommendations following the Auditor General's value-for-money audit will be an integral part of our transformation to a modern regulator. The report's 30 recommendations touch every department at OMVIC, and our senior leadership team has developed an action plan to address these recommendations in a timely and effective manner.

OMVIC's operations team will continue to modernize, find efficiencies and build on our success. I trust that our team's professional ability to execute on these operational matters leaves OMVIC well positioned for a successful future.

DEPARTMENTAL OVERVIEW: COMMUNICATIONS

25th Anniversary Highlight:

Launched a new consumer awareness campaign in 2021 that utilized a fresh and more targeted approach to engaging consumers across new mediums which increased brand awareness by 5% to 29% and all-in-price awareness by 16% to 40%.

The communications team fosters two-way communication to build meaningful relationships with stakeholders and enhance awareness of consumers' rights and protections provided by the MVDA. The team oversees a wide range of activities to support OMVIC's strategic goals, along with the goals and objectives of individual departments within OMVIC. The team is responsible for internal communications, media relations, consumer awareness, education, and stakeholder relations.

Communications is all about building meaningful relationships.

The team launched the 2021 OMVIC consumer awareness campaign in August 2021. It utilized a fresh and more targeted approach to enhancing consumer awareness with a focus on vulnerable consumers. The campaign used a variety of different mediums with a focus on digital marketing. This included advertising on streaming and on-demand TV, music streaming services, and online and social media platforms. The campaign focused on all-in price advertising which remains a high-risk issue for consumers, along with OMVIC brand awareness.

The brand component was designed to position OMVIC as a trusted authority, source of information, and resource for consumers to better prepare them for motor vehicle purchases. This was identified as a priority as consumers typically trust and pay increased attention to messages from brands they know and respect as credible. Consumers were surveyed after the campaign and awareness of OMVIC increased by five per cent to 29 per cent and consumer awareness and understanding of

all-in price advertising increased by 16 per cent to 40 per cent compared to prior to the campaign.

As OMVIC continues its path to becoming a modern regulator, redesigning its public-facing website for consumers and registrants is a priority in 2022. OMVIC's website is the primary channel for communication with consumers and registrants, and must be easy to navigate, interactive, user friendly, easy to find and searchable for both consumers and registrants.

Stakeholder Engagement Throughout 2021

The evolving global pandemic resulted in an ongoing focus on COVID-19-related messaging to registrants, particularly in the first half of 2021 as the province moved through the various stages of different reopening frameworks. The team anticipates this will decrease in 2022 as public health and health system indicators improve with increased vaccination rates.

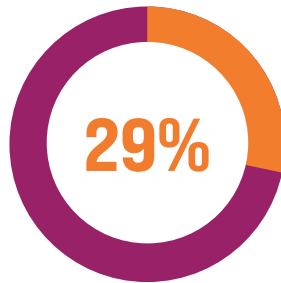
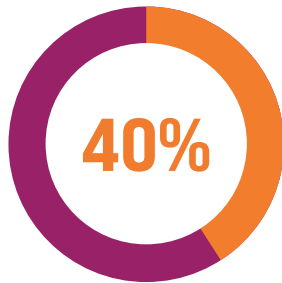
In 2021, OMVIC conducted a comprehensive review of the Certification Course. This resulted in recommendations that the course adequately focuses on areas of high non-compliance that present the greatest risk to consumers; that the course is easy to read and understand; and that the course includes all of the information that registrants require to ensure compliance with the MVDA. In 2022 OMVIC will work with its education partner, Georgian College, to implement the recommendations and update all associated course material.

In 2021 OMVIC expanded its existing partnership with the Ontario Provincial Police (OPP) with the development and delivery of an anti-fraud presentation for registrants in the Caledon area in collaboration with the Serious Fraud team. Due to the success of the initiative, in 2022 the presentation will be offered in collaboration with the OPP on a regular basis to all registrants across Ontario.

Working in partnership with industry and consumer associations, in September 2021, OMVIC repeated the 2020 survey to provide a snapshot of registrants' and consumers' confidence in the automotive sector. The report which will be released in 2022 provides an overview of key challenges facing Ontario's motor vehicle dealers while showcasing how low supply has affected motor vehicle availability and continues to negatively impact the sector.

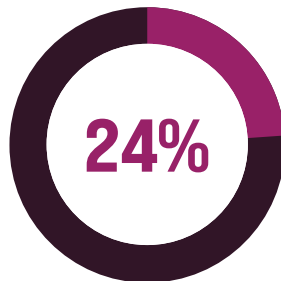
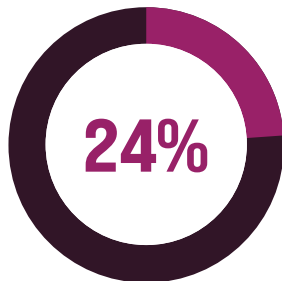
AWARENESS: ALL-IN PRICE AWARENESS AMONG CONSUMERS OMVIC BRAND AWARENESS AMONG CONSUMERS **NUMBER OF CONSUMER EDUCATION SESSIONS:** SESSIONS DELIVERED

2021



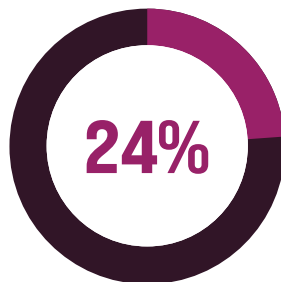
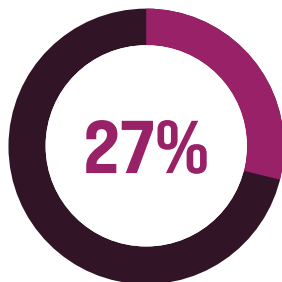
14

2020



24

2019



35

The number of consumer-focused webinars decreased from 2020 to 2021 due to ongoing supply chain issues and inventory shortages experienced by motor vehicle dealers. Furthermore, COVID-19 restrictions continued provincewide throughout the year, which further decreased interest in car-buying webinars. OMVIC expects the number of sessions being delivered to increase as inventory and supply chain issues may subside in the upcoming year and as pandemic restrictions are eased across Ontario.

DEPARTMENTAL OVERVIEW: CONSUMER SUPPORT

25th Anniversary Highlight:
Consumer support recently surpassed over 20 million dollars in total restitution to consumers since 2004/2005 and has handled over 269,000 consumer calls since 2010.

The consumer support team responds to consumer inquiries prior to the purchase of a motor vehicle as well as issues that arise following a purchase. The team offers free advice to assist motor vehicle buyers who may have an issue with a registered dealer, or who need advice before purchasing a motor vehicle. Furthermore, consumer support helps OMVIC stay on top of trends, identifying existing industry problems and mitigating the risks they present.

In 2020, the consumer support team vetted files and refined its complaints intake process, prioritizing serious issues for escalation such as undischarged liens. In 2021, the team took this initiative to the next level, refining negotiation processes and improving file efficiency and effectiveness. To further support this initiative, consumer support created a complaint handling process for complainants in the form of an overview document outlining what consumers can expect throughout the process.

Despite the ongoing COVID-19 pandemic and lower motor vehicle sales in 2021, the number of calls consumer support received exceeded projections. On average, consumer support receives 25,000 to 30,000 phone inquiries a year; the team forecasted 25,000 for 2021 and received 26,840.

Notwithstanding COVID-19 challenges, the team succeeded in effectively securing restitution and retaining dealer and consumer satisfaction levels. Consumer support negotiated over 800 consumer complaints and helped return \$1,637,745 to consumers—for the third year in a row the team achieved over \$1,500,000 in restitution.

2021 is the third year in a row consumer support reached over \$1,500,000 in restitution to consumers.

Work to streamline processes will carry over to 2022 as the team continues to modernize OMVIC's consumer support services. The team will push ahead with plans to migrate the electronic consumer complaint submission form into the CARS system. This will enhance efficiency and enable employees to spend less time on administrative tasks.

A measure of success—to guide decision making, consumer support consistently tracks, monitors and measures trends with consumer inquiries as well as the industry.

Managing Complaints

Consumer complaints are referred to the consumer support team. Formal inquiries are complaints that OMVIC receives, where advice is offered, but the file is not escalated to a negotiation. On first contact with OMVIC, complainants are given instructions on how to resolve grievances. The most common complaints received relate to motor vehicle condition, liquidated damages, contract disputes, and misrepresentation (such as a failure to disclose a motor vehicle's accident history). Utilizing the instructions provided by OMVIC, many common complaints are resolved directly between the consumer and the dealer. More complex issues may require direct involvement from OMVIC, to achieve reasonable conciliation between the two parties. This is classified as an escalated complaint which is a complaint that is escalated to a negotiation. OMVIC tracks the time it takes to complete each negotiation for an escalated file. The time to handle an escalated complaint begins when a complainant provides relevant documentation and a signed OMVIC complaint process acknowledgment form (OCPAF), giving OMVIC permission to contact a dealer on their behalf.

NOTE: OMVIC cannot compel or order a dealer to cancel a contract, return money or carry out repairs—only courts have this authority.

If a suitable resolution is not achieved through the complaints process, a consumer may consider civil action. If a consumer believes their complaint was not addressed appropriately, they can contact OMVIC's Appeals Committee of the Board of Directors. The committee is chaired by a board member appointed by the Minister of Government and Consumer Services. There were no appeals filed with the committee in 2021.

This is the first time I have ever used OMVIC, and I was very happy with the process and the outcome. The OMVIC representative was great—very helpful, kind and understanding. She explained the whole process to me, how it worked and did her best to ensure I was happy with the results.

—Consumer feedback, 2021

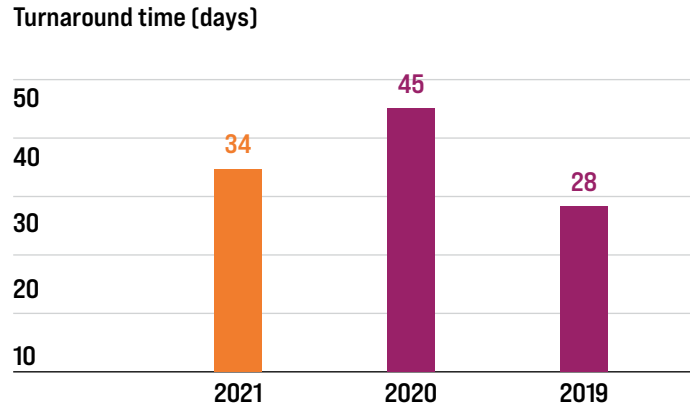


COMPLAINTS RECEIVED:

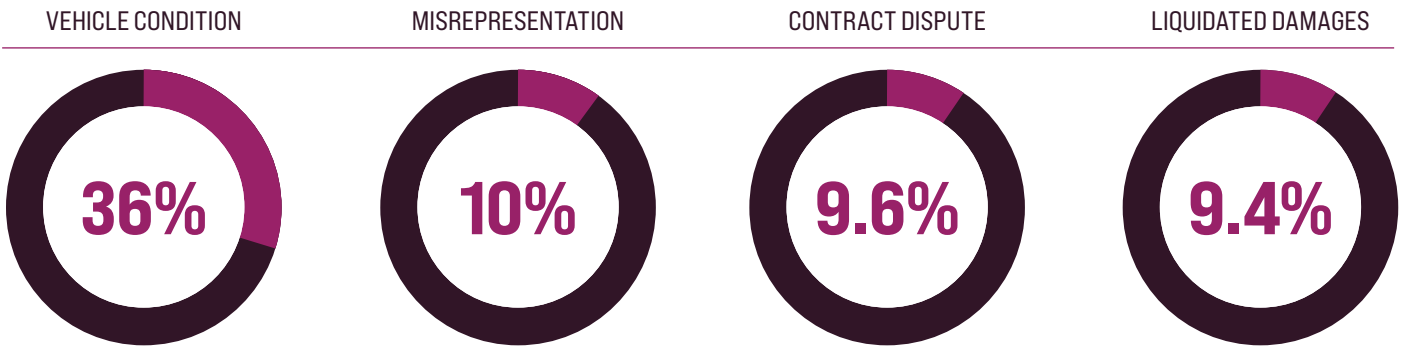
	ONLINE FORM	E-MAIL INQUIRIES	FORMAL COMPLAINTS*
2021	1,901	4,845	805
2020	1,516	4,477	809
2019	1,631	2,965	1,149

*Formal complaints are complaints filed against dealers escalated to an OMVIC resolution support specialist for review and possible negotiation.

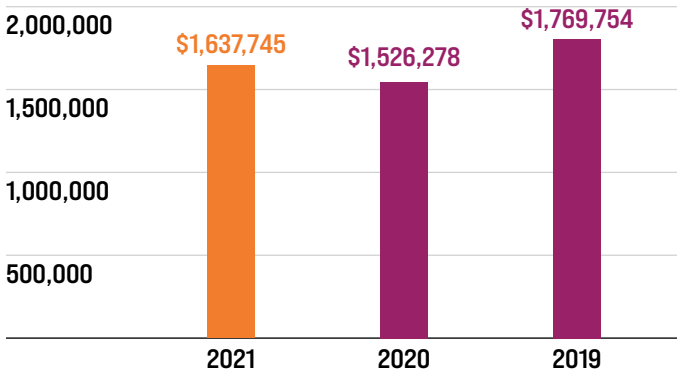
AVERAGE ESCALATED COMPLAINT HANDLING TIME:



TOP CATEGORIES OF COMPLAINTS:

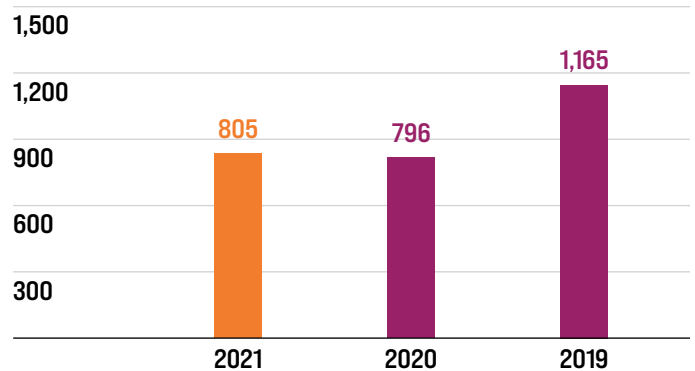


MONEY RETURNED TO CONSUMERS OVER TIME:



These amounts do not capture the value of repairs the consumer support team negotiated.

ESCALATED COMPLAINTS CLOSED OVER TIME:



CONSUMER SATISFACTION SURVEY RESULTS OVER TIME:

	KNOWLEDGE	COURTESY	EFFICIENCY
2021	4.3 _{/5}	4.1 _{/5}	4.0 _{/5}
2020	3.9 _{/5}	3.7 _{/5}	3.5 _{/5}
2019	4.3 _{/5}	3.8 _{/5}	3.6 _{/5}

The data obtained from an anonymous electronic survey from consumers who participated in the complaints process. More than [800] surveys were sent in 2021, and [262] responses were received, which represents a [33%] per cent response rate.

DEALER SATISFACTION SURVEY RESULTS OVER TIME:

	KNOWLEDGE	COURTESY	EFFICIENCY
2021	4.6 _{/5}	4.8 _{/5}	4.7 _{/5}
2020	4.6 _{/5}	4.6 _{/5}	4.5 _{/5}
2019	4.6 _{/5}	4.7 _{/5}	4.6 _{/5}

Translation Services/Services de Traduction

OMVIC responds to all French inquiries and ensures French-language services are easily available for registrants and consumers through our website and phone system. In 2021 OMVIC received 19 requests from consumers for French translation. To help consumers—particularly new Canadians—navigate the car-buying process or access OMVIC's

complaints conciliation service, OMVIC offers free, on-demand translation services in more than 150 languages. Consumers can access translation services through the website or by calling OMVIC. Translators will work with consumers and OMVIC's consumer support team to help resolve issues when possible.

DEPARTMENTAL OVERVIEW: ENFORCEMENT

25th Anniversary Highlight:
Enforcement has conducted almost 50,000 inspections and 13,000 investigations since 1997.

The enforcement team is tasked with ensuring registrants comply with the MVDA and its regulations through hands-on activities including inspections, mystery shops, and investigations. The team protects consumers from curbsiders and aids law enforcement agencies with resources, awareness, and evidence-sharing. The department is comprised of three teams: inspection, investigation and dealer support. These dedicated teams work together to ensure compliance is met, consumers are protected, and dealers receive the support they need.

Checks and Balances

The inspection team is responsible for conducting dealership inspections province-wide, both in the field and remotely, to ensure registrants comply with the MVDA. 2021 was a highly successful year with 2,382 inspections and 65 site visits conducted. Initially carried out in response to COVID-19, remote inspections have proven especially useful in connecting with dealers across the province. The average turnaround time from the inspection date to the closing date is 6.44 days.

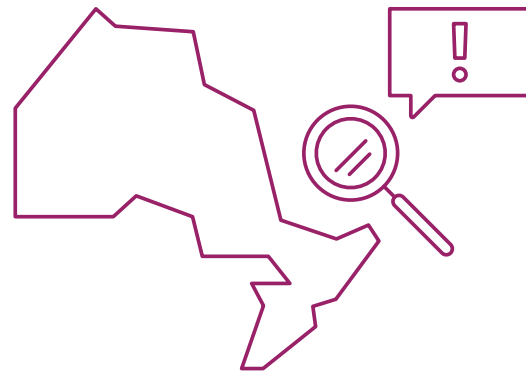
The investigation team is responsible for conducting investigations of alleged breaches of the MVDA. Investigators are appointed as Provincial Offence Officers with the ability to lay charges under the MVDA when infractions are uncovered. **In 2021 the investigation team laid a total of 1,044 charges under the MVDA, nearly double the number from 2020.** In 2021, 33 matters were referred to the Discipline Committee and the committee did not receive any appeals.

Launched in the summer of 2021, the dealer support team provides compliance-related advice, guidance, and assistance to dealers. This team plays a critical role within enforcement, serving as point-of-contact for dealers with a goal to promote dealer professionalism. As businesses and markets evolve, industry regulations and legislation change, dealer support serve as a vital touchpoint for up-to-date compliance information for OMVIC-registered dealers.

With stakeholder involvement, the enforcement team updated processes and operating procedures to better guide our day-to-day activities. In 2022, as part of OMVIC's efforts to modernize its regulatory approach, the team will continue to develop new guidelines and implement processes that deliver greater clarity and consistency. Enforcement will work closely with the communications and compliance teams on solutions to best circulate this information, from webinars to the OMVIC website and more.

The transition to an intelligence-led investigative agency.

In 2021, the department hired its first intelligence analyst. In this role, the analyst takes compiled data and uses it to ascertain patterns and provide actionable intelligence to help guide enforcement decisions. This action-based approach will enable the enforcement team to better protect consumers by highlighting unregistered sales activity, allowing enforcement to focus efforts where they are needed most in 2022 and beyond.



	INVESTIGATIONS OPENED	TOTAL CHARGES LAID	CHARGES BROUGHT AGAINST ALLEGED CURBSIDERS
2021	529	1044	593 charges against 88 alleged curbsiders
2020	470	547	353 charges against 39 alleged curbsiders
2019	330	778	428 charges against 39 alleged curbsiders

	MYSTERY SHOPS	INSPECTIONS	PROPOSALS TO REVOKE, REFUSE OR SUSPEND REGISTRATION
2021	97	2,382	56
2020	63	2,136	43
2019	28	2,363	54

DEPARTMENTAL OVERVIEW: FINANCE

25th Anniversary Highlight:

OMVIC's finance team have streamlined, modernized, and automated processes to ensure organizational efficiency with tools that support efficient tracking and payment of invoices and expenses.

*Finance performs an essential role in supporting OMVIC's organizational transformation. A **key goal** of the team is to drive **more efficient outcomes at lower costs.***

—OMVIC employee feedback, 2021

The finance team manages OMVIC's fiscal resources by planning, budgeting and reporting results and implementing internal controls. Through the annual budgeting process, finance provides support for the organization's transformation plan, seeking to drive more efficient outcomes at lower costs while ensuring departments are adequately funded and resourced.

Finance also adds value through data analysis. **The result?**

- Teams have accurate fiscal evidence to secure OMVIC's solvency
- Senior management is properly equipped to set direction with accurate reporting and resources
- The Board is well informed to effectively carry out mandates and decisions

In 2021, the finance team continued to prepare forecasts and modelling to manage risk, guide decision-making and combat the pandemic's financial effects. Finance built a new, flexible budget and payroll budget to effectively respond to ongoing COVID-19 challenges.

The team also continued to automate and move towards a paperless environment. Through automation, finance developed a new dashboard for board members and enhanced financial reporting, which allowed for more robust and timely reporting. Furthermore, the team finished the testing phase of the new revenue integration system with CARS, completed a Compensation Fund audit and a year-end organizational audit and provided support and evidence to the OAGO during the Auditor General's value for money audit.

In 2022, finance will continue to automate processes, push efficiencies and reduce total income spent on general and administrative expenses. **These steps will help ensure OMVIC has the resources it needs to meet its ambitious objectives and mandate.**



DEPARTMENTAL OVERVIEW: HUMAN RESOURCES

25th Anniversary Highlight:

Since 2010, helped OMVIC double in size to support the updated MVDA that came coming into effect at that time.

Essentially, we're responsible for the entire employee experience and life cycle—from recruitment through retirement.

—OMVIC employee feedback, 2021

The human resources (HR) team develops and implements best practices across the organization to create a high-performance, employee-oriented culture focused on empowerment, high standards, and professional goal attainment. Among day-to-day duties, the team recruits employees, coordinates payroll and benefits administration, and manages professional development.

With ongoing COVID-19 challenges in 2021 and several large initiatives in progress, HR made it a continued priority to support employees in the areas of mental health and wellness. The team held monthly wellness webinars, which remain available for employee viewing, and worked with internal communications, to keep everyone informed and engaged.

In November 2021 OMVIC conducted the annual employee satisfaction survey which had a response rate of 82%. Unfortunately, employee satisfaction decreased from the previous year. Contributing

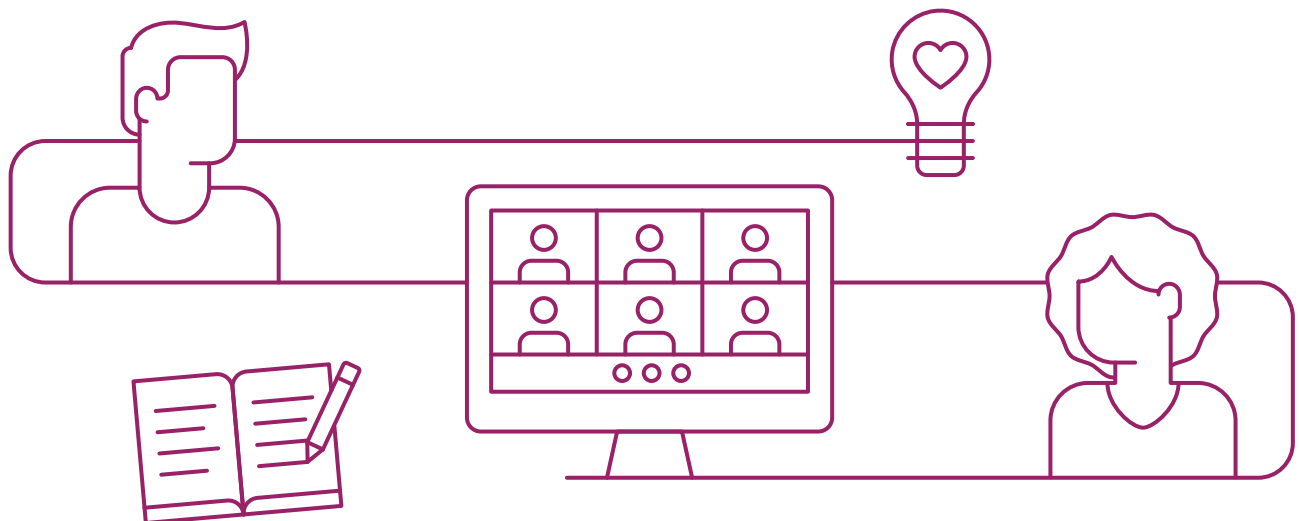
factors for the decrease can be attributed to 2021 being OMVIC's busiest year to date, the major undertaking of developing a new CRM system, as well as the AG's value-for-money audit which placed tremendous strain on resources resulting in a significant impact to staff.

In addition to internal employee culture, HR addressed numerous policy changes resulting from the pandemic. The team continues to work on policy and procedure materials to provide employees with the information they need to go about their jobs.

Growing the OMVIC Team

As OMVIC continues to modernize, a critical part of the HR mandate in 2022 is to meet its hiring target. HR is actively recruiting to both fulfill and grow the existing headcount, thereby strengthening OMVIC teams and offering the resources employees need to perform at their best. This process will continue throughout 2022, and the team expects to see positive results as we head into 2023. As of December 2021, OMVIC had 118 employees.

Currently, HR is also completing guidelines in response to the Ontario Bill 27, Working for Workers Act, 2021 regarding employee protections. In 2022, HR will release a disconnecting from work policy, supporting employees to not engage in work-related communications and be free from the performance of work in off-hours. This is an important step to support employee wellbeing; it helps promote work-life balance for staff while ensuring OMVIC is compliant with provincial legislation.



DEPARTMENTAL OVERVIEW: INFORMATION TECHNOLOGY

25th Anniversary Highlight:

The IT team played a key role in modernizing OMVIC's digital infrastructure by increasing security and moving files and systems to cloud-based technologies to support working virtually.

The information technology (IT) team offers a suite of technology-related services. IT maintains OMVIC's technology infrastructure, mitigates security risks, implements processes to integrate with digital architecture and manages IT vendors to ensure value for money.

In 2020, IT moved to a ticket-based system for internal support requests to ensure tasks were tracked, logged and resolved. That year, the team closed 95 per cent of 3,819 tickets on time, exceeding our annual goal by 13 per cent. IT closed 99 per cent of 5,287 tickets on time in 2021. Ticket timing is determined on a priority basis, from one hour for emergencies, four hours for quick responses and normal responses within 24 hours. Most tickets fall within the 24-hour response time, with others negotiated between the team and the requester.

So thankful for a great help team.

—OMVIC employee feedback, 2021

The IT team is proud of the high level of service it provides and as a result, the positive feedback it gets from clients. Thanks to dedicated, hard-working staff, the team has an overall satisfaction rating of 5 out of 5.

Security remains a focus of the IT team. In 2021, IT initiated several important changes. Among them, it launched mobile device management to secure employee mobile devices and implemented multi-factor authentication to protect user accounts. The team also provided ongoing cybersecurity training coupled with internal phishing tests to help employees identify threats. As we look to the future, IT will maintain a proactive approach to security and continue to follow best practices, coupled with employee training at every level to mitigate the role of human error.

In 2022, the IT team will continue its initiative to shift OMVIC towards a cloud-based environment. In addition to a hosted voice-over-internet-protocol (VoIP) solution and Office 365 that enable remote work, the team will continue to migrate applications and systems to the cloud for an efficient, flexible work environment.

IT remains committed to delivering on OMVIC's transformational goals. Last year several projects experienced delays due in part to COVID-19 and the OAGO value-for-money audit of OMVIC. In 2022, the team expects to fully implement the new CARS system. Additionally, IT will continue with infrastructure upgrades that improve system performance and support other teams' technology goals, including the OMVIC website redesign. As the organization modernizes, IT will continue to automate, improve OMVIC's security footprint and provide timely service for a seamless user experience.

THE CLIENT COMES FIRST

IT closed

99%

of 5,287 tickets on time in 2021

IT met its goal of over **99%** system uptime (Inclusive of the OMVIC website, online services environment and other internal systems).



Consistent, reproducible results—every time.

DEPARTMENTAL OVERVIEW: LEGAL SERVICES

25th Anniversary Highlight:

The legal department has carried out prosecutions on over 4,000 entities since 1997, covering over 25,000 charges.

OMVIC's legal team carries out the registrar's administrative actions and prosecutes offences under the MVDA and the Consumer Protection Act, 2002.

The legal team's approach to enforcement goes beyond just prosecution and revocation. The team also offers strategic advice to OMVIC's departments and senior management.

The legal team measures its success by whether OMVIC maintains a responsible, right-touch approach to carrying out administrative actions. The team ensures that prosecutions are just, and that strategic advice is accurate, and furthers OMVIC's interests and statutory obligations.

For example, in 2021, Ontario's Licence Appeal Tribunal upheld the Registrar's denial of Sai Lu's bid to re-enter the profession after his activity as a registered salesperson was marred by illegal, off-duty dealings between 2016 and 2019. Lu's bid to restart his automotive sales career was denied after he used forged documents, bought cars written off by insurance companies and leased them to unsuspecting Uber and Lyft drivers. Lu falsely portrayed his business as a licensed OMVIC dealer, and he also submitted falsified insurance documents to the Ministry of Transportation. The tribunal agreed that Mr. Lu's off-duty dealings fit the definition of curbsiding and concluded that denying his return to auto sales was justified.

An adherence to administrative discretion

In 2022, the legal team will continue to address the backlog of Provincial Offences Act, Licence Appeal Tribunal and discipline cases that resulted from the pandemic-related court and tribunal shut-downs in 2020. Trials resumed slowly in 2021, which required legal to tackle both the existing backlog and the new cases entering the system.

Ontarians have the right to expect integrity, honesty, accountability and lawful conduct when they meet with a registered salesperson. That expectation does not end at the conclusion of the business day.

—John Carmichael, OMVIC's CEO and Registrar, 2021



DEPARTMENTAL OVERVIEW: MOTOR VEHICLE DEALERS COMPENSATION FUND (MVDCF)

25th Anniversary Highlight:

Since its creation on July 1, 1986, the Compensation Fund has paid out over six million dollars in compensation to consumers.

*The MVDCF creates consumer confidence when buying a motor vehicle from a registered dealer. It provides an **added layer of financial protection in the case of a dispute.***

—OMVIC employee feedback, 2021

The MVDCF is a consumer protection program. It compensates eligible consumers up to \$45,000 if they suffer financial loss from a motor vehicle purchase at a registered dealer. The fund helps maintain a safe marketplace for consumers by offering added financial security when buying a car from a registered dealer. New dealers pay a one-time \$300 plus HST fee into the fund to keep it solvent.

In 2021, 19 out of 28 claims were paid by the fund's Board of Trustees totaling \$238,000 in compensation to consumers. Several of these claims were against dealers with whom OMVIC took action to revoke their licenses.

The Board of Trustees and MVDCF team are currently redeveloping the Board of Trustees' Orientation program. This will ensure consistent and up-to-date training of new board members, while allowing them to quickly and efficiently gain the knowledge to adjudicate consumer claims. The finance team reviewed quarterly statements and collated data, confirming the MVDCF is well positioned to continue to pay out future consumer claims.

In 2022, the MVDCF team will continue its plans to modernize and move the consumer application process online. This will allow for increased automation of tasks such as receipt of additional documents from consumers. These system efficiencies will reduce service barriers and simplify claim submission requirements, further streamlining the process for applicants going forward.

The team went above and beyond to provide the best advice and recommendations to aid me during the whole process. I can't say enough good things about their professionalism and knowledge.

—Consumer feedback, 2021

The OMVIC team did a great job helping me obtain my goal of receiving compensation from a Dealer that misrepresented what he sold.

—Consumer feedback, 2021

Notable claim from 2021

Dealership	Total paid to claimant:
Auto Direct	\$5,100

In this case, the claimant purchased a motor vehicle for a price of \$5,100. Immediately after the purchase, the claimant began experiencing motor vehicle condition issues and had it inspected for safety related issues. Following the inspection, it was concluded that the motor vehicle was unfit for the road, putting the consumer in a potentially serious and harmful situation.

The claim was approved for the amount the claimant paid for the motor vehicle, and in addition, the Registrar was ordered by LAT to carry out the proposal to revoke the dealer's licence.

Immediate suspensions are used when serious consumer harm is imminent. For example:

- Unpaid liens put consumers at risk because consumers may be forced to continue making payments on a motor vehicle's lien that should have been paid off by a dealer. Hudson's Fine Cars faced immediate suspension and license revocation in 2019 for unpaid liens, and MVDCF continued to approve consumer claims against them in 2021.
- Cars sold to consumers with falsified safety certificates place drivers and citizens at serious risk. OMVIC revoked the registration of Auto Direct and paid out several claims against them upon discovery they were selling motor vehicles that should never have passed safety testing.



DEPARTMENTAL OVERVIEW: REGISTRATION

25th Anniversary Highlight:

Registration worked with IT to launch the first online services available to registrants in 2013 which now has a 94% adoption rate for renewals.

The registration team ensures applicants conduct business with honesty, integrity and financial responsibility.

—OMVIC employee feedback, 2021

The registration team processes new dealer and salesperson applications to ensure applicants meet legislative and industry standards for honesty, integrity, and financial responsibility. This helps to maintain industry professionalism and keep consumers safe by screening for issues and problematic business models before candidates enter the industry. The registrar then concludes whether new applicants meet the requirements for registration, in addition to determining if existing members qualify for continued registration.

In 2022, OMVIC anticipates that the number of actions taken by the registrar will increase. This prediction is based on OMVIC's robust, risk-based enforcement program that focuses on registrants who pose the greatest risks to consumers, as well as a return to full staffing and a drive to tackle backlogs that resulted during the pandemic.

Our goal—a seamless application experience.

As OMVIC continues its transformation into a modern regulator, the online registration application process has greatly improved efficiencies, allowing users to apply, modify or renew applications quickly and easily. By the end of 2020, 56 per cent of salesperson transfer applications, 38 per cent of new salesperson applications, 88 per cent of dealer renewals and 93 per cent of salesperson renewals were filed online. In 2021, registration saw these numbers jump to 72, 56, 93 and 97 per cent respectively.

COVID-19 continued to cause challenges for the sector in 2021. Staffing issues resulted in heavy backlogs and delays and new salesperson application processing times increased to 5 days in 2021 from

2.6 days in 2020 which was higher than expected. Despite the workload, the registration team adapted to working at home efficiently, processing applications quickly while participating in testing for CARS and supporting the OAGO audit.

Registration will maintain its focus on automating additional components, including digitizing existing forms and streamlining procedures. The team will further simplify registration requirements for new applicants and offer greater transparency by clarifying the application process and results. Additionally, the team will continue to review and enhance OMVIC's best practices, ensuring dealers have the right tools to operate responsibly and maintain compliance with the MVDA.

The registration team will engage and work with new applicants and current registrants who propose new and unique business plans throughout 2022. When possible, and within the requirements specified under the MVDA, the team will foster competition in the sector by allowing new business models, while ensuring consumer interests are protected. For example, if the team receives a proposal for a new business model, it utilizes a questionnaire to solicit additional information and understand the applicant's vision. Additionally, the team may set up a meeting to review the plan and advise the applicant of their options under the MVDA. To aid this process, registration will continue to track non-traditional business model applications to identify trends in the sector.

Furthermore, the registration team will continue to support OMVIC's risk management framework by adding terms and conditions for registration where appropriate. Cause for terms and conditions may include concerns around financial stability, lack of background and experience in the industry, past conduct that raised concerns and possible challenges with an applicant's interested or associated persons.

Registrar Actions

The registrar took 977 actions in 2021, 27 more than in 2020. Actions included proposals to refuse or revoke registration and the inclusion of terms and conditions on registration. The registrar imposed or negotiated fines of \$133,300 (from 23 matters) and required 21 registrants to take further education courses for breaches of the Code of Ethics. Immediate suspensions are one of the most serious regulatory actions the registrar has the authority to take. The registrar did not issue any immediate suspensions in 2021.

REGISTRANT SATISFACTION SURVEY RESULTS OVER TIME:

	KNOWLEDGE	COURTESY	EFFICIENCY
2021	4.8 _{/5}	4.8 _{/5}	4.7 _{/5}
2020	4.8 _{/5}	4.8 _{/5}	4.7 _{/5}
2019	4.8 _{/5}	4.7 _{/5}	4.7 _{/5}

Dealers and salespersons who interact with registration staff during the application process are sent an anonymous electronic customer service survey. In 2021, 597 surveys were received from registrants, and registration staff were rated 4.8 for courtesy, 4.8 for knowledge and 4.7 for efficiency on a 5-point scale.

APPLICATION PROCESSING TIMES FOR COMPLETE APPLICATIONS (DAYS):

	NEW SALESPERSONS (ACTUAL/ TARGET)	NEW FRANCHISE DEALERS (ACTUAL/ TARGET)	NEW NON-FRANCHISE DEALERS (ACTUAL/ TARGET)
2021	5.1 _{/3}	8.0 _{/10}	35 _{/35}
2020	2.6 _{/3}	8.0 _{/10}	25 _{/35}
2019	2.6 _{/3}	6.6 _{/10}	23 _{/35}

In 2019, dealer application processing times were split by business type. COVID-19 mitigations strategies such as reduced employee hours impacted processing times for 2020.



2021 Audited Financial Statements Overview

Overall, for 2021, OMVIC reported a net surplus of \$543,279 compared to a surplus of \$4,159,311 for 2020. The surplus was lower in 2021 than in 2020 because 2021 registration-related revenues were lower by just over \$1 million (mainly transaction fees revenue), seemingly due to the effects of COVID-19 and the chip shortage for new vehicles. The lower surplus is also attributed to 2021 investment income being lower by approximately \$700,000 compared to the same period in 2020.

Total revenues were \$19,576,384 compared to \$21,296,792 in the prior year. The decrease in registration fees is expected to continue into 2022. Registration fees reported in OMVIC's financial statements reflect registration fees and transaction fees from actual motor vehicle sales. Transaction fee revenues are earned when there is a vehicle transaction such as a sale or lease of a vehicle.

OMVIC dealer registrants report their transaction fees for the 12-months prior. Therefore, a decrease in transaction fees occurred in 2021 but are reported in 2022. Also, industry experts provided market studies and predictions indicating motor vehicle sales and leases will continue to decline into 2022. Investment income is recorded on an accrual basis and includes interest, dividends, net realized gains (losses) on the sale of investments and net unrealized gains (losses).

Total operating expenses were \$19,033,105 compared to \$17,137,481 in the prior year. The main reason was due to salaries and benefits which was approximately \$1.2 million higher than the prior year mainly because approved hires were deferred until 2021 due to COVID-19. Another factor was public awareness, which saw a return to its usual \$2 million budget spend versus the temporary \$1 million budget spend last year due to COVID-19. There were combined savings of approximately \$150,000 when compared to the prior year for telecommunications and travel costs this year.

At the end of fiscal 2021, total assets were \$28,943,169 compared with \$28,194,092 in 2020, including \$25,694,424 in cash and investments for the year.

REVENUES BY SOURCE:

REVENUE SOURCES	2021	2020	2019
Transaction fees	\$12,410,380	\$13,186,135	\$13,951,120
Registration fees	\$5,309,808	\$5,548,162	\$5,736,286
Transfer fees	\$488,775	\$560,700	\$679,875
Certification course fees	\$302,675	\$256,675	\$361,405
Disciplinary fines	\$117,450	\$113,775	\$75,150
Amortization of deferred contributions	\$79,227	\$79,227	\$79,227
Investment and other income	\$868,069	\$1,552,118	\$818,000
TOTAL	\$19,576,384	\$21,296,792	\$21,701,063



EXPENSES BY SERVICE AREA:

SERVICE AREA	2021	2020	2019
Investigations	\$3,229,801	\$2,644,356	\$2,626,161
Registration	\$3,070,055	\$3,001,489	\$2,974,544
Legal services	\$2,795,168	\$2,659,444	\$2,919,080
Compliance	\$2,181,424	\$2,483,498	\$2,264,220
Communications	\$3,080,922	\$2,006,569	\$3,002,036
Information technology	\$1,540,946	\$1,393,852	\$1,378,772
Complaints and inquiries	\$1,627,923	\$1,605,365	\$1,502,991
Governance	\$1,034,702	\$880,241	\$1,091,279
Compensation fund	\$431,804	\$397,717	\$253,273
Discipline	\$40,361	\$64,950	\$67,540
TOTAL	\$19,033,105	\$17,137,481	\$18,079,896



The 2021 audited financial statements overview is drawn from OMVIC's audited financial statements. **To access the audited financial statements, please visit [omvic.ca](https://www.omvic.ca), contact communications@omvic.on.ca or call 1-800-943-6002.**

APPENDIX A: BOARD OF DIRECTORS BIOGRAPHIES & COMMITTEES

Virginia West—President and Chair of the Board Ministerial Appointee, Public Representative

APPOINTED JUNE 16, 2021
JUNE 2024 AGM

Virginia West is a former Deputy Minister for the Province of Ontario, serving in five successive portfolios—Solicitor General, Public Safety and Security, Environment, Labour and Natural Resources. She has also held leadership positions at the municipal level as Commissioner of City Property for the City of Toronto, Chief Administrative Officer of the Borough of East York and the first Commissioner of Urban Planning and Development Services of the amalgamated City of Toronto.

Robert McMillan—Vice Chair Dealer Representative, Volvo of Mississauga

APPOINTED OCTOBER 16, 2019
TERM EXPIRES 2022 AGM

Robert McMillan is an award-winning automotive industry expert with more than 35 years of experience owning and operating dealerships and leading and serving on multiple boards of directors, including as President of the Canadian International Autoshow.

Sohail Ahmed—Secretary-Treasurer Dealer Representative, Momo Cars Inc.

APPOINTED JULY 19, 2019
ELECTED NOVEMBER 10, 2020
TERM EXPIRES 2023 AGM

At 18 years old, after selling his first start-up, Sohail Ahmed registered with OMVIC to start his next venture, a car dealership in Niagara. While learning the industry from the ground up, he grew the business over the next decade into a large dealership, collision centre and full-service centre. He was named one of Auto Remarketing's 40 under 40 in 2015 for his unique vision of the automotive industry.

Rod Jackson—Ministerial Appointee Public Representative

APPOINTED FEBRUARY 16, 2019
TERM EXPIRES FEBRUARY 15, 2022

Rodney Jackson was a Member of Provincial Parliament from 2011 to 2014 and was appointed to the provincial shadow cabinet as official opposition critic for Community and Social Services, the third-largest ministry in the province. He served as the watchdog for the 2015 Pan-Am Games and is the recipient of the Queen's Diamond Jubilee Medal in honour of significant contributions and achievements as a Canadian.

Matt Rispin—Dealer Representative, North Toronto Auction

FIRST ELECTED MAY 2006
TERM EXPIRES 2024 AGM

The automotive remarketing business has helped satisfy Matt Rispin's entrepreneurial passion for the past 20 years. In 2003, Matt and his partners opened North Toronto Auction (NTA) and have succeeded in developing it into the largest independent auction house in Canada. NTA is recognized as a pioneer of the hybrid auction model, specializing in both wholesale and public auctions.

Chris Gauthier—Dealer Representative, Roadsport Chrysler Dodge Jeep RAM Ltd.

FIRST ELECTED JUNE 29, 2021
TERM EXPIRES 2024 AGM

After graduating from Ryerson University in 1993 with a BBA degree in marketing and communications, Chris Gauthier entered the automotive sales business as a lot person and progressively held senior positions, becoming general manager at the age of 31. He has been a member of Ontario Honda Dealers Association since June 2013 and became its President and Treasurer in April 2019, a position that he continues to hold to date.

Cliff Pilon—Dealer Representative, Gold Fleet Subaru/Suzuki

FIRST ELECTED MAY 2006
TERM EXPIRES 2024 AGM

Cliff Pilon entered the automotive industry in 1981 and has proudly served on OMVIC's board since May 2006. He has been the dealer principal of Gold Fleet Subaru in North Bay for more than 31 years. A hands-on approach, coupled with daily interaction with his businesses and learning and adapting to technology, social and environmental changes, helps keep him in tune with the ever-changing landscape.

Glen Fenwick—Dealer Representative, Glen Fenwick Hyundai

ELECTED NOVEMBER 10, 2020
TERM EXPIRES 2023 AGM

Glen Fenwick is the dealer principal of Glen Fenwick Subaru and Glen Fenwick Hyundai. He is a second-generation member of the automotive sales industry. He previously sat on the Board of Directors for the OADA/TADA. He is a Past Vice Chair of OMVIC's Discipline and Appeals Committee. His goal has always been to use his experience to support our industry and our consumers in the best possible way.

Kevin Bavelaar—Dealer Representative, Auto Showplace

FIRST ELECTED MAY 2007
TERM EXPIRES 2022 AGM

Kevin Bavelaar started in the used car business in 1989 as a salesperson in a medium-sized independent dealership. He was promoted to general manager in 1990. In 1993, he started Auto Showplace and has since been involved in all aspects of automotive remarketing. As Auto Showplace's owner, he is familiar with the challenges of running a medium-sized independent car dealership, including marketing, strategic planning, risk management and financial responsibility.

Patricia Perkins—Ministerial Appointee, Public Representative

FIRST APPOINTED JUNE 17, 2021
TERM EXPIRES 2023 AGM

Patricia is a proven leader who brings over 30 years of political and governance experience to the Board. She was the first woman to be elected as Mayor of the Town of Whitby. Patricia served as a Durham Regional Councillor for 18 years, including the eight years she served as Mayor of Whitby. She was actively involved in Public Health and Social Services as a member, Vice-Chair and then Chair of the Health and Social Services Committee, dealing with some very challenging issues such as SARS, downloading of Social Housing and downloading of Paramedic services.

Rob Leggat—Dealer Representative, Team Honda Powerhouse of Milton

ELECTED NOVEMBER 10, 2020
TERM EXPIRES 2023 AGM

Rob Leggat is the Managing Partner/General Manager of Team Honda Powerhouse of Milton. Since he took over the dealership in 2010, they have won the Honda President's Challenge six times. His career in the automotive sales industry began in September 2003 when he joined Leggat/Mountain Saturn Saab. He transitioned to sales management in 2005 and worked there until 2008.

Tony Del Gobbo—Dealer Representative, Newmarket Hyundai

ELECTED NOVEMBER 10, 2020
TERM EXPIRES 2022 AGM

Tony Del Gobbo has a combined 38 years of automotive experience. He is president and owner of Newmarket Hyundai, Orillia Hyundai, Cambridge Mitsubishi, Mountain Mitsubishi and Collingwood Hyundai. He is also vice-president and owner of HWY 11 Dodge, Chrysler, Ram and Orillia Motorsports. He has also served on the TADA board previously (2010 to 2014) and on the Hyundai National Dealer Council (2001-2010).

BOARD COMMITTEES

- Appeals Committee
- Audit, Finance and Risk Committee
- Governance and Culture Committee
- Nominating Committee

BOARD MEMBER CODE OF CONDUCT

Board members follow a code of conduct. Members must:

- Review materials provided for board and committee meetings in advance of all meetings
- Be prepared to participate in meetings of the board and its committees and subcommittees through informed and reasoned discussion and questions
- Consult stakeholders as necessary without violating confidentiality
- Encourage fellow Board members to participate in meetings
- Respect the views of fellow Board members even if those views vary significantly from their own
- Make decisions that serve the best interests of OMVIC's objects and priorities
- Demonstrate respect, courtesy and professionalism while fulfilling his or her duties and responsibilities as a Board member, including interactions with other Board members, officers and employees, and external stakeholders
- Make decisions which serve the best interests of OMVIC rather than their own or any group or association
- Avoid or declare real or perceived conflicts of interest
- Conduct themselves in accordance with applicable law, the Code of Conduct, and the Confidentiality policy
- Conduct their business in accordance with the Motor Vehicle Dealers Act, 2002, and other laws which apply to their business
- Ensure sound fiscal management of OMVIC

APPENDIX B: BALANCED SCORECARD

OMVIC has developed a set of metrics to measure progress in achieving strategic goals and objectives. Progress is monitored through internal quarterly scorecards. Key 2021 outcomes are listed below.

STRATEGIC GOAL 1: INCREASE CONSUMER PROTECTION AND AWARENESS

Objective	#	Measure	2020 Actual	2021 Forecast	2021 Actual
1.1 Consumer complaints are addressed fairly, professionally, and efficiently	1	Monitor consumer satisfaction that complaint handler is knowledgeable, courteous and efficient based on average survey score	75%	70%	83%
1.2 OMVIC receives information allowing it to take appropriate administrative/compliance/enforcement action	2	Provide conciliation services to consumers and track number of complaints handled	796	900	804
1.3 Improved consumer awareness of their rights when purchasing a motor vehicle	3	Maintain awareness of all-in pricing	45%	44%	40%
	4	Produce consumer-focused publications (Consumer Lines and blogs)	63	50	45
	5	Provide consumer education/awareness seminars and events (e.g., newcomer centres, libraries, schools)	24	35	14
1.4 Better awareness of OMVIC as the regulator and trusted authority on information and consumer protection for vehicle purchases	6	Monitor awareness of the OMVIC brand	25%	22%	29%
1.5 Consumer concerns are prevented	7	Respond to inquiries about advertising and code of ethics from dealers & ad agencies	1,054	750	963
	8	Conduct compliance inspections and track number of inspections	2,136	2,300	2382

STRATEGIC PLAN GOAL 2: INCREASE REGISTRANT PROFESSIONALISM AND ACCOUNTABILITY

Objective	#	Measure	2020 Actual	2021 Forecast	2021 Actual
2.1 Improved compliance and higher levels of registrant professionalism and accountability	9	Monitor number of registrar actions	950	1,000	977
2.2 Reduced recidivism	10	metrics to be considered	TBD	TBD	TBD
2.3 Improved consumer awareness of their rights when purchasing a motor vehicle	11	Monitor total # curbsiders charged (charges)	346	300	593
2.4 A fairer playing field for all registrants	12	Track the number of mystery shops conducted by external parties	4	2	3

STRATEGIC PLAN GOAL 3: BE A TRUSTED AND RESPECTED PARTNER BY ENGAGING STAKEHOLDERS

Objective	#	Measure	2020 Actual	2021 Forecast	2021 Actual
3.1 OMVIC viewed as responsive, anticipating industry and consumer challenges	13	Track the number of issues discussed by the Consumer Protection Advisory Committee	6	3	6
3.2 OMVIC viewed as a regulator that listens and engages with all stakeholders	14	Track the number of stakeholders meetings (such as government, industry, training institutions and consumer groups)	123	80	131
3.3 Stakeholders acknowledge and value OMVIC's track record, effectiveness, efficiency, and expertise	15	Track average of GOOGLE reviews scores on a 5-point scale	2.3%	2.5%	2.4%
3.4 Successful initiatives and projects with a broad group of stakeholders that, where appropriate, advance OMVIC's mandate	16	Track the number of stakeholder events hosted by the CEO	15	12	11

STRATEGIC PLAN GOAL 4: INCREASE ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

Objective	#	Measure	2020 Actual	2021 Forecast	2021 Actual
4.1 Higher service satisfaction levels from registrants	17	Monitor registrant satisfaction with our registration services (based on knowledge, courtesy & efficiency scores)	96%	80%	96%
4.2 Increased efficiency through continued shift to digital services/communications	18	Track online services usage by Dealers (renewals)	88%	90%	93%
	19	Track online services usage by Salespeople (renewals)	93%	95%	97%
4.3 Staff that understand and embrace OMVIC's consumer protection mandate	20	Track the percentage of staff that passed OMVIC certification course	92%	90%	100%
4.4 Safe, inclusive, open, and trustworthy culture	21	Track staff job satisfaction	83%	80%	69%
4.5 High functioning professional staff	22	Track the average of staff performance review scores so that on average staff are at minimum "meeting expectations" with a review score of at least 60% on average	80%	60%	85%
4.6 High functioning and skilled Board	23	Track average board member perception that board members function effectively as a team	82%	85%	78%
4.7 Institutional knowledge retention	24	Track % of staff turnover	9%	6%	11%
4.8 Business continuity	25	Monitor % of system uptime including online services, website and telephony	99.9%	99.9%	99.9%
4.9 A regulator staffed and resourced to effectively deliver its mandate	26	Maintain efficient turnaround time for new salesperson complete applications (average # of days)	2.6	3	5.1
4.10 Implement a Strategic Technology roadmap	27	New: Track percent of applications/systems migrated to the cloud	35%	70%	43%
	28	Track number of completed IT Steering Committee projects	15	18	8
4.11 Staff supported by external expertise	29	Track the number of workshops, meetings and trainings facilitated by external consultants	36	30	31
4.12 A regulator digitally equipped to effectively deliver its mandate	30	Track the % of implementation of a new customer relationship management system	40%	100%	75%
4.13 Continued financial viability and accountability	31	Track income utilization ratio (% of total income spent on general and administrative expenses)	3.3%	2.8%	3.6%
4.14 A regulator enabled financially to effectively deliver its mandate	32	Track current ratio (OMVIC's ability to pay short-term obligations within one year)	3.9	3.8	3



Ontario's Vehicle Sales Regulator

omvic.ca

1-800-943-6002

65 Overlea Blvd.
Suite 300
Toronto, Ontario
M4H 1P1



[/OntarioMotorVehicleIndustryCouncil](https://www.facebook.com/OntarioMotorVehicleIndustryCouncil)



[@omvic_official](https://www.instagram.com/omvic_official)



[@OMVIC_Consumers](https://twitter.com/OMVIC_Consumers)



[/buywithconfidence](https://www.youtube.com/channel/UC...)