

TWENTY-FIVE YEARS  
25  
PROTECTING CONSUMERS



Ontario's Vehicle Sales Regulator

# 2022 Business Plan



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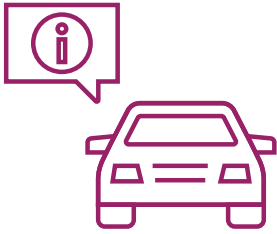
# Introduction

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 the regulator of motor vehicle dealers and salespersons, 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.

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

# Corporate Overview



## MANDATE

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

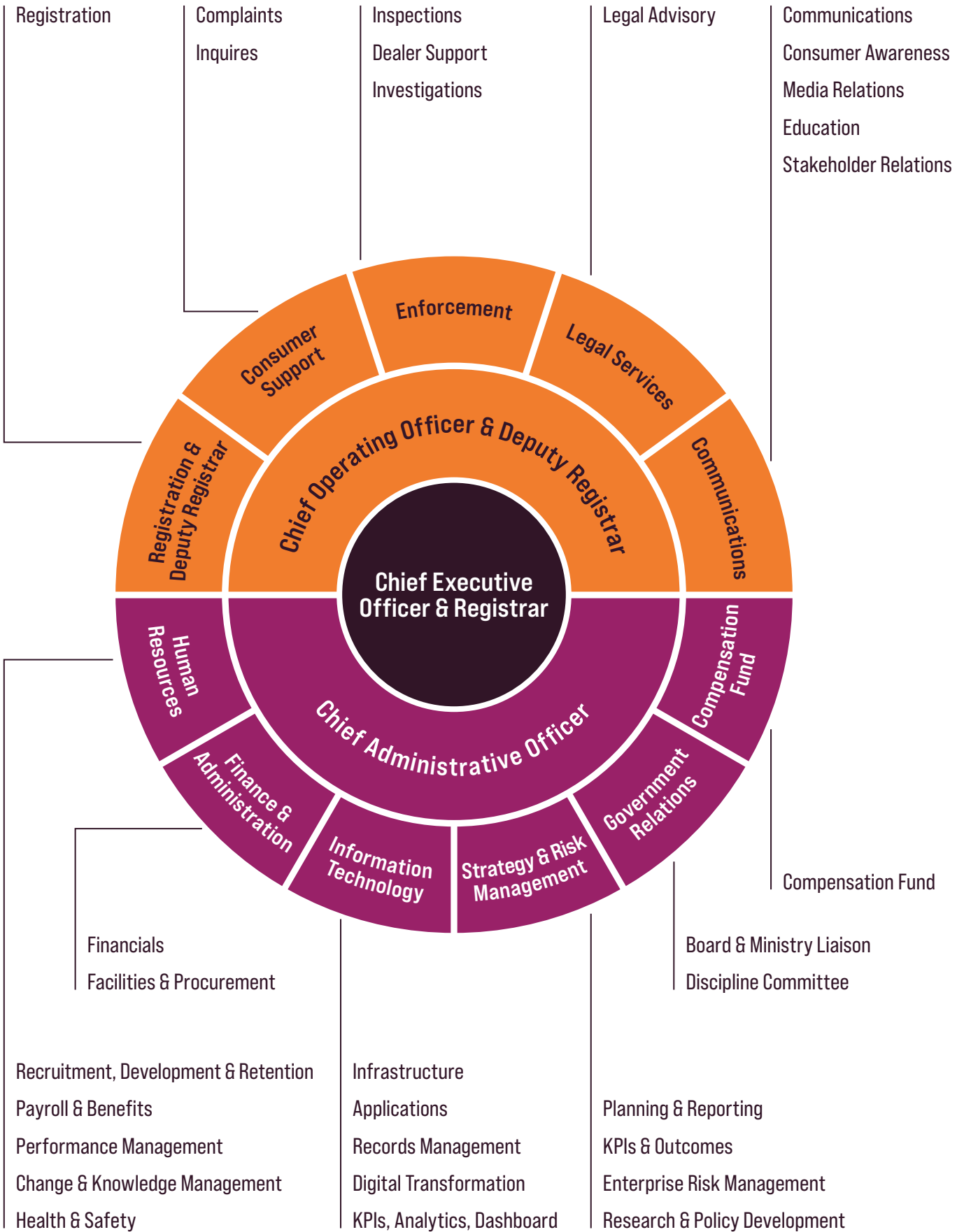
## MISSION

**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



# Governance

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. OMVIC also has a Consumer Protection Advisory Committee that reports to the Board of Directors and more information about the committee is available on the [website](#).

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





# **Assessment of Impact of Auditor General of Ontario Audit**



The Auditor General of Ontario (AG) conducted a value for money audit of OMVIC in 2021. The AG conducts these audits to hold the provincial government and its administrators accountable for how public money is spent. This was the first value-for-money audit of OMVIC.

The AG published the report on December 1, 2021 which included recommendations on how OMVIC can improve its operations to continue to deliver on its consumer protection mandate and offer value for consumers. OMVIC will continue to work with key stakeholders including the Ministry of Government and Consumer Services to implement their recommendations over the next 24 months and beyond. OMVIC has developed and posted on its website a public action plan that will track progress in the implementation of the AG's recommendations, which will be updated on a quarterly basis ([Auditor General's Value-for-Money Audit](#)).

# Services

OMVIC provides the following services:

- **Consumer protection**—Create a fair, safe, and informed marketplace for consumers by increasing awareness, enforcing, and administering consumer protection legislation on behalf of the Ministry of Government and Consumer Services. Provide education, complaint, and inquiry services to ensure consumers are well informed before buying a vehicle.
- **Registration**—Maintain administrative duties, including registering motor vehicle dealers and salespeople for the province of Ontario. The registration process includes a careful screening of all applicants/registrants to ensure they meet the requirements stipulated in the MVDA. Operate the business with honesty, integrity, financial responsibility, and act in accordance with the law, which are the prescribed requirements for entitlement to any/all applicants/registrants.
- **Handling complaints**—Provide a free service that educates and advises consumers about how to address issues regarding their motor vehicle purchases. Where possible, OMVIC staff can facilitate free conciliation services to try and assist complainants in resolving their issues.
- **Enforcement**—Enhance registrant compliance enabled by a robust inspections program and appropriate application of administrative and/or enforcement activities.
- **Education**—Inform consumers with educational resources, direct outreach, and awareness programs. Enhance registrant professionalism with the development and promotion of educational resources.

## Complaints Process

Consumer complaints are referred to the consumer support team. On first contact with OMVIC, callers are provided with advice on how to try and resolve complaints. The most common complaints are related to motor vehicle condition, liquidated damages, contract disputes, and misrepresentation (such as a failure to disclose a motor vehicle's accident history). By following the advice given by OMVIC, many common complaints may be resolved directly between the consumer and the dealer. More complex issues may require OMVIC employees' involvement to offer reasonable conciliation between the two parties. However, OMVIC cannot compel or order a dealer to cancel a contract, return money or carry out repairs—only courts have this authority.

If suitable resolutions are not achieved through the complaints process, consumers may consider civil action. If a consumer believes their complaint was not addressed appropriately by OMVIC staff, they can initiate an appeal through the Appeals Committee. For information about the Appeals Process and Appeals Committee, please refer to OMVIC's [Complaint Policy](#).

## Translation Services

OMVIC responds to all French inquiries and ensures French-language services are available for registrants and consumers. OMVIC recently introduced clearer pathways for Franco-Ontarians to access OMVIC's programs and services through the website and phone system. The website layout was revised to enhance the visibility of translation services, and functionality was added to the phone auto attendant that directs French speakers to receive support in French.

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 them resolve their issues when possible.

# Strategic Goals

In 2020, OMVIC and its Board of Directors set four strategic goals to guide priority setting, resource allocation, capability requirements, and budgeting activities.

**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 outlined in the 2022 annual Business Plan.

# BUSINESS PLAN ACTIVITIES

## STRATEGIC GOAL 1: INCREASE CONSUMER PROTECTION AND AWARENESS

| Strategy   | Activities   |
|--|--|
| <p><b>Enhance consumer awareness of OMVIC and their car buying rights</b></p>  | <p>Elevate and strengthen OMVIC brand as a trusted, free resource for car-buyers with consistent brand positioning and an annual consumer awareness campaign.</p>  |
|  | <p>Develop report with proposed regulatory changes for dealers to provide an information package at the time of purchase and submit to MGCS for consideration.</p>   |
|  | <p>Identify high risk issues for consumers and areas of high non-compliance among dealers based on OMVIC data and consultation with industry and consumer stakeholder groups to support the development of an annual marketing plan and implement.</p>   |
|  | <p>Develop and implement an annual event strategy to guide consumer outreach via tradeshow/event participation.</p>  |
|  | <p>Develop and implement a strategy to support the delivery of consumer education/awareness through webinars, and seminars.</p>  |
| <p><b>Offer information and advice to consumers engaged in motor vehicle transactions</b></p>  | <p>Leverage partnerships with consumer organizations (e.g., Automobile Protection Association, Car Help Canada, etc.) to determine new approaches to identify issues and engage and educate consumers.</p>   |
|  | <p>Propose regulatory changes that would require motor vehicle dealers to disclose to consumers all the financing options the dealer has received in response to the consumer's credit application and submit to MGCS for consideration.</p>   |
| <p><b>Offer information and advice to consumers engaged in motor vehicle transactions</b></p>  | <p>Develop and implement an online application for the Compensation Fund to streamline the claims process and provide additional value for consumers.</p>  |
| <p><b>Survey consumers involved in the compensation fund application process</b></p>   | <p>Compensation Fund staff will solicit feedback from the Board of Trustees on ways to simplify and clarify the consumer survey and update as required.</p>  |
|  | <p>Once CARS is implemented, we will determine if it can be utilized to automate reminders for consumers who do not respond to the consumer survey, to enhance the response rate. The feedback will be used for continuous quality improvement.</p>  |
| <p><b>Review consumer complaints that were not eligible for a claim against the Compensation Fund to develop additional eligibility criteria</b></p> | <p>Track and trend consumer satisfaction scores with the Compensation Fund.</p>  |
| <p><b>Review consumer complaints that were not eligible for a claim against the Compensation Fund to develop additional eligibility criteria</b></p> | <p>Complete internal review of complaints not eligible for compensation.</p>   |
|  | <p>Consult with Compensation Fund Board of Trustees and stakeholders.</p>  |
|  | <p>Develop additional proposed eligibility criteria and submit to MGCS for consideration.</p>  |
| <p><b>Review consumer complaints that were not eligible for a claim against the Compensation Fund to develop additional eligibility criteria</b></p> | <p>Propose additional criteria for eligibility for compensation, and to also allow the Compensation Fund's Board of Trustees to use their discretion to compensate consumers for claims involving a violation of the act that do not fit into a specific eligibility criterion and submit to MGCS for consideration.</p> |
|  | <p>Support access to information and resources for non-English speaking consumers with free translation services.</p>  |
| <p><b>Offer information and advice to consumers engaged in motor vehicle transactions</b></p>  | <p>Support consumers engaged in disputes with registered dealers with free information.</p>  |
| <p><b>Offer information and advice to consumers engaged in motor vehicle transactions</b></p>  | <p>Provide conciliation services to consumers.</p>   |
|  | <p>Take steps to increase public and consumer awareness regarding consumer risks with regard to interest rates.</p>  |

| Strategy   | Activities   |
|--|--|
| <b>Survey consumers and dealers involved in dispute resolution</b>   | Monitor complainant satisfaction with complaint services.  |
|  | Monitor registrant satisfaction with complaint services.   |
| <b>Identify and monitor the impact of new and emerging business models on consumers</b>                          | Engage stakeholders, other jurisdictions, and experts in discussions regarding the impact of various online or non-traditional dealer business models.                                 |
|  | Review legislation and report recommendations to the Ministry on changes to enhance consumer protection.   |
| <b>Enhance Risk-based inspection program</b>   | Implement a new risk-based compliance inspection strategy that classifies dealerships as being low, medium or high risk, and prioritizes inspections.                                  |
|  | Conduct compliance inspections of dealerships and track the number of completed inspections.   |
|  | When non-compliance is detected during inspections, track the number of matters referred to the internal Regulatory Action Committee (RAC) and/or remedial actions.                    |
|  | Add additional staff to the inspection team by recruiting one Inspector for the Niagara Region.  |
| <b>Enhance mystery shop program</b>  | Conduct mystery shop program of dealerships and track the number of completed mystery shops undertaken by the investigations team.   |
|  | When non-compliance is detected during mystery shops, track the number of matters referred to RAC.   |
|  | Broaden the pool of mystery shoppers to include staff from other OMVIC departments.  |
| <b>Enhance curbsider enforcement activities</b>  | Devote additional investigative resources to addressing alleged curbsider activities.  |
|  | Transition from reactive to proactive investigative posture for curbsider enforcement, by using analytics to identify potential curbsiders.  |
|  | Track number of proactive curbsider enforcement activities initiated by Investigations Team.   |
|  | Track level and concentration of curbsider enforcement activities, including number of Provincial Offences Act charges.  |
|  | Develop and implement a new curbsider reporting portal, to replace the legacy anti-curber hotline and e-mail address.  |
| <b>Enhance public reporting</b>  | Publish results from the annual consumer awareness survey on OMVIC's website, highlight areas for improvement, and use results to inform the development of the annual marketing plan. |
|  | Publicly report on completed inspections and site visits separately.   |
| <b>Identify and monitor indicators of consumer harm to provide early detection of possible compliance issues</b> | Regularly monitor reports based on complaints information collected; escalate and take appropriate action where consumer risk is identified.   |
|  | Monitor the number of complaints forwarded for further administrative review.  |

## STRATEGIC GOAL 2: INCREASE REGISTRANT PROFESSIONALISM AND ACCOUNTABILITY

| Strategy  | Activities  |
|---|---|
| Implement a revised registration application review process, which includes assessing whether motor vehicle dealers have adequate start-up funding to operate their business    | Revise the New Dealer application form.   |
|   | Develop policies/procedures to assess the applicant's financial strength.   |
|   | Implement a requirement for dealer applicants to provide a business plan.   |
| Perform a cost-benefit analysis of implementing an electronic version of the application process with built-in controls to prevent incomplete applications from being submitted | Train staff, including Senior Registration Officers and phone inquiry team, on its future updated application review process so that it is consistently applied by all registration staff when reviewing new motor vehicle dealer applications. |
|   | Implement monthly meetings with senior registration staff to monitor consistency of process.  |
|   | Evaluate the remaining work required on OMVIC's IT system to implement the electronic version of the application process for all application forms.   |
| Monitor and address dealer non-compliance   | Complete all development including system testing and training.   |
|   | Leverage partnerships with industry organizations to determine new approaches to engage and educate registrants and use the information to inform the development of a registrant education/awareness strategy.                                 |
| Accommodate or facilitate registration of new business models in compliance with the MVDA   | Promote the availability of the Key Elements Course to grandfathered registrants and registrants that were certified between 1999 and December 31, 2009.  |
|   | Consider and implement where appropriate new registrant business models.  |
| Ensure persons who have (or may have) put the public at risk do not get or maintain registration as dealers or salespersons   | Monitor the number of non-traditional business model applications.  |
|   | Continue to process applications in accordance with the Registrar's authority under the Motor Vehicle Dealers Act.  |
| Review and update processes and resources to encourage registrant financial responsibility  | Implement terms and conditions or other risk mitigation strategies as appropriate.  |
|   | Exercise discretion afforded by the regulations and require financial statements from registrants where appropriate.  |
|   | Update forms and procedures to streamline the process for new and renewal applications.   |
| Monitor success of OMVIC registrant education   | Identify appropriate financial management educational courses and opportunities for dealers.  |
|   | Utilize updates from a review of Certification Course material and exam and implement the required updates.   |
| Assist registrants in complying with the Motor Vehicle Dealers Act  | Conduct an audit of the delivery of the Key Elements Course.  |
|   | Develop new educational resources to help registrants comply with the Motor Vehicle Dealers Act.  |
| Provide compliance-related advice and guidance to the dealer community  | Amplify OMVIC's voice by leveraging relationships with media partners and industry associations to enhance engagement with registrants.   |
|   | Track and trend breadth and scope of inquiries from dealer community, and nature of advice/guidance provided to better align team's priority and goals.   |
| Ensure responsible and measured enforcement of the Motor Vehicle Dealers Act and other consumer protection legislation  | Track and trend the number of Registrar actions.  |
| Continue adding registrant self-serve functions and capabilities to online services   | Implement a system-guided online registration form  |

| Strategy                                    | Activities   |
|---|--|
| Optimize registrations and renewals process | Automate components of the registration process and track and trend usage. |
|   | Review application information requirements for efficiencies.              |
|   | Increase applicants' awareness of registration requirements.               |

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

| Strategy  | Activities   |
|---|--|
| Increase awareness of OMVIC and the Motor Vehicle Dealers Act among stakeholders  | Build on the success of the MPP engagement program and expand to include municipal and federal partnerships.   |
|   | Continue OMVIC outreach program with CEO.  |
| Engage law enforcement partners to assist engagement  | Engage dealer community with the dealer support team to provide compliance-related advice and guidance.  |
|   | Engage the police community by providing information and publishing content in law enforcement publications on topical issues.   |
|   | Facilitate the delivery of the Specialized Vehicle Theft Investigative Techniques Course (SVTITC) at the Canadian Police College (CPC).  |
|   | Participate in Criminal Intelligence Service of Ontario meetings and activities.   |
| Use data visualization tools such as dashboards to provide real-time measurement of OMVIC's business process  | Track the level of engagement with law enforcement partners and the number of times assistance is provided.  |
|   | Create a live dashboard for key operational indicators; implementation to coincide with new Customer Relationship Management system.   |
| Publicly disclose and promote OMVIC Provincial Offences Act and Discipline decisions  | Report Provincial Offences Act and Discipline decisions to publicly available case law databases.  |
| Continue to leverage OMVIC's relationship with the Ministry of Government and Consumer Services (MGCS) to explore opportunities to enhance consumer protection and industry professionalism | Conduct an analysis of current legislative limitations that prevent OMVIC from compelling motor vehicle dealers to provide restitution to consumers when they have breached the law and provide the findings to MGCS for consideration.        |
|   | Propose a regulatory change that would permit OMVIC to transfer funding from its general surplus to the Compensation Fund and submit it to MGCS for consideration.   |
|   | Work with MGCS to put in place an information-sharing agreement with the Ministry of Transportation (MTO) to obtain motor vehicle registration records.  |
|   | Participate in discussions with MGCS and the federal government to introduce a requirement for motor vehicle dealers to report cash transactions over a certain threshold to the Financial Transactions and Reports Analysis Centre of Canada. |

## STRATEGIC GOAL 4: INCREASE ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

| Strategy  | Activities   |
|---|--|
| Review and revise formalized key performance indicators and outcome strategies  | Review and enhance key performance indicators to support strategic objectives and inform data-driven decisions.  |
| Optimize investigative processes  | <p>Develop operational policies and procedures on key aspects of investigations to help guide the work of its investigators.</p> <p>Develop policy/procedures outlining inspection oversight process that includes different types of inspection activities, file review, and documented assessment of whether inspections are carried out effectively and consistently.</p> |
|   | Develop new functionality in OMVIC's IT system which can document inspection file review/assessment.   |
|   | Develop operational policies and procedures for the dealer support team.   |
|   | Develop and implement a priority-setting process/tool for the investigations team.   |
|   | Update the investigations team's approach to preparing Court Briefs.   |
| Establish reasonable guidelines or benchmarks for enforcement action and the timely completion of investigations  | Develop oversight policy/procedures which will establish benchmarks for the timely completion of investigations.   |
|   | Add functionality in OMVIC's IT system to monitor investigations based upon established benchmarks.  |
|   | Train staff.   |
|   | Monitor investigations against the guidelines or benchmarks to identify and follow up where significant differences are found.   |
|   | Establish a process to periodically review investigation files to determine if they are complete and result in appropriate enforcement action, and to take corrective action where necessary.  |
| Develop and implement a framework with appropriate time frames that provide guidance to inspectors on the types of violations of the acts that should be reviewed with a follow-up inspection | Determine and implement the optimum resource requirements for the dealer support team.   |
|   | Establish a new policy team responsible for developing compliance-related guidance documents and supporting dealers with achieving compliance. The policy team will work with Inspections and Dealer Support teams to improve compliance.  |
|   | Develop a new process with appropriate policies/procedures on how inspection follow-ups will take place.   |
|   | Train staff.   |
|   | Review and identify current complaint issues.  |
| Create a clear and specific framework and criteria to be used to determine when a complaint involving a motor vehicle dealer is to be referred for enforcement action                         | Create guidelines (framework) to be used by the Consumer Support team to determine which complaint issues are to be referred for enforcement and regulatory actions.   |
|   | Train all complaint handling staff to consistently and accurately apply this framework and criteria to all complaints received and mediated by OMVIC.  |
|   | Use the guidelines (framework) on an ongoing basis to ensure that escalated files are consistently forwarded for administrative review.  |
| Review sustainability of Motor Vehicle Dealer Compensation Fund   | Establish a policy to periodically review the continuing financial sufficiency of the Fund.  |
|   | Monitor sustainability by reviewing the quarterly financial statements and forecasting cash flow.  |



| Strategy   | Activities  |
|--|---|
| Establish and follow a protocol to ensure procurement of third-party services are well documented, transparent, free from any biases, and best suit the needs of OMVIC and its Compensation Fund | <p>Conduct an environmental scan on comparable procurement and/or conflict of interest policies vis-à-vis external legal counsel research.</p> <p>Discuss findings and recommended changes with the Board of Directors.</p>   |
| Establish clear policies that address actual, potential, and perceived conflicts of interest   | <p>Seek external legal counsel assistance in reviewing the Conflict of Interest Guidelines in the Code of Conduct for Board of Directors, as required.</p> <p>Add the Conflict of Interest Guidelines to the Compensation Fund Board of Trustees manual and OMVIC Board of Directors manual.</p>  |
| Review Board of Directors structure, term limits, and selection criteria   | <p>Consult with MGCS for their perspective on establishing fixed term limits, reassessing the proportion of industry representatives, and revising selection criteria for Board members.</p>  |
| Establish ways in which OMVIC's resources can be used more economically  | <p>Review OMVIC's Travel &amp; Meals Expense policy to ensure it is fair and economical in comparison to other DAAs in today's economic environment while also considering the Ontario Government's policy.</p> <p>Utilize OMVIC's boardroom to minimize the costs of Board and Board committee meetings.</p>   |
| Implement remaining efficiency study recommendations   | <p>Develop and implement an organization-wide training strategy.</p> <p>Enhance organizational culture by responding to areas for improvement identified in the annual staff engagement survey.</p> <p>Review staffing requirements to ensure effective delivery of regulatory responsibilities.</p> <p>Survey applicant experience to identify areas for improvement.</p> <p>Enhance organization-wide analytics.</p>  |
| Review organization-wide staff complement  | <p>Track and trend annual staff turnover rate.</p> <p>Redevelop the careers section of our website to create the OMVIC employee brand, identify the best sources of talent, how best to attract suitable candidates, and focus on the employee experience from recruitment through to retirement.</p>   |
| Review the workload of key operating departments   | <p>Conduct workload studies to optimize staffing levels and resource requirements for registration, complaints, and managing the expected increase in the number of administrative enforcement actions brought before the Licence Appeal Tribunal, Discipline Committee, etc.</p> <p>Analyze the study and consider improvements to processes within departments.</p>   |
| Implement IT Strategic Plan  | <p>Ensure all IT investments are reviewed against the guiding principles of the IT Strategic Plan.</p> <p>Conduct IT Steering Committee meetings annually to ensure cross-department awareness of upcoming initiatives and coordinated activities.</p> <p>Redesign OMVIC website to ensure it is easy to use, accessible, mobile-responsive, and meets the needs of key stakeholder groups such as consumers and registrants.</p> <p>Implement a new client relationship management system.</p> |
| Identify opportunities to better use OMVIC's online registration services  | <p>Improve collaboration between online users (registrants/applicants) and OMVIC through the implementation of the new Customer Relationship Management system.</p>   |
| Enhance registration reporting process   | <p>Develop a process to identify and capture registration processing times and publicly report on time spent to review registration applications including staff time to follow up and collect missing information.</p>   |
| Enhance employee engagement and workplace satisfaction   | <p>Implement and evaluate an internal communications strategy and utilize key performance indicators to adapt as necessary.</p> <p>Develop and implement an annual organization-wide communications survey.</p>   |

# Measuring Success

OMVIC's progress towards meeting its strategic goals is monitored with key performance indicators that are tracked in a Balanced Scorecard (Appendix A). Management, the board, and MGCS review the scorecard each quarter.

Performance reporting related to registrant compliance, consumer protection, consumer awareness, and registrant/consumer satisfaction is also available on OMVIC's [website](#).

## RESOURCES NEEDED TO MEET STRATEGIC GOALS

In developing the 2022 Business Plan OMVIC assessed the financial, human, and other resources required to successfully deliver on these strategic initiatives.

### Financial Resources

Registered motor vehicle dealers report their transaction fees to OMVIC for the 12-months prior. Therefore, a decrease in transaction fees that occurred in 2021 would be reported in 2022. According to industry experts, market studies, and predictions motor vehicle sales and leases will continue to be lower in 2022 than at pre-pandemic levels.

OMVIC has accumulated surpluses over the years resulting in net assets of \$25.4M or total reserves of \$26.1M as of December 31, 2021. The deficit budget in 2022 and the deficits forecasted in 2023 and 2024, are mainly due to the FTE additions in various operating departments as a result of the AG's recommendations, which will be absorbed by the reserves for 2022–2024.

In 2022, finance will continue to automate processes, push efficiencies and manage 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.

### Human Resources

As OMVIC continues to modernize, a critical part of the HR mandate in 2022 is to meet its hiring target which is 28 new full-time employees in 2022. 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.

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.

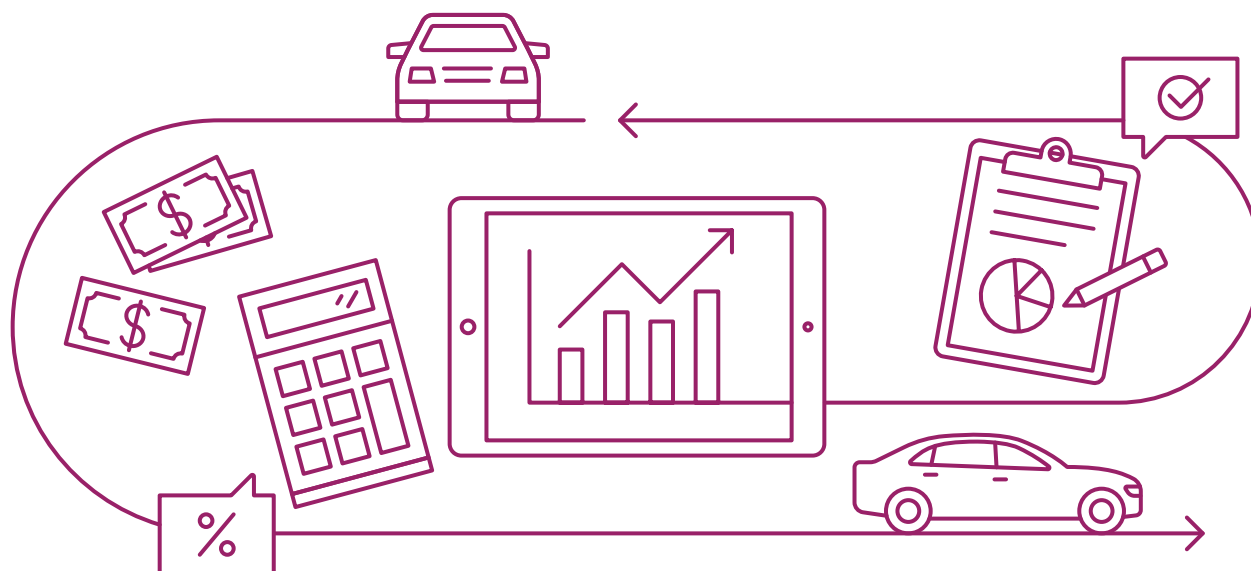
### Information Technology Resources

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 AG's value-for-money audit of OMVIC. In 2022, the team expects to fully implement our new Client Relationship Management system entitled CARS (Consumer Automotive Regulatory System). The new CRM will help us to fulfill one of our transformational goals of becoming a more modern regulator by providing new features and functionality for our users. 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.

## FINANCIAL FORECASTS

| REVENUES                              | (\$ THOUSANDS) |               |               |
|---------------------------------------|----------------|---------------|---------------|
|                                       | 2022 BUDGET    | 2023 FORECAST | 2024 FORECAST |
| Transaction fees                      | 12,708         | 13,344        | 14,011        |
| Registration fees                     | 5,592          | 5,648         | 5,704         |
| Investment income                     | 679            | 708           | 726           |
| Transfer fees                         | 513            | 518           | 523           |
| Certification fees                    | 309            | 312           | 315           |
| Disciplinary penalties                | 106            | 111           | 115           |
| Amortization of deferred contribution | 79             | 79            | 79            |
| <b>TOTAL REVENUE</b>                  | <b>19,986</b>  | <b>20,719</b> | <b>21,473</b> |



| EXPENSES                       | (\$ THOUSANDS) |               |               |
|--------------------------------|----------------|---------------|---------------|
|                                | 2022 BUDGET    | 2023 FORECAST | 2024 FORECAST |
| Salaries and benefits          | 16,109         | 16,586        | 17,078        |
| Public awareness               | 2,000          | 2,000         | 2,000         |
| Professional services          | 1,398          | 1,310         | 1,329         |
| Occupancy                      | 918            | 927           | 937           |
| General and administrative     | 864            | 767           | 783           |
| Per-diem allowances            | 710            | 716           | 722           |
| Amortization of capital assets | 480            | 620           | 620           |
| Travel                         | 410            | 414           | 418           |
| Industry awareness             | 320            | 320           | 320           |
| Government oversight fees      | 272            | 292           | 310           |
| Telecommunications             | 285            | 289           | 293           |
| <b>TOTAL EXPENSES</b>          | <b>23,766</b>  | <b>24,241</b> | <b>24,810</b> |

**EXCESS OF EXPENSES  
OVER REVENUE**

**(3,780)**

**(3,521)**

**(3,336)**

## APPENDIX A: 2022 BALANCED SCORECARD

### STRATEGIC PLAN GOAL 1: INCREASE CONSUMER PROTECTION AND AWARENESS

| Measure  | # | 2022 Forecast |
|--|---|---------------|
| Monitor consumer satisfaction that complaint handler is knowledgeable, courteous and efficient based on average survey score | 1 | 75%           |
| Monitor percentage of complaints that result in successful conciliation  | 2 | 40%           |
| Track number of consumer complaints handled  | 3 | 900           |
| Maintain awareness of all-in-pricing   | 4 | 42%           |
| Provide consumer education/awareness sessions  | 5 | 36            |
| Monitor awareness of the OMVIC brand   | 6 | 34%           |
| Address dealer-centric compliance related matters  | 7 | 850           |
| Conduct compliance inspections and track number of complete inspections  | 8 | 1,500         |

### STRATEGIC PLAN GOAL 2: INCREASE REGISTRANT PROFESSIONALISM AND ACCOUNTABILITY

| Measure   | #  | 2022 Forecast |
|---|----|---------------|
| Monitor number of registrar actions             | 9  | 1,000         |
| Monitor enrolments in the Key Elements course   | 10 | 750           |
| Monitor education-related orders issued         | 11 | 25            |
| Monitor discipline fines received               | 12 | \$120,000     |
| Monitor total # of curbsiders charged (charges) | 13 | 500           |

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

| Measure                         | #  | 2022 Forecast |
|---------------------------------|----|---------------|
| Track industry group meetings   | 14 | 16            |
| Track MGCS meetings             | 15 | 4             |
| Track CEO and COO dealer visits | 16 | 22            |

**STRATEGIC PLAN GOAL 4: INCREASE ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS**

| Measure   | #  | 2022 Forecast |
|---|----|---------------|
| Monitor registrant satisfaction with our registration services (based on knowledge, courtesy & efficiency scores) | 17 | 90%           |
| Track online services usage by Dealers (renewals)   | 18 | 85%           |
| Track online services usage by Salespeople (renewals)   | 19 | 85%           |
| Track staff job satisfaction  | 20 | 75%           |
| Track % of staff turnover   | 21 | 10%           |
| Monitor number of days turnaround for all new salespeople application types                                       | 22 | 30            |
| Monitor number of days turnaround for all new business application types  | 23 | 90            |
| Monitor the % of incomplete salesperson applications received   | 24 | 25%           |
| Monitor the % of incomplete business applications received  | 25 | 60%           |
| Track the average number of days turnaround time for complaints handling  | 26 | 45            |
| Monitor the average number of years that elapse between dealer inspections  | 27 | 3.3           |
| Track current ratio (OMVIC's ability to pay short-term obligations within one year)                               | 28 | 3.4           |



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