



2023 Business Plan



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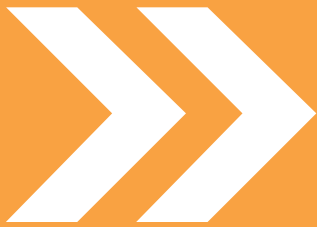
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Introduction



OMVIC administers and enforces the Motor Vehicle Dealers Act, 2002 (MVDA) – a public protection statute on behalf of the Ontario Ministry of Public and Business Service Delivery (MPBSD). 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
 - » 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
- » 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
 - » Communicating clearly to inform and educate
 - » Maintaining a work environment that fosters learning and adapting, job satisfaction, enjoyment and pride in accomplishment

Board of Directors



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 the MPBSD. OMVIC also has a Consumer Protection Advisory Committee that reports to the board of directors. More information about the committee is available on omvic.ca.



OMVIC's CEO and registrar leads the organization's overall management and administration and reports to the board of directors.

Over the past few years, the leadership team has considered the changes that are required to reach OMVIC's full potential as Ontario's Motor Vehicle Sales Regulator. As a result, in 2023 the organization will recruit a new general counsel. This position will report directly to the CEO and registrar, and in addition to overseeing the legal team, this individual will provide legal advice to OMVIC's board of directors, a function that has historically been outsourced.

Secondly, in 2023 the chief operating officer role will evolve into a new chief consumer protection officer to better reflect a consumer protection mandate and the work that OMVIC does.





Assessment of Impact of Auditor General of Ontario Audit



In December 2021, the Auditor General of Ontario released OMVIC's Value-for-Money Audit report. The report included 70 action items to strengthen OMVIC's ability to fulfill its mandate. Of these 70 action items, 47 were directed at OMVIC, nine at the MPBSD and 14 at OMVIC jointly with the MPBSD, of which one includes the Ministry of Transportation. Since the release of the report, OMVIC has been committed to implementing the recommendations and has made good progress in the implementation work.

Overall, OMVIC completed over 60% of the implementation work within the first year of the release of the Auditor General report. This status is based on OMVIC's self-assessment. The final assessment will be completed by the Auditor General.

OMVIC has submitted several proposals to MPBSD in response to the Auditor General's recommendations for legislative or regulatory changes. These proposals are currently being reviewed and considered.



OMVIC's implementation work to date includes:

- » A new and improved registration process for motor vehicle dealers directed at – among other things – assessing whether they have adequate start-up funding to operate the business and improving OMVIC's application processing times
- » The introduction of risk levels for dealers and assigning inspection frequencies based on those risk levels
- » Established benchmarks for investigations to assist with timely completion and improving management oversight of investigations
- » Enhanced processes for handling complaints
- » Improved processes for communications and public reporting

There is still considerable work ahead, but OMVIC is confident that this work will strengthen operations and enhance effectiveness in protecting consumers and upholding industry professionalism in Ontario. OMVIC continues to provide progress updates with a [Public Action Plan](#) that is available on the website and updated on a quarterly basis.



Services

OMVIC provides the following services:

» Consumer protection

Create a fair, safe and informed marketplace for consumers by increasing awareness and enforcing and administering consumer protection legislation on behalf of the MPBSD. 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.

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:

STRATEGIC GOAL 1

Increase consumer protection and awareness



STRATEGIC GOAL 2

Increase registrant professionalism and accountability

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 and in some cases may be eligible to submit a claim to the Motor Vehicle Dealers Compensation Fund. 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 GOAL 3

Be a trusted and respected partner by engaging stakeholders



STRATEGIC GOAL 4

Increase organizational efficiency and effectiveness



These strategic goals will be achieved through operational activities outlined in the 2023 Business Plan.

Business Plan Activities

STRATEGIC GOAL 1: INCREASE CONSUMER PROTECTION AND AWARENESS

STRATEGY	ACTIVITIES
<p>Enhance consumer awareness of OMVIC and their car buying rights</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>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 this plan</p>
	<p>Develop and implement an annual event strategy to guide consumer outreach via tradeshow/event participation</p>
	<p>Develop and implement an annual education strategy to support the delivery of consumer education/awareness through webinars, and seminars</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>Offer information and advice to consumers engaged in motor vehicle transactions</p>	<p>Develop and implement an online application for the compensation fund to streamline the claims process and provide additional value for consumers</p>

STRATEGY	ACTIVITIES
Survey consumers involved in the compensation fund application process	Once OMVIC's new IT system, the Consumer Automotive Regulatory System (CARS) is implemented, determine if it can be utilized to automate reminders for consumers who do not respond to the consumer survey, to enhance the response rate; feedback will be used for continuous quality improvement
Survey consumers and dealers involved in dispute resolution	Monitor consumer and registrant satisfaction with complaint services
Identify and monitor the impact of new and emerging business models on consumers	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 MPBSD on changes to enhance consumer protection
Enhance risk-based inspection program	Implement an automated risk-based compliance inspection strategy and continue classifying dealerships as being low, medium or high risk
	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
Enhance mystery shop program	Conduct mystery shop program of dealerships and track the number of completed mystery shops undertaken by the investigation 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
Enhance curbsider enforcement activities	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 investigation team
	Track level and concentration of curbsider enforcement activities, including number of Provincial Offences Act charges
Enhance public reporting	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
	Publicly report on registration processing times

STRATEGIC GOAL 2: INCREASE REGISTRANT PROFESSIONALISM AND ACCOUNTABILITY

STRATEGY	ACTIVITIES
Improve application processes and processing times	Develop and implement an online registration system that will reject incomplete applications
Monitor and address dealer non-compliance	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	Consider and implement where appropriate new registrant business models
	Monitor the number of non-traditional business model applications
Ensure persons who have (or may have) put the public at risk do not get or maintain registration as dealers or salespersons	Continue to screen applicants and process applications in accordance with the Registrar’s authority under the MVDA
	Implement terms and conditions, revoke or suspend or other risk mitigation strategies as appropriate
Review and update processes and resources to encourage registrant financial responsibility	Identify appropriate financial management educational courses and opportunities for dealers
Monitor success of OMVIC registrant education	Utilize updates from a review of certification course and exam material and implement the required updates
Assist registrants in complying with the MVDA	Share educational resources and updates with registrants to help them comply with the MVDA
Provide compliance-related advice and guidance to the dealer community	Track and trend breadth and scope of inquiries from dealer support team and nature of advice/guidance provided to better align team’s priority and goals
Ensure responsible and measured enforcement of the MVDA and other consumer protection legislation	Track and trend the number of Registrar actions



STRATEGY	ACTIVITIES
Continue adding registrant self-serve functions and capabilities to online services	Implement a system-guided online registration form
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 MVDA among stakeholders	Engage municipal, provincial and federal government officials to increase awareness of OMVIC and the services provided to consumers
	Continue OMVIC outreach program with CEO
Engage law enforcement partners to assist engagement	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
	Track the level of engagement with law enforcement partners and the number of times assistance is provided
Use data visualization tools such as dashboards to provide real-time measurement of OMVIC's business process	Create a live dashboard for key operational indicators; implementation to coincide with new customer relationship management system (i.e., CARS)
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 MPBSD to explore opportunities to enhance consumer protection and industry professionalism	Continue working with MPBSD to assess the viability of an information-sharing agreement with the Ministry of Transportation (MTO) to obtain motor vehicle registration records

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	Continue assessing and improving, as required, OMVIC's new policies and procedures on key aspects of investigations to help guide the work of investigations
	Develop operational policies and procedures for the dealer support team that will work to proactively assist with dealer non-compliance issues and provide guidance to dealers
	Develop and implement a priority-setting process/tool for the investigation team
Ensure compliance with guidelines or benchmarks for enforcement action and the timely completion of investigations	Add functionality in OMVIC's IT system (i.e., CARS) to monitor investigations based upon established benchmarks
	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
	Continue assessing and improving, as required, OMVIC's new policies and procedures on management oversight of investigation files to determine if they are complete and result in appropriate enforcement action
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	Expand capacity and capability of dealer support team to develop topical guidelines on new or emerging trends
Record OMVIC's assessment of whether a motor vehicle dealer has breached one or more provisions of the MVDA or the Consumer Protection Act, 2002, for each complaint it reviews in its systems	Continue to use the framework developed by the consumer support team to determine which complaint issues are to be referred for enforcement and regulatory actions
	Oversee staff adherence to the framework and criteria consistently and accurately to all complaints received and mediated by OMVIC
	Continue to use this framework on an ongoing basis to ensure that escalated files are consistently forwarded for administrative review
Review sustainability of Motor Vehicle Dealers Compensation Fund	Monitor sustainability by reviewing the quarterly financial statements and forecasting cash flow. Identify trends that may warrant an actuarial study



STRATEGIC GOAL 4: INCREASE ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS (CONTINUED)

STRATEGY	ACTIVITIES
<p>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>	<p>Obtain board of trustees approval of the Compensation Fund Procurement Policy, and board of directors'/MPBSD approval of OMVIC's Procurement Policy, both of which were amended in 2022 to better align with the Broader Public Sector Procurement Directive and the Ontario Public Service Procurement Policy</p>
<p>Review board of directors structure, term limits, and selection criteria</p>	<p>Work with the MPBSD and board of directors to support the process of implementing the impending Minister's Orders regarding board size, the proportion of industry representatives, fixed term limits and selection/competency criteria</p> <p>Revise the by-laws accordingly and provide them to the MPBSD for Ministerial approval</p> <p>Seek approval by the membership at the 2023 Annual Meeting</p>
<p>Implement remaining efficiency study recommendations</p>	<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>
<p>Review organization-wide staff complement</p>	<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>
<p>Optimize the workload and efficiency of key operating departments</p>	<p>Using OMVIC's new resources — staff hired in 2022 as a result of the workload studies — reconfigure staff workload and improve OMVIC's effectiveness and efficiency in areas of registration, complaints and enforcement</p> <p>Continue to reassess the staffing demands in 2023</p>



STRATEGY	ACTIVITIES
Implement IT Strategic Plan	Ensure all IT investments are reviewed against the guiding principles of the IT Strategic Plan
	Conduct IT Steering Committee meetings annually to ensure cross-department awareness of upcoming initiatives and coordinated activities
	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. New website to launch in 2023
	Implement a new customer relationship management system (i.e., CARS)
	Implement a new financial system, given that the current system has been discontinued and support is no longer provided by the vendor
Identify opportunities to better use OMVIC's online registration services	Improve collaboration between online users (registrants/applicants) and OMVIC through the implementation of the new customer relationship management system (i.e., CARS)
Continue keeping the public informed on the registrations processing times through OMVIC's website and annual report	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
Enhance employee engagement and workplace satisfaction	Implement an annual organization-wide communications survey to understand employee communication preferences





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 MPBSD 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 2023 Business Plan, OMVIC assessed the financial, human and other resources required to successfully deliver on these strategic initiatives.

Financial resources

A deficit is expected in the 2023 budget due to the carryover effects of the significant investment in human resources in 2022, which was made in order to deliver on the recommendations set out in the 2021 Auditor General's report.

Another factor leading the budgeted deficit is that transaction fees revenue is expected to remain stagnant while other operating expenses continue to be higher due to inflation.

A smaller deficit is forecasted for 2024, and in 2025, OMVIC is forecasted to operate with a balanced budget.

Human resources

In 2022, OMVIC conducted the first employee survey on diversity, equity, and inclusion (DEI) to gauge the degree to which DEI is embedded in OMVIC's culture. The data collected provided information on the demographics of our employees and the employee experience at OMVIC. This information will help focus priorities for improving workplace inclusion in 2023 through policy development, recruitment, hiring, succession planning and retention, and creating programs and initiatives from a diversity, equity and inclusion perspective.

Information Technology resources

In 2023, the IT team will continue its initiative to shift OMVIC towards a cloud-based environment and eventually retire its physical data centre within OMVIC premises.

IT remains committed to delivering on OMVIC's transformational goals. In 2023, the IT team expects to fully implement a new customer relationship management (CRM) system — the Consumer Automotive Regulatory System (CARS) — as well as a new online portal for our registrants. By providing new features and functionality for stakeholders, CARS will help OMVIC to fulfill its goal of becoming a more modern regulator. IT will continue with infrastructure upgrades that improve system performance, and support other teams' technology goals, including the upgrade of OMVIC's financial system to a newer, cloud-based version.

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 (\$ THOUSANDS)

Ontario Motor Vehicle Industry Council

	2023	2024	2025
Revenues	Budget	Forecast	Forecast
Transaction Fees	13,030	14,259	16,588
Registration Fees	5,709	7,372	7,445
Investment Income	242	235	230
Interest and Other	60	55	50
Transfer Fees	542	839	839
Certification Fees	320	330	339
Disciplinary Penalties	100	105	110
Amort of Deferred Contribution	79	79	79
Total Revenue	20,082	23,274	25,680
Expenses			
Salaries and Benefits	17,195	17,656	18,183
Public Awareness	2,000	2,000	2,000
Professional Services	1,268	1,233	1,228
Occupancy	866	886	750
General and Administrative	764	779	795
Per-Diem Allowances	550	561	572
Amortization of Capitol Assets	542	620	620
Government Oversight Fees	300	320	330
Telecommunications	288	292	297
Travel	387	395	403
Industry Awareness	100	100	100
Total Expenses	24,260	24,842	25,278
Excess of Revenues Over Expenses Before Other Items	(4,178)	(1,569)	404
Expense: OMVIC Support to CF	184	182	184
Excess of Revenues Over Expenses	(4,362)	(1,751)	220



APPENDIX A

2023 Balanced Scorecard

STRATEGIC PLAN GOAL 1: INCREASE CONSUMER PROTECTION AND AWARENESS		
	Measure	2023 Forecast
1	Monitor consumer satisfaction that complaint handler is knowledgeable, courteous, and efficient based on average survey score	75%
2	Monitor percentage of complaints that result in successful conciliation	40%
3	Provide conciliation services to consumers and track number of complaints handled	900
4	Monitor complaints forwarded for administrative review as a result of a potential breach; will be reviewed for appropriate next steps and/or action	65
5	Monitor the number of open investigations	400
6	Monitor the number of closed investigations	475
7	Maintain awareness of all-in pricing	41%
8	Provide consumer education/awareness sessions	36
9	Monitor consumer education/awareness session total attendance	360
10	Average consumer understanding of car-buying rights post OMVIC education session	90%
11	Monitor awareness of the OMVIC brand	32%
12	Address dealer-centric compliance-related matters	1,500
13	Conduct compliance inspections and track number of complete inspections	2,000
14	Number of site visits of dealers conducted by inspectors	30
STRATEGIC PLAN GOAL 2: INCREASE REGISTRANT PROFESSIONALISM AND ACCOUNTABILITY		
15	Monitor anticipated number of charges laid	950
16	Monitor anticipated number of non-compliant registrants charged	45
17	Monitor number of registrar actions	1,000
18	Monitor education-related orders issued	35
19	Monitor number of caution letters stemming from the Mystery Shop program	30
20	Monitor discipline fines received	\$145,000
21	Monitor total # curbsiders charged (charges)	600
STRATEGIC PLAN GOAL 3: BE A TRUSTED AND RESPECTED PARTNER BY ENGAGING STAKEHOLDERS		
22	Track industry group meetings	16
23	Track MPBSD meetings	8
24	Track consumer interest group meetings	18
25	Track CEO dealer visits	12



STRATEGIC PLAN GOAL 4: INCREASE ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

26	Monitor registrant satisfaction with our registration services (based on knowledge, courtesy & efficiency scores)	60%
27	Track online services usage by dealers (renewals)	70%
28	Track online services usage by salespeople (renewals)	60%
29	Track staff job satisfaction	75%
30	Track % of staff turnover	13%
31	Monitor average number of business days processing for all new dealer applications (including complete, incomplete, complex and non-complex applications, and including staff follow up time to collect missing information and review)	90
32	Monitor the % of incomplete salesperson applications received	50%
33	Monitor the % of incomplete business applications received	70%
34	Monitor average number of business days processing for complete/non-complex new salesperson applications submitted by mail/email (excluding staff follow-up time to collect missing information and review)	10
35	Monitor average number of business days processing for all new salesperson applications submitted by email and mail (including complete, incomplete, complex and non-complex applications, and including staff follow up time to collect missing information and review)	30
36	Monitor average number of business days processing for complete/non-complex new salesperson applications submitted online (excluding staff follow-up time to collect missing information and review)	3
37	Monitor average number of business days processing for all new salesperson applications submitted online (including complete, incomplete, complex and non-complex applications, and including staff follow up time to collect missing information and review)	20
38	Monitor average number of business days for staff to screen incomplete new dealer applications and collect missing information	30
39	Track the average number of calendar days turnaround time for complaints handling	45
40	Monitor call wait times for inquiries/complaints to consumer support (in seconds)	90
41	Monitor average call wait times for inquiries to the registrations department (in seconds)	180
42	Monitor the average number of years that elapse between dealer inspections	3.0
43	Track current ratio (OMVIC's ability to pay short-term obligations within one year)	1.9
44	Monitor the Compensation Fund's unrestricted net asset balance	\$8,700,000
45	Monitor the percentage of Compensation Fund claim recoveries	10%



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