



Ontario's Vehicle Sales Regulator

2016-18 STRATEGIC PLAN
2016-17 BUSINESS PLAN

- CONSUMER PROTECTION
- CONSUMER CONFIDENCE AND AWARENESS
- DEALER PROFESSIONALISM
- REGISTRANT ACCOUNTABILITY



Promoting a Fair and Informed Vehicle Sales Marketplace in Ontario

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PROFILE

The Ontario Motor Vehicle Industry Council (OMVIC) administers and enforces the *Motor Vehicle Dealers Act* (MVDA) – a public protection statute – on behalf of the Ministry of Government and Consumer Services.

OMVIC's creation on January 7, 1997, marked the first regulated business sector to move to self-management. Previously, Ontario's vehicle dealer industry was regulated by the Ministry of Consumer and Commercial Relations (now the Ministry of Government and Consumer Services). OMVIC is a not-for-profit corporation governed by a 12-member Board of Directors.

Registration with OMVIC is mandatory for all Ontario vehicle dealers and salespeople.

OMVIC'S ONGOING OBJECTIVES

- Consumer protection through
 - pursuit of those who would prey on an unwary public
 - dissemination of information concerning consumer rights via media relations, educational outreach and public information and awareness programs
 - compliance activities and complaint-handling
- Dealer professionalism through
 - certification programs for new dealers and salespeople
 - ongoing information and education initiatives
 - increased accountability through administration of a Code of Ethics (CoE), Standards of Business Practice and an open disciplinary process

INTRODUCTORY COMMENTS

Welcome to OMVIC's 2016–18 Strategic Plan. This plan establishes OMVIC's vision for what is possible going forward. We are immensely proud of our organization, the staff and the stakeholders that make OMVIC great. As we look to the future we are confident that OMVIC will continue to make a meaningful difference to Ontario consumers, our registrants and the marketplace as a whole.

In setting the Strategic Plan, OMVIC reached out to many stakeholders. During planning we reflected deeply on the focus of consumer protection in the ever-evolving environment, while respecting the challenges that our registrants face to operate in a fair and informed marketplace with shifting consumer needs and expectations. Our reflections and conversations have significantly influenced the directions and priorities we have outlined in this plan. We would like to thank all of our registrants, stakeholders, staff and Board of Directors for helping us to set a focused course for the coming years. We look forward to working with each of you as we fulfill the promises outlined in our plan.



Looking
Forward to
the Future

MESSAGE FROM THE BOARD CHAIR

No matter the stakeholder, whether trade association or consumer advocacy group, there is agreement that OMVIC is a diligent, respected regulator. When OMVIC was launched in 1997 there was opposition to the delegated authority model, particularly from consumer associations, which worried that a self-management body was akin to putting the fox in charge of the chicken coop. However, time and experience have demonstrated OMVIC's commitment to its mandate, a mandate to maintain a fair and informed marketplace by protecting the rights of consumers, enhancing industry professionalism and ensuring fair, honest and open competition for registered motor vehicle dealers.

In fact, this commitment can be measured. In 1996, the year prior to delegation, there were 56 administrative actions taken by the MVDA Registrar; in 2015 that number was 1,179. Funds returned to consumers as a result of complaint conciliations have risen from \$69,000 in 1996 to \$933,000 in 2015. Investigations and prosecutions of curbsiders have increased tenfold.

OMVIC's success is indisputable, but new challenges await, many of them identified via extensive stakeholder engagement. So, informed by staff and stakeholders, OMVIC's Board has identified a new route forward as outlined in this Strategic Plan. The plan will ensure OMVIC excels and has the talent, resources and vision to protect Ontario consumers; provide service excellence to its registrants; and promote a fair and professional marketplace.



Kevin Bavelaar
Board Chair



The Route to Continuing Success

ABOUT OMVIC

OMVIC administers the *Motor Vehicle Dealers Act, 2002* (MVDA) on behalf of the Ontario government through the Ministry of Government and Consumer Services (MGCS). Our mandate is to maintain a fair and informed marketplace in Ontario by protecting the rights of consumers, enhancing industry professionalism and ensuring fair, honest and open competition for registered motor vehicle dealers.

Our Objectives

OMVIC is focused on achieving the following:

- consumer protection
- increased consumer confidence and awareness
- dealer professionalism
- increased registrant accountability

Our Services

OMVIC is structured around the following areas of service aimed at protecting the public interest:

- registration
- inspections
- investigations and prosecutions
- consumer complaints
- professional standards and public awareness

Our Progressive Environment

As we set out to determine our priorities for the future it is important to understand our ever-evolving environment. While some of these patterns and trends are beyond our control, we must pay close attention to their potential impact, both positive and negative, on OMVIC and on our community. Some of the most significant influences we identified include

- strategic initiatives or directives from the MGCS
- marketplace changes and evolution: some dealership structures are changing to include national groups and publicly traded groups; fewer are independently owned stores
- the perception of OMVIC as being too heavy-handed with enforcement
- technology and social media involvement and influence in the marketplace
- the need for regulatory change related to evolving consumers

OUR CORE COMMITMENTS

Our Core Commitments

Increasing consumer awareness, increasing registrant professionalism, being a trusted and respected partner and improving internal capacity are at the core of our 2016–18 strategic commitments.

Additionally, it is our plan to engage staff in a review of OMVIC's Mission Statement and refresh it if required.

These new core commitments, or promises, together with our well-established values, will guide us in the work we do every day in striving to achieve our goals. These statements will focus the organization and act as our measure of success.

OMVIC's Mission

A Mission Statement describes the organization's main reason for being in clear, concise and simple terms: OMVIC's core purpose – what OMVIC does every day that leads it towards achieving its vision of the future.

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

OMVIC's Mandate

OMVIC's mandate is to maintain a fair and informed marketplace in Ontario by protecting the rights of consumers; enhancing industry professionalism; and ensuring fair, honest and open competition for registered motor vehicle dealers.

OMVIC's Values

OMVIC acts on a series of values or operating principles, which guide it in its day-to-day decision-making. These values were identified by staff as important to them and necessary, in their view, for the effective delivery of OMVIC's mandate.

- Integrity will be our hallmark.
- We will be innovative in our search for the best solutions for problems faced by our clients.
- We will have respect for our clients, our colleagues, our partners, our critics and ourselves.
- We will exercise fairness in all that we do.
- We will at all times be knowledgeable about our programs and communicate with clients.
- Without assigning blame, we will be accountable for everything we do as individuals, as a team and as an organization.
- We will be committed to serving our clients and to our vision, mission and mandate.
- We will work in an environment that fosters job satisfaction and enjoyment.

OUR STRATEGIC DIRECTIONS AND PRIORITIES

For our 2016–18 Strategic Plan we have set out to ensure that our strategic directions and priorities support the organization’s mandate. The development of our operational plans and activities will align our strategic directions with the following four goals:

1. Increase consumer awareness.
2. Increase registrant professionalism.
3. Be a trusted and respected partner.
4. Improve organizational capacity.

Strategic priorities have been established for each goal. Each priority also sets a clear direction for operational leadership to align resources with operational activities.

GOAL 1: INCREASE CONSUMER AWARENESS

Consumer Priorities

OMVIC exists to protect consumers and to enable them to have confidence in our registrants, the marketplace and their purchases overall. OMVIC must continue to safeguard consumers’ rights and concerns by making the public aware of OMVIC’s mandate and authority.

OMVIC’s consumer priorities include the following:

- increasing consumer awareness and education and being a trusted source of information for the public on motor vehicle sales
- expanding awareness and understanding of OMVIC’s role and extent of authority
- providing tools and information to consumers to prevent or resolve problems in motor vehicle transactions

By focusing on these priorities OMVIC will achieve the following outcomes:

- increased consumer awareness of OMVIC
- better informed consumers
- consumers who are better prepared to enter into agreements or resolve disputes concerning a trade in a motor vehicle

GOAL 2: INCREASE REGISTRANT PROFESSIONALISM

Registrant Priorities

Open, honest competition and a fair and informed marketplace can be fully achieved only through registrant professionalism. OMVIC promotes registrant professionalism through educational and compliance initiatives.

OMVIC’s registrant priorities include the following:

- ensuring a fair marketplace for our registrants
- providing educational opportunities for registrants
- applying right-touch enforcement
- communicating with registrants in an efficient and effective manner
- using technology to increase and improve service to our registrants

By focusing on these priorities OMVIC hopes to achieve the following outcomes:

- reduced curbsider activity through monitoring
- increased compliance
- increased registrant professionalism
- better informed registrants
- a continued shift to electronic communication/services for our registrants

GOAL 3: BE A TRUSTED AND RESPECTED PARTNER

Other Stakeholder Priorities

OMVIC recognizes that in addition to consumers and registrants there are many other important stakeholders that influence or are critical to the industry’s and OMVIC’s own success. These stakeholders include government, trade associations, training institutions and consumer protection groups. OMVIC will continue to strengthen these relationships and together, we can enhance professionalism and consumer confidence.

OUR STRATEGIC DIRECTIONS AND PRIORITIES

OMVIC's stakeholder priorities include the following:

- positioning OMVIC as a trusted and respected partner of governments and other regulators
- partnering and collaborating with stakeholders with shared objectives

By focusing on these priorities OMVIC hopes to achieve the following outcomes:

- OMVIC being positioned as a trusted and respected partner of governments and other regulators
- governments acknowledging and valuing OMVIC's track record, effectiveness, efficiency and expertise in regulating the sector
- successful initiatives and projects conducted with stakeholders

GOAL 4: IMPROVE ORGANIZATIONAL CAPACITY

Our People Priorities

It would not be possible for OMVIC to meet its mandate without the dedication of its talented and committed people. Through our planning discussions we were reminded of the pride our staff and management have in their work and how they strive to provide the highest levels of service possible. OMVIC will continue to have an open and trustworthy culture to ensure it remains a great place to work.

OMVIC's people priorities include the following:

- developing an HR strategy, policies and processes that support the Strategic Plan
- improving organizational strength through effective succession planning
- aligning the Board and committee structure with strategic directions
- enhancing Board effectiveness

By focusing on these priorities OMVIC hopes to achieve the following outcomes:

- a safe, inclusive, open and trustworthy culture
- a highly functional and professional staff
- a highly functional and skilled Board

Our Internal System Priorities

Balancing resource efficiency, effectiveness, quality, service excellence and stakeholder accountability is a delicate act. OMVIC will seek ways to deliver services effectively and to ensure investments in technology provide relevant, reliable tools that can advance the goals of increased efficiency, effectiveness and quality service.

OMVIC's internal system priorities include the following:

- optimizing services and processes and their delivery through technology
- continuing to update OMVIC policies
- increasing and improving internal communication, information and knowledge sharing

By focusing on these priorities OMVIC hopes to achieve the following outcomes:

- a technology roadmap
- current and effective policies
- engaged and confident staff
- institutional knowledge retention

Our Financial Priorities

The ministry, consumers and registrants expect the highest level of financial stewardship and accountability from OMVIC. Through our planning consultations, we were reminded of the importance of OMVIC continuing its fiscal prudence as demonstrated over the years and being disciplined and transparent in its use of resources.

OMVIC's financial priorities are as follows:

- continuing to be fiscally prudent
- maintaining transparent financial reporting

By focusing on these priorities OMVIC will achieve the following outcomes:

- continued financial viability
- transparent reporting on Strategic Plan implementation

MESSAGE FROM THE EXECUTIVE DIRECTOR

A journey's success is not attributable solely to the plotting of a course, but also to identifying, procuring and using the appropriate tools. This has been true historically for OMVIC and is best reflected in the development of a dedicated and dynamic staff and senior management team.

The past year has seen significant change at OMVIC with the retirement of its founding Executive Director and Registrar. This change made the examination and re-establishment of strategic directions essential. With that plan now set it becomes imperative that the plan be implemented with the resources required to ensure success and that progress is monitored.

As with any plan (or journey), unexpected or unforeseeable events or issues may arise that will require course alterations, and in a marketplace evolving as quickly as today's automotive one, this may be especially true, but we will remain committed to our mandate and the strategic directions set out in this plan.

OMVIC's stellar reputation has earned it the trust of stakeholders and the respect of other regulators, both nationally and internationally. The implementation of this new Strategic Plan is built on a solid foundation of existing practices that promote compliance with laws that protect the public interest.



A handwritten signature in black ink that reads "K. Lambert". The signature is fluid and cursive.

Kim Lambert
Executive Director

Implementation and the Path Forward

2016–17 BUSINESS PLAN

OMVIC's 2016–18 Strategic Plan establishes four strategic goals. These goals are the Board's highest-level promises to its stakeholders. Each priority sets a clear direction for operational leadership to align resources with operational activities to enable delivery of these promises.

OMVIC's 2016–17 Business Plan outlines the action required to achieve the strategic goals and the measures to be used to demonstrate success.

GOAL 1: INCREASE CONSUMER AWARENESS

Strategic Direction: Increase consumer awareness and education and be a trusted source of information for the public on motor vehicle sales

| 2016/2017 Action Plan | 2016/2017 Performance Measures |
|---|---|
| Identify issues of consumer interest through inspection findings and business standards, consumer complaints and mystery shopping by consumer groups and OMVIC. | Identify issues of interest. |
| Create searchable list of publicly available enforcement information, such as the <i>Provincial Offences Act</i> (POA). | Make web page publically available. |
| Increase outreach to consumers through various initiatives. | <ul style="list-style-type: none"> Conduct annual awareness campaign. Continue all-in price advertising messaging. Use ad hoc advertising opportunities. Conduct direct outreach via seminars and tradeshow/event participation. Engage with mainstream media. Use sponsorships. Engage consumers via social media. |
| Offer information and advice to consumers engaged in a motor vehicle transaction. | <ul style="list-style-type: none"> Offer translation services in 150 languages. Continue to offer free conciliation service to consumers engaged in a dispute with a registered dealer. Achieve a rating of 4 or greater on a scale of 1 to 5 for knowledge and courtesy from both consumers and dealers. Provide assistance to consumers for claims presented to the Board of Trustees for the Compensation Fund. Update web content. |

2016-17 BUSINESS PLAN

GOAL 1: INCREASE CONSUMER AWARENESS (CONT'D)

Strategic Direction: Expand awareness and understanding of OMVIC's role and extent of authority

| 2016/2017 Action Plan | 2016/2017 Performance Measures |
|---|---|
| Increase awareness of OMVIC. | Increase general awareness of OMVIC (from 22 per cent in 2015). |
| Facilitate a consumer focus group to gauge other areas of importance. | Hold a facilitated focus group discussion to determine other areas of priority messaging. |

Strategic Direction: Provide tools and information to consumers to prevent or resolve problems in motor vehicle transactions

| 2016/2017 Action Plan | 2016/2017 Performance Measures |
|---|---|
| Create concept and design of an interactive consumer information and complaints portal. | Complete concept and design of an interactive consumer information and complaints portal. |

2016-17 BUSINESS PLAN

GOAL 2: INCREASE REGISTRANT PROFESSIONALISM

Strategic Direction: Ensure a fair marketplace for our registrants

| 2016/2017 Action Plan | 2016/2017 Performance Measures |
|---|--|
| Develop and publish a self-audit checklist and inspection guide. | Make checklist and guide available to registrants. |
| Identify and track new and emerging business models and their impact on the industry. | Prepare report on applicants and registrants with non-traditional business models. |
| Ensure persons who have (or may) put the public at risk do not get or maintain registration as a dealer or salesperson. | Process applications in accordance with the Registrar's authority under the MVDA. |
| Ensure a robust inspection program is in place to encourage compliance with the MVDA and Code of Ethics. | Conduct more than 50 per cent of inspections from risk-based inspection lists. |
| Use risk-based inspection program to mitigate risk to the public, Compensation Fund and marketplace. | Conduct annual review of risk-based inspection criteria. Review data from claims to Compensation Fund to identify early indicators of problems. |

Strategic Direction: Provide educational opportunities for registrants

| 2016/2017 Action Plan | 2016/2017 Performance Measures |
|--|--|
| Facilitate focus group with registrants regarding the definition of professionalism. | Hold a facilitated focus group discussion; define professionalism. |
| Monitor success of OMVIC Certification Course. | Conduct periodic review of Certification Course outcomes. |

2016-17 BUSINESS PLAN

GOAL 2: INCREASE REGISTRANT PROFESSIONALISM (CONT'D)

Strategic Direction: Apply right-touch enforcement

| 2016/2017 Action Plan | 2016/2017 Performance Measures |
|--|--|
| Review data to identify gaps and prioritize enforcement decisions to ensure compliance with the MVDA. | <p>Act on curbsider activity.</p> <p>Report on the number of curbsiders who sought or gained registration.</p> <p>Analyze and evaluate curbsiding data.</p> <p>Lower percentage of repeat offenders.</p> |
| Identify non-compliant activities for investigation, prosecution and disciplinary or administrative action in accordance with authority under the MVDA and <i>Consumer Protection Act</i> (CPA). | Report on non-compliance, including investigations, prosecutions, disciplinary actions and administrative actions. |
| Investigate industry misconduct and use the appropriate enforcement tool. | Report on enforcement actions by type. |
| Review and refresh intake process. | Review intake process. |

Strategic Direction: Communicate with registrants in an efficient and effective manner

| 2016/2017 Action Plan | 2016/2017 Performance Measures |
|---|--|
| Identify gaps in communications with registrants. | <p>Review possible gaps.</p> <p>Use new or improved communication tools and techniques to assist registrant communications.</p> |
| Provide educational materials to registrants to assist with compliance. | <p>Deliver educational seminars and webinars to dealers and salespersons.</p> <p>Publish bulletins and newsletters.</p> <p>Respond to dealer inquiries about advertising or other compliance issues.</p> |

2016-17 BUSINESS PLAN

GOAL 2: INCREASE REGISTRANT PROFESSIONALISM (CONT'D)

Strategic Direction: Use technology to increase and improve service to registrants

| 2016/2017 Action Plan | 2016/2017 Performance Measures |
|---|---|
| Identify opportunities to better use OMVIC's online membership. | Increase online membership to 60 per cent of dealers and 45 per cent of salespersons. |
| Identify additional online services for registrants. | Complete year-end report identifying online services options. |

2016-17 BUSINESS PLAN

GOAL 3: BE A TRUSTED AND RESPECTED PARTNER

Strategic Direction: Position OMVIC as a trusted and respected partner with governments and other regulators and partners

| 2016/2017 Action Plan | 2016/2017 Performance Measures |
|---|--|
| Influence impact of ministry's strategic initiatives on OMVIC. | <ul style="list-style-type: none"> Review and comment on ministry initiatives. Attend meetings and consultations. Meet quarterly with Deputy Minister. Attend regular meetings with ministry staff. Develop legislative/regulatory submissions to the ministry to address issues identified through consultation with stakeholders. |
| Increase and improve knowledge sharing with OMVIC and its stakeholders. | <ul style="list-style-type: none"> Identify and map data sources to allow use of data analytics methods and graphical presentation of the results. Use data visualization tools such as dashboards to provide real-time measurement of OMVIC business processes. Produce easily understood quantifiable and qualifiable statistics. |
| Continue consultation with related government and other stakeholders on the risks associated with long-term and sub-prime credit agreements and possible interventions. | <ul style="list-style-type: none"> Attend meetings and consultations. Make available educational information related to the risks. |
| Create a publicly searchable list of OMVIC's enforcement information. | Augment OMVIC's current publicly available enforcement information by creating a searchable list of POA enforcement actions. |
| Promote government's Consumer Protection Ontario (CPO) brand. | Include CPO brand on OMVIC website and educational handouts. |
| Protect privacy and personal information. Conduct comprehensive policy review and implement changes to OMVIC's Privacy Code. | Conduct review and implemented changes as needed. |
| Ensure focus on existing and new cyber threats brought about by the increase in number and types of consumer interface devices. | <ul style="list-style-type: none"> Ensure security tools are up to date. Test backups and disaster recovery. Ensure security extends to mobile phones. Address any identified threats. |

2016-17 BUSINESS PLAN

GOAL 3: BE A TRUSTED AND RESPECTED PARTNER (CONT'D)

Strategic Direction: Partner and collaborate with stakeholders with shared objectives

| 2016/2017 Action Plan | 2016/2017 Performance Measures |
|--|---|
| Explore opportunities to develop or enhance educational offerings. | Consult with partners to consider expansion of educational offerings. |
| Increase awareness of OMVIC and MVDA among stakeholders, including law enforcement and industry personnel. | <p>Provide educational sessions for industry, law enforcement and other stakeholders.</p> <p>Participate with law enforcement agencies and other regulators in joint investigations.</p> <p>Assist law enforcement and other regulators with inquiries.</p> <p>Update technology to improve information sharing with law enforcement.</p> |

2016-17 BUSINESS PLAN

GOAL 4: IMPROVE ORGANIZATIONAL CAPACITY

Strategic Direction: Develop an HR strategy, policies and processes that support the Strategic Plan

| 2016/2017 Action Plan | 2016/2017 Performance Measures |
|--|---|
| Document the HR strategy. | Update and enhanced the HR strategy. |
| Develop and implement performance management policies and processes and conduct performance reviews. | Update policies and implemented performance management process. Conduct performance reviews. |
| Develop process for and conduct exit interviews. | Conduct interviews as required. |
| Develop and implement formal reward and recognition program. | Implement formal reward and recognition program. |
| Conduct a compensation review based on <ul style="list-style-type: none"> ▪ competencies and skills of all positions ▪ leadership skills and competencies of senior management positions ▪ accountability and responsibilities of all positions | Complete compensation review and developed implementation plan for Board approval. |
| Review current field staff Code of Conduct. | Review, approve and publish field staff Code of Conduct. |

2016-17 BUSINESS PLAN

GOAL 4: IMPROVE ORGANIZATIONAL CAPACITY (CONT'D)

Strategic Direction: Improve organizational strength through effective succession planning

| 2016/2017 Action Plan | 2016/2017 Performance Measures |
|--|---|
| Develop a succession plan for key positions. | Develop Board-approved succession plan. |
| Provide cross-function training for Registration Officers and Inspectors to enhance familiarization with specific geographical issues. | Invite senior Registration staff to Inspection Team meetings. Explore opportunities for joint training sessions. |

Strategic Direction: Align the Board and committee structure with strategic directions

| 2016/2017 Action Plan | 2016/2017 Performance Measures |
|---|---|
| Review committee structure and consider the model that will enhance Board efficiency and effectiveness. | Review committee structure, focusing on Nominating Committee, Executive Committee, Governance Committee, Communications Committee and Human Resource and Compensation Committee. Implement Board-approved recommendations. |

Strategic Direction: Enhance Board effectiveness

| 2016/2017 Action Plan | 2016/2017 Performance Measures |
|--|---|
| Review and revise skills matrix for Board members. | Revise skills matrix for Board approval. |
| Define training needs for Board members, both individually and collectively. | Identify learning plans for Board as a whole and for Board members. |
| Review Board remuneration. | Complete review and develop implementation plan for Board approval. |

2016-17 BUSINESS PLAN

GOAL 4: IMPROVE ORGANIZATIONAL CAPACITY (CONT'D)

Strategic Direction: Optimize services and processes and their delivery through technology

| 2016/2017 Action Plan | 2016/2017 Performance Measures |
|---|---|
| Develop technology plan to support Year 1 Strategic Plan initiatives. | Develop technology roadmap for approval by the Board. |
| Update web technology. | Update technology. |
| Update intelligence database. | Update database. |

Strategic Direction: Increase and improve internal communications, information and knowledge sharing

| 2016/2017 Action Plan | 2016/2017 Performance Measures |
|--|--|
| Review and revise Mission Statement. | Complete review of Mission Statement and revised as necessary. |
| Communicate strategic directions to all staff. | Regularly report to staff on Strategic Plan implementation. |

Strategic Direction: Continue to be fiscally prudent

| 2016/2017 Action Plan | 2016/2017 Performance Measures |
|--|---|
| Begin transition to departmental budgets. | Provide training to Department Heads. Transition departmental budget allocations. Implement departmental reporting. |
| Monitor and report to the Board on implementation of the Strategic Plan. | Report to Board quarterly on Strategic Plan implementation. |
| Continue to control operational costs. | Follow Board-approved budget. |

THREE-YEAR FINANCIAL FORECAST

FISCAL YEARS 2016 TO 2018

(\$ THOUSANDS)

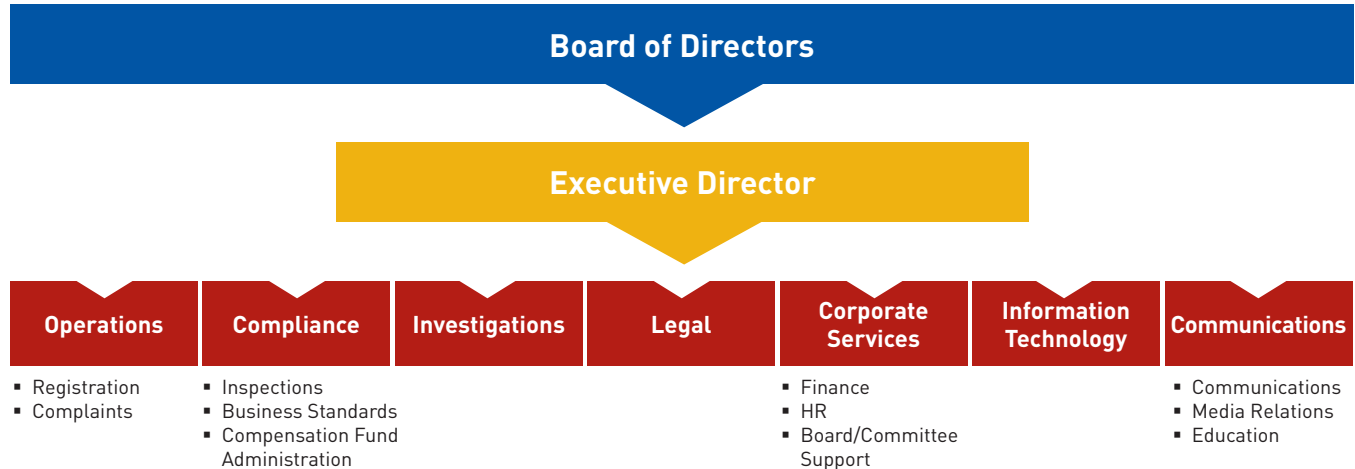
| Revenues | 2016 | 2017 | 2018 |
|---------------------------------------|---------------|---------------|---------------|
| Registration fees | 14,001 | 16,449 | 16,449 |
| Transfer fees | 396 | 396 | 396 |
| Certification fees | 245 | 245 | 245 |
| Expense recoveries | 154 | 157 | 160 |
| Amortization of deferred contribution | 79 | 79 | 79 |
| Interest and other | 12 | 15 | 18 |
| | 14,887 | 17,341 | 17,347 |

(\$ THOUSANDS)

| Expenses | 2016 | 2017 | 2018 |
|--------------------------------|---------------|---------------|---------------|
| Salaries and benefits | 8,578 | 8,793 | 9,012 |
| Public awareness | 1,450 | 2,000 | 2,000 |
| Professional services | 817 | 834 | 853 |
| Travel | 686 | 693 | 701 |
| General and administrative | 671 | 685 | 698 |
| Occupancy | 796 | 819 | 833 |
| Amortization of capital assets | 206 | 247 | 296 |
| Telecommunications | 315 | 321 | 327 |
| Per diems | 325 | 332 | 338 |
| Government oversight fees | 199 | 199 | 199 |
| Industry awareness | 200 | 400 | 400 |
| | 14,243 | 15,323 | 15,657 |
| Net | 644 | 2,018 | 1,690 |

ORGANIZATIONAL STRUCTURE

BOARD OF DIRECTORS



BOARD OF DIRECTORS

The Board is made up of nine dealers drawn from all segments of the industry: large and small dealerships in both the new and used market. These industry representatives are joined by three consumer and government representatives appointed by the Minister of Government and Consumer Services. Dealer members are elected by dealers across the province.

The Executive Director is responsible for OMVIC's day-to-day operations.

Kevin Bavelaar
2015 President and Chair of the Board,
Ex-officio all Committees
Auto Showplace, North York
Term expires May 2016

Kevin 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, Kevin started Auto Showplace and has since been involved in all aspects of automotive remarketing. As owner of Auto Showplace, he is familiar with the challenges of running a medium-sized independent car dealership, including marketing, strategic planning, risk management and financial responsibility.

During his first term on OMVIC's Board of Directors

(1999–2004), Kevin chaired several committees, including Ethics and Discipline and Industry Professionalism. His current term began in May 2007 and he has served as OMVIC's secretary-treasurer, vice president, and president and chair of the Board.

Kevin is currently president and chair of OMVIC's Board of Directors and also serves as a member of the Motor Vehicle Dealers Compensation Fund's Board of Trustees.

Meredith Morris
2015 Vice President
Sudbury Hyundai, Sudbury
Term expires May 2017

Meredith's automotive family background has enabled her to accumulate more than 20 years of experience in all aspects of the dealership and automotive industry. She is a graduate of the Automotive Marketing and Business Administration Program at Northwood University in Michigan. Meredith is the president of C.J. Morris Investments, which owns and operates Sudbury Hyundai and Sudbury Used Cars. She was elected to OMVIC's Board of Directors in May 2004 and has served two terms as president and chair.

Meredith is the past chair of the Hyundai Auto Canada National Dealer Advisory Council and the Cambrian

ORGANIZATIONAL STRUCTURE

BOARD OF DIRECTORS

College Automotive Technology Program. Her past involvements include serving on the Board of Directors of the Sudbury Community Foundation, the Sudbury Chamber of Commerce and the Canadian Red Cross. She was also president of the Sudbury Harley Owners Group, Ladies of Harley division.

David Cooke
2015 Vice President;
Member, Executive Committee and Appeals Committee
Consumer Representative
Term expires November 2016

David started practising law in Ontario in 1968, primarily in litigation. As a member of the Ontario legislature from 1985 to 1990, he chaired the Select Committee on Free Trade and played a major role in determining the terms of the auto industry's inclusion in the Free Trade Agreement. Following that, David chaired the first Finance Committee in the Ontario legislature. He has spent a lifetime as an active member of various non-profit boards and commissions in the Kitchener-Waterloo area.

More recently, David served 10 years as a full-time member of a federal tribunal.

Cliff Pilon
2015 Secretary-Treasurer;
Chair, Audit, Finance and Risk Committee;
Member, Executive Committee
Gold Fleet Subaru/Suzuki, North Bay
Term expires May 2018

Cliff entered the automotive industry in 1981. Since 1987, he has been the dealer principal of Gold Fleet Subaru in North Bay. He also owns Gold Fleet North, a used vehicle dealership in New Liskeard, and Rust Check franchises in both cities.

Cliff's hands-on approach, coupled with daily interaction with his businesses, helps keep him in tune with the constant changes in the industry.

Cliff's strong automotive, mechanical and financial

knowledge, coupled with his sales expertise and interpersonal skills, make him a valuable asset to OMVIC's Board of Directors. Cliff has served on the Board since May 2006 and chaired the Communications Committee from 2010 to 2011.

Nazreen Ali
Past Chair; 2015 Chair, Consumer Protections Advisory Committee; Member, Executive Committee
Consumer Representative
Term expires May 2018

Nazreen earned a Master of Business Administration degree from Queen's University and is executive vice president of MiiScan Corporation, a mobile commerce company. She has assisted a number of Canadian firms in developing socially responsible international initiatives. Previous to that, Nazreen served in a business development capacity at Trimark Investment Management (International) and at the Canadian Soccer Association, with overall responsibility for financial administration. She led the development of the successful first-ever Canadian Businesswomen's Trade Mission to the United Arab Emirates, Egypt and Jordan, led by the former Ontario Minister of Small Business and Entrepreneurship.

Nazreen has served on many boards, including the United Way of Ottawa, and has been honoured by business and community groups. She served as OMVIC's secretary-treasurer from 2011 to 2013 and was OMVIC's president and chair of the Board in 2014.

ORGANIZATIONAL STRUCTURE

BOARD OF DIRECTORS

Denis Ayotte

**2015 Chair, Governance Committee;
Member, Appeals Committee and
Nominating Committee**

*Gus Brown Pontiac Buick GMC Ltd., Whitby
Gus Brown Pontiac Buick GMC Ltd., Port Perry
Term expires May 2018*

Denis is a partner in and vice president of Gus Brown Pontiac Buick GMC Ltd. in Whitby and Port Perry, Ontario. He graduated with a Bachelor of Science degree from Trent University with a joint major in computer studies and psychology. He worked in the information technology field for more than 20 years as a department manager, project manager and program manager, leading major implementations across Canada, the United States and parts of Europe.

Denis moved to the automotive industry in 2003 and became a partner of the Gus Brown Group in 2006. He is a hands-on operator who led the top General Motors New Vehicle Retail Sales Operation for six years, from 2004 to 2009.

Denis has been an OMVIC Board member since May 2009. He is the past president of the Central Ontario Dealers Association and he sits on the Board of Directors of the Lakeridge Health Foundation and is the vice chair of the Finance and Audit Committee for the Foundation.

Denis and his business partner, Gus Brown, are active members of the community and are involved in community sports, arts, entertainment and the Chamber of Commerce. Denis has been the co-chair of the Annual Gus Brown Golf Classic, raising more than \$850,000 for the R.S. McLaughlin Durham Regional Cancer Centre and the Lakeridge Health Foundation. The Gus Brown Group of dealerships supports numerous charities in and around the Durham region.

Ron Marostica

**2015 Chair, Stakeholder Relations Committee;
Member, Nominating Committee and
Governance Committee**

*Marostica Motors, Thunder Bay
Term expires May 2017*

Ron has been an automobile dealer for more than 35 years. He operates a Subaru dealership in Thunder Bay, a used-car dealership (Thunder Bay Used Car Superstore) and an automotive leasing company. His dealerships are members of both the Trillium Automobile Dealers Association and the Used Car Dealers Association.

Ron has served seven years on OMVIC's Board of Directors. He was also a member of the Motor Vehicle Dealers Compensation Fund Board of Trustees for six years, on which he also served as chair and secretary-treasurer. He sits on the Canadian Automobile Dealers Association's Industrial Relations Committee, which addresses issues of national importance to new-car dealers and administers the Legal Action Defense Fund. He is a past chair of Hyundai Auto Canada's National Dealer Council.

Ron has served on a number of charitable and community organizations, including the board of a major hospital and as a governor of Lakehead University. He enjoys sports of all kinds, particularly hockey and golf. Ron is married and has four children and four grandchildren.

Ron was OMVIC's president and chair of the Board in 2013.

Harbans Pawan

**2015 Chair, Appeals Committee;
Member, Nominating Committee and
Governance Committee**

*Consumer Representative
Term expires March 2017*

Harbans joined the Indian Air Force Technical College in 1954. He served in the Indian Air Force in Avionics at various locations all over India. Harbans also has an Honours Bachelor of Arts degree in English and Punjabi from the University of the Punjab.

ORGANIZATIONAL STRUCTURE

BOARD OF DIRECTORS

He immigrated to Canada in 1971 and worked in different companies in the electrical field. He served as policy chair and vice president of the Etobicoke-Lakeshore Federal and Provincial Liberal Riding Associations from 1979 to 2000.

While employed at ABB, Harbans introduced a pay for skills program (paid for “what you know, not what you do”) in 1988, which proved to be quite successful. He also served as union president for the salaried employees from 1986 until 1997, when he retired. He is currently involved in not-for-profit organizations such as various senior citizen clubs and the Ontario Khalsa Darbar.

Ken Peterson
2015 Chair, Regulatory Affairs Committee;
Member, Stakeholder Relations Committee and
Governance Committee

Ken Peterson Sales & Leasing, Thunder Bay
Term expires May 2017

Ken has more than 40 years of experience in the automotive business. For the past 17 years, he has operated Ken Peterson Sales & Leasing in Thunder Bay, building a solid reputation for integrity and outstanding customer service.

Ken is involved in his community and was elected to the Thunder Bay Hydro Commission, serving two terms; he was chair for three years. He was also director and treasurer of Northwest Energy and vice chair of the Municipal Electric Association of Ontario.

First elected to OMVIC’s Board of Directors in June 2001, Ken brings a strong analytical and proactive problem-solving approach to the business of OMVIC. He served as OMVIC’s president in 2003 and 2005, providing consistent use of leading governance practices, innovative solutions and a commitment to getting the job done. Ken actively engaged in effective and focused advocacy with the government to gain support for initiatives and to address issues that are important to automobile dealers.

Matt Rispin
2015 Chair, Nominating Committee;
Member, Governance Committee
North Toronto Auction, Innisfil
Term expires May 2018

Matt is a proud graduate of the University of Toronto and has enjoyed the automotive auction business for the past 18 years. In 2003, he and his partners opened North Toronto Auction and they have succeeded in developing it into the largest independent auction in Canada. North Toronto Auction is recognized as a pioneer hybrid auction model specializing in both wholesale and public auctions. North Toronto Auction celebrated its 11th anniversary in 2014 and was recognized by *Canadian Business* magazine as one of Canada’s fastest growing companies.

Most recently, Matt and his partners launched AutoGavel Inc. and AGX, a multifaceted online remarketing solution and lease grounding tool that will complement their current business model. Matt was OMVIC’s president and chair of the Board from 2010 to 2012.

John Slaughter
2015 Chair, Communications Committee;
Member, Stakeholder Relations Committee and
Consumer Protection Advisory Committee
Hyundai, Pembroke
Term expires May 2016

John graduated from McMaster University with Bachelor of Arts and Bachelor of Education degrees. After holding various positions in education and administration, he became a partner in a Chrysler franchise in the early 1990s. He participated in the Chrysler Ontario Dealers Advertising Association for eight years.

The Ottawa Valley is now home for John and his wife, Janet; they own a Hyundai store in Pembroke.

John has served on the OMVIC Board since May 2007.

SENIOR MANAGEMENT

SENIOR MANAGEMENT

Kim Lambert

Executive Director

Mary Jane South

Registrar and Director, Operations

Laura Halbert

Deputy Registrar and Director, Compliance

Chandar Singh

Director, Corporate Services

Michael Rothe

Director, Legal Services

Joe Scarfo

Director, Information Technology

Terry O’Keefe

Director, Communications, Media Relations and Education

Tom Girling

Director, Investigations

CONTACT

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Telephone: 416-226-4500 ext. 5104

Registration kits can be downloaded from omvic.on.ca.

Complaints and Inquiries

Email: consumers@omvic.on.ca

Telephone: 416-226-4500 ext. 5105

Complaints can also be submitted online at omvic.on.ca.

Reporting Curbsider Activity

Email: nocurbs@omvic.on.ca

Telephone: 1-888-NOCURBS (662-8727)

Motor Vehicle Dealers Compensation Fund

Email: compfund@omvic.on.ca

Telephone: 416-226-3661

Privacy Officer

Michael Rothe

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Telephone: 416-512-3165

OMVIC's privacy policy is available at omvic.on.ca.

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