

# 2024 - 2026 STRATEGIC PLAN



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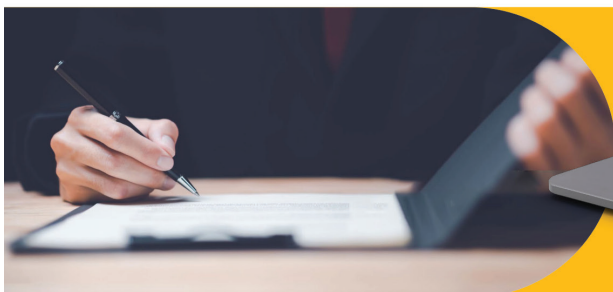
# BACKGROUND

OMVIC's 2024-2026 Strategic Plan outlines a clear path for the organization to strengthen its position as a modern, best-in-class regulator. This plan will guide OMVIC's work over the coming three-year planning horizon.

Importantly, OMVIC's strategic plan should be viewed as a 'living' document that is reviewed and updated over time as the environment surrounding the organization and its stakeholders continues to evolve.

To ensure the strategic plan was informed by the current and future realities of its environment and its stakeholders, the pre-plan development process included:

1. Twenty-three telephone interviews with board directors, staff, partner organizations, and Ministry of Public and Business Service Delivery (ministry) representatives.
2. Six external benchmarking interviews with OMVIC's counterparts in other Canadian provinces and with other leading industry regulators.
3. Quantitative surveys with registrants, the public and staff
4. Two staff focus groups.
5. Three Senior Management Team meetings.



# KEY ISSUES OMVIC'S STRATEGIC PLAN WILL WORK TO ADDRESS

OMVIC's strategic plan addresses several key issues impacting the Ontario motor vehicle industry and consumers.

1. The Political Landscape

2. The Economy

3. Social and Industry Trends

4. Technology

# THE POLITICAL LANDSCAPE

As a Delegated Administrative Authority, OMVIC administers and enforces the Motor Vehicle Dealers Act, 2002.

The Act was last significantly updated in 2002. OMVIC will continue to work with the government to modernize the act while monitoring technology disruption and changing business models.

Retaining and nurturing continued and positive relationships with the government will be an important priority for OMVIC in the coming years. Ensuring that OMVIC's consumer protection advice to government is anticipatory and that policy recommendations are informed by timely research and data is also a key priority. These approaches will help ensure that OMVIC and its mandate are front-of-mind and that OMVIC continues to be a reliable, effective, and trusted resource to the government.



# THE ECONOMY

Economic volatility over the last few years has created significant swings in vehicle supply and demand. In the most recent period since the height of the COVID-19 pandemic, vehicle inventory levels in Ontario have been rising. The increased supply and high-interest rates have contributed to financial uncertainty for dealers and consumers alike. More consumers are financially overburdened and/or in negative equity positions with their vehicles. On the sales side, interest rates are hitting dealers hard as they struggle to cover the costs of their inventories.

Pressure on dealers may increase the likelihood of unethical action and/or illegal activity by market players. OMVIC must ensure it is proactive in the coming years by monitoring the global vehicle industry environment and creating strategies to address what is on the horizon for Ontario registrants and consumers.

Furthermore, much of OMVIC's revenue is tied to vehicle sales, posing an organizational risk in the uncertain economic environment. A strategic focus will be to ensure OMVIC's long-term stability through revenue development and diversification, ensuring it has sufficient resources to effectively carry out its mandate and priorities over the long term.

# SOCIAL AND INDUSTRY TRENDS

On the consumer side, public opinion research reveals an opportunity to increase awareness about OMVIC and that Ontario consumers are not well informed of their rights and protections. Accordingly, OMVIC will enhance its focus over the plan horizon on expanding the reach of its brand and consumer education resources.

As issues such as all in-price advertising non-compliance, advertising vehicles that do not exist, and curbsiding (selling by unlicensed dealers) continue to negatively impact consumers, OMVIC's strategic plan will focus on improving professionalism and ethical practices in the Ontario motor vehicle sales industry.

## TECHNOLOGY

Artificial intelligence and technological innovation have broad and significant impacts on all aspects of society. Like many sectors, the motor vehicle industry is shifting to online and direct-to-consumer marketing, sales and business models, with technology and Artificial Intelligence (AI) increasingly being applied at every step in the vehicle sales process.

While online sales processes are streamlining the vehicle sales process for consumers, they are also expanding opportunities for abuse. In addition to increased risks for fraud and theft, cybercrime and cybersecurity challenges are also top-of-mind issues of concern.

Furthermore, the Electric Vehicle Availability Standard introduced by the Canadian federal government implements legislation that intends to end the sale of gas and diesel-powered vehicles by 2035. The evolution of vehicle technology, particularly electric and hybrid vehicles, is a central issue that will shape the future of vehicle sales and vehicle regulation in Ontario.

OMVIC will continue to protect consumers through its work with the government to track how business models are changing and the technological advances in the motor vehicle sector. It will also leverage technology to educate consumers and registrants and develop effective approaches and processes to monitor, audit, assess and discipline registrants, whether dealerships are physical or virtual in structure.

Finally, OMVIC realizes that consumer expectations are evolving as AI and technology become more entrenched in their interactions with organizations, including OMVIC. The strategic use of technology to enable OMVIC to be more effective in protecting and serving consumers and registrants will be an important focus over the next three years.

# OMVIC'S MANDATE, MISSION AND VALUES

OMVIC's statutory mandate is established by the provincial government. The Board, Executive Management Team, Senior Management Team and staff collectively reviewed the organization's mission statement and values, and their input was synthesized into the statements below.

OMVIC's Mission reflects what OMVIC does, for whom and 'to what end.' Its values articulate what the organization stands for and the principles to which its people agree to adhere.

## OMVIC Mandate

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

## Our Mission

To enhance trust and professionalism in Ontario's motor vehicle sales industry and protect consumers through education, oversight, and enforcement.

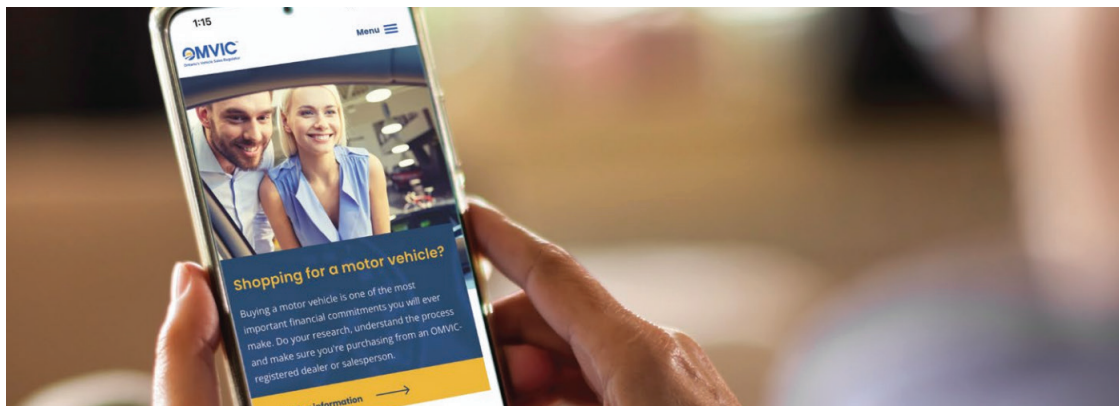
## Our Values

**Consumer Focus:** We are accountable and dedicated to consumer protection.

**Professionalism:** We are focused on enhancing trust in the vehicle sales industry through professionalism.

**Integrity:** We aspire to the highest standards, acting with integrity, fairness, and transparency.

**Excellence:** We strive to lead the way in impactful, proactive, and innovative regulation of the motor vehicle sales industry.



# OMVIC'S STRATEGIC PRIORITIES

For the 2024-2026 planning horizon, OMVIC's time, effort and resources will focus on achieving the following strategic goals across three priority areas.







# 1 CONSUMER PROTECTION

Consumer protection is central to OMVIC’s mandate and will be a primary focus over the coming three-year plan horizon. The organization will improve consumer awareness, perceptions, and confidence in Ontario’s motor vehicle sales industry, emphasizing effective marketing, education, resources, and regulatory activities that ensure a fair and positive process for consumers purchasing vehicles.

## Three-Year Goal

Enhance consumer confidence through knowledge and awareness and by setting and enforcing standards of registrant conduct.

How will we achieve our goal?

Strategic Objectives	
1.1	Establish formal policy positions on compliance matters and develop an associated communications plan in 2025.
1.2	Conduct a review of OMVIC’s existing brand/strategy and implement an updated branding and identity strategy by the end of 2026 to enhance consumer knowledge and awareness.
1.3	Develop and implement innovative approaches to compliance issues by the end of 2026 to reduce the incidence of registrant misconduct.





## 2 REGISTRANT PROFESSIONALISM

OMVIC will continue developing and enforcing processes that ensure a high level of registrant professionalism, resulting in more honest and compliant business practices throughout the vehicle purchase process.

An important focus will be providing registrants with timely and relevant education, information, and resources to support professionalism. Better leveraging technology to improve OMVIC's oversight and enforcement will also be a key strategy to improve OMVIC's effectiveness in this important area.

### Three-Year Goal

Ensure professionalism is advanced through education and other resources while focusing on emerging technologies.

### How will we achieve our goal?

Strategic Objectives	
2.1	Identify and assess primary risks and opportunities of emerging technologies in 2024 to inform OMVIC education and compliance activities.
2.2	Develop an implementation strategy in 2025.
2.3	Implement the strategy in 2026 and conduct annual monitoring and revisions as necessary.



# ORGANIZATIONAL EXCELLENCE

OMVIC’s success depends on the ability of its staff and systems to execute the organization’s goals and objectives.

OMVIC’s organizational focus over the coming three years will include fostering a united, effective, and positive staff culture and ensuring the organization has sufficient resources to carry out its mandate and strategic plan effectively.

Reviewing internal systems and strategically using new and emerging technologies to increase OMVIC’s effectiveness and efficiency will also contribute to the organization’s enforcement and consumer protection abilities.

Likewise, effective and positive strategic relationships with organizations representing key stakeholder groups will enable OMVIC’s success.

## Three-Year Goal

As a modern regulator, advance an inspired and collaborative culture, innovative organizational practices, and meaningful stakeholder relationships.

### How will we achieve our goal?

Strategic Objectives	
3.1	By the end of 2026, achieve a positive and engaged workforce and be recognized externally as an employer of choice.
3.2	Develop and enhance a variety of organizational practices by the end of 2026 to support consumer protection initiatives.
3.3	Strengthen key existing relationships with industry associations and consumer groups and identify new opportunities for collaboration by the end of 2026.
3.4	Achieve long-term financial viability by the end of 2026.



## **CONCLUSION**

**OMVIC's 2024-2026 Strategic Plan is a stakeholder-informed and future-focused road map that will guide the organization as it continues to raise the bar as a modern and best-in-class regulator that is impactful in carrying out its consumer protection mandate. Much work is ahead; however, we look forward to working with our internal and external stakeholders in the years ahead to enhance trust and professionalism in Ontario's motor vehicle sales industry and protect consumers through education, oversight, and enforcement.**



## OMVIC 2024-2026 Strategic Plan Summary

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

**Mission:** To enhance trust and professionalism in Ontario's motor vehicle sales industry and protect consumers through education, oversight and enforcement.

### Values

**Consumer Focus:** We are accountable and dedicated to consumer protection.

**Professionalism:** We are focused on enhancing trust in the motor vehicle sales industry through professionalism.

**Integrity:** We aspire to the highest standards, acting with integrity, fairness and transparency.

**Excellence:** We strive to lead the way in impactful, proactive, and innovative regulation of the motor vehicle sales industry.

### Strategic goals and objectives

#### 1. Consumer Protection

**Goal:**

Enhance consumer confidence through knowledge and awareness and by setting and enforcing standards of registrant conduct.

**Objectives:**

- 1.1 Establish formal policy positions on compliance matters and develop an associated communications plan in 2025.
- 1.2 Conduct a review of OMVIC's existing brand/strategy and implement an updated branding and identity strategy by the end of 2026 to enhance consumer knowledge and awareness.
- 1.3 Develop and implement innovative approaches to compliance issues by the end of 2026 to reduce the incidence of registrant misconduct.

#### 2. Registrant Professionalism

**Goal:**

Ensure professionalism is advanced through education and other resources while focusing on emerging technologies.

**Objectives:**

- 2.1 Identify and assess primary risks and opportunities of emerging technologies in 2024 to inform OMVIC education and compliance activities.
- 2.2 Develop an implementation strategy in 2025.
- 2.3 Implement the strategy in 2026 and conduct annual monitoring and revisions as necessary.

#### 3. Organizational Excellence

**Goal:**

As a modern regulator, advance an inspired and collaborative culture, innovative organizational practices, and meaningful stakeholder relationships.

**Objectives:**

- 3.1 By the end of 2026, achieve a positive and engaged workforce and be recognized externally as an employer of choice.
- 3.2 Develop and enhance a variety of organizational practices by the end of 2026 to support consumer protection initiatives.
- 3.3 Strengthen key existing relationships with industry associations and consumer group and identify new opportunities for collaboration by the end of 2026.
- 3.4 Achieve long-term financial viability by the end of 2026.