



**STRATEGIC
BUSINESS PLAN**
— 2024 —



Vehicle Sales Authority
of British Columbia



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Message to the Minister

On behalf of the Board of Directors, the Registrar, the management, and staff of the Vehicle Sales Authority of British Columbia (VSA), it is a privilege to present our Strategic Business Plan for the fiscal years 2022-23 to 2024-25.

Originally established as the Motor Dealer Council of British Columbia, the VSA was formed in 2004 as a delegated administrative authority to oversee the Motor Dealer Act and certain provisions of the Business Practices and Consumer Protection Act within the motor dealer industry. In doing so, the VSA licenses and regulates motor dealers, salespersons, wholesalers, broker-agents, and broker-agent representatives, as well as provides limited dispute resolution services for consumers.

This three-year plan supports our purpose of building confidence in the motor dealer industry in BC by engaging and educating industry and consumers, ensuring a safe and reliable motor vehicle buying experience. The plan also reinforces our commitment to fairness and accountability in all of our operations, including financial performance.

In reviewing this plan, you will note a focus on better connecting with consumers, emphasizing fairness in our administration of the legislation, using Right Touch Regulation principles to address risks, developing more options for consumer dispute resolution, and looking for better and more efficient ways to deliver value in all of our services. All this is to be achieved after a realistic assessment of VSA resources and considering the industry's economic outlook in the coming years impacted by COVID-19 and related inventory supply issues.

Message approved and signed by:



Mark Bakken
VSA Board Chair

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Ian Christman
President & CEO

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VSA Purpose & Values

The essence of why the Vehicles Sales Authority of BC exists, how we operate, and what we are aspiring to is reflected in our Purpose Statement. As we align on the recent fiscal year 2020/2021, and the challenges presented as a result of the Corona Virus Pandemic, which includes worldwide inventory shortages and supply chain issues, we realize that our purpose and reason for being here is more relevant and needed than ever before. Our focus of engaging and educating industry and consumers provides stability and safety during times of change and challenge. We see ourselves playing an increasingly larger role as an educator and regulator.

Purpose Statement

We build public confidence in the motor dealer industry in BC by engaging and educating industry and consumers, and by ensuring a safe and reliable motor vehicle buying experience.

Values





We protect consumers by:

Delivering outbound information through the following channels:

Media	Organizations
<p>Social, Traditional & Digital</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  FACEBOOK </div> <div style="text-align: center;">  TWITTER </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="text-align: center;">  YOUTUBE </div> <div style="text-align: center;">  GOOGLE SEARCH </div> </div> <hr/> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="text-align: center;">  WEBSITE </div> <div style="text-align: center;">  TV </div> </div> <hr/> <div style="text-align: center; margin-top: 20px;">  ADVERTISING </div>	<p>Dealers & Other Agencies</p> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="text-align: center;">  DEALERS </div> <div style="text-align: center;">  AGENCIES </div> </div>
	People
	<p>Word of Mouth</p> <div style="text-align: center; margin-top: 20px;">  FRIENDS & FAMILY </div>

Consumers contact us for two reasons:

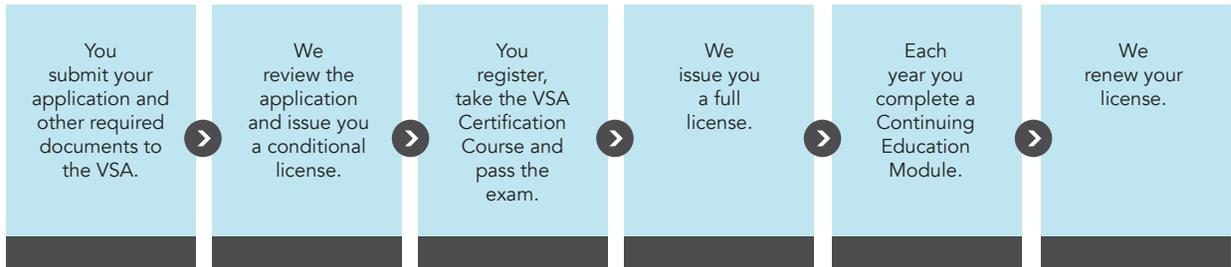
They have a question or they have a complaint. These two tracks are handled as follows:

Inbound inquiries:				
 WEBSITE	 FACEBOOK	 MAIL	 EMAIL	 PHONE
Question		Complaint		
<p>Question comes in: We provide answers or appropriate referrals.</p>		<p>Complaint comes in: We review the complaint and move to potential investigation or action.</p>		

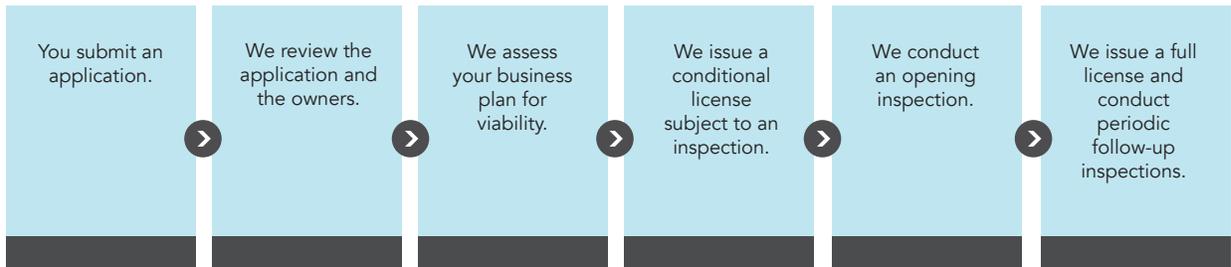
Delivering on the VSA mandate

This graphic is a high-level overview of how the VSA administers and enforces industry compliance with the Motor Dealer Act and the Business Practices and Consumer Protection Act.

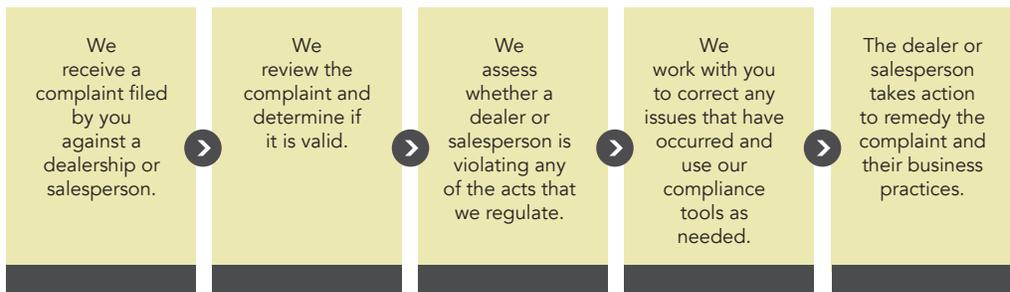
Licensing: Salesperson and Broker-Representative



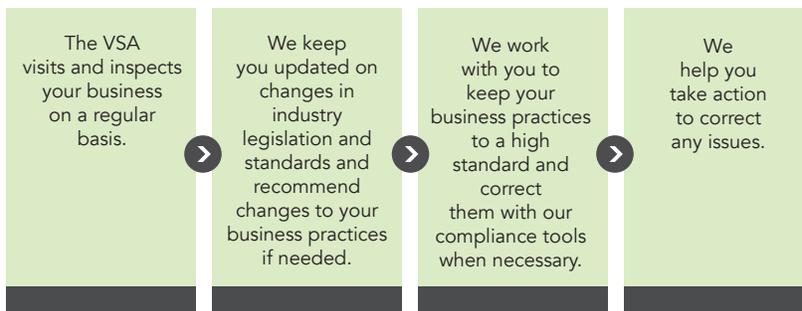
Licensing: Dealer and Business Licensing



Consumer Complaints



Maintaining Industry Standards



VSA Operations by the Numbers

	(6 months) FY 2022 Apr 2021 - Oct 2021	FY 2021 Apr 2020 - Mar 2021
Active Licences (at end of period)		
Franchise automobile dealers	439	429
Franchise RV dealers	57	59
Independent (used) automobile & RV dealers	896	876
Motorcycle and moped dealers (new and used)	84	85
Leasing companies	91	86
Total Motor Dealers	1567	1535
Wholesalers (dealers and independents)	1165	1085
Broker Agents	10	6
Licensed Salespeople (with employment)	8324	8155
Inspections		
Liaison contacts (in person by phone)	279 190	92 451
Inspections	545	996
Consumer Enquiries and Complaints		
Consumer enquiries received	1576	2781
Consumer complaints received	409	824
Consumer complaints closed Closed with restitution Amount	410 106 \$785,376	899 224 \$1,453,293
Compensation Fund Activity		
Claims Filed Adjudicated Approved	4 3 2	9 4 2
Amount paid to consumers	\$21,000	\$23,000
Investigations		
Completed investigations for consumer complaints	262	582
Completed non-complaint investigations *Curber investigations	56 9	48 5
Total completed investigations	327	635
Compliance Enforcement Activities		
Education	93	135
Verbal Warnings	20	11
Written Warnings	4	27
Undertakings	3	13
Registrar's Decisions	7	14
Conditions on Licence	2	2
Administrative penalties	\$15,000	\$119,900
Ombudsperson Oversight		
Complaints investigated Open investigations	0	1 3
Complaints substantiated	0	0

*Curber is a person who is selling vehicles like a motor dealer but without a license.



Our Strategic Plan: Executive Summary

As the VSA determines its direction and future priorities, it is critical to consider the ever changing and evolving marketplace we regulate. The trends and challenges faced in the industry, as a result of a worldwide pandemic, are beyond the VSA's control. We must, however, pay close attention to potential positive and negative impacts to be able to adapt and choose the most appropriate regulatory response. Our focus continues to be on public education and oversight as we move into the future with government, industry, and consumer protection challenges, opportunities, and changes.

We have spent time reviewing the most significant ways we can contribute and support our partners: government, industry, and consumer.

We will be giving specific attention to the 2024 Goals in our Strategic Plan to strengthen and ensure a positive future for all our stakeholders. Each year the Executive Team will create an annual operating plan, metrics, and budget to support the strategic goals. These will be presented to the Board of Directors for approval prior to the start of each fiscal year.

Our 2022-2024 Strategic Plan Goals include:

1. Increase organizational efficiency and effectiveness through people, process, systems and technology.
2. Enhance credibility with stakeholders.
3. Increase Licensee adherence to best practices through proactive education and oversight.
4. Increase consumer awareness, satisfaction, and confidence.
5. Ensure organizational sustainability and agility.

Our Strategic Plan: Executive Summary Goals

Goals	Expected Outcomes
<p>Goal #1: Increase Organization Effectiveness and Efficiency: People, Process, Systems and Technology</p>	<ul style="list-style-type: none"> • Increased engagement • Professional, safe, inclusive culture based upon trust • Process mapping for continuous improvement • Digitally equipped • All tech systems working optimally
<p>Goal #2: Enhance Credibility with All Stakeholders</p>	<ul style="list-style-type: none"> • Increase contact strategies, partnerships & brand awareness • Communicate in friendly, easy, and educational ways • Track efficiencies & service levels • Conduct industry & consumer satisfaction surveys
<p>Goal #3: Increase Licensee Adherence to Best Practices through Proactive Education & Oversight</p>	<ul style="list-style-type: none"> • Reduce the number of substantiated complaints • Be viewed as a valued educational resource of industry best practices • Become known as a partner of choice, in addition to a regulator
<p>Goal #4: Increase Consumer Awareness, Satisfaction, and Confidence</p>	<ul style="list-style-type: none"> • Create easier website navigation • Improve VSA complaint resolution process • Improve customer experience • Increase brand awareness
<p>Goal #5: Ensure Organizational Sustainability and Agility</p>	<ul style="list-style-type: none"> • Increase in awareness of organizational sustainability and agility

Our Strategic Plan: Executive Summary Timeline

2022	2023	2024
Alternate Dispute Resolution (ADR)		Ongoing
Continuous Process Improvement		Ongoing
Cyber Security		Ongoing
Dashboard Metrics	In Progress	
Operation System: Driver 2.0 Enhancements <i>Phase 1 & 2 (End of 2022)</i>		Ongoing
Human Resource Information System (HRIS)		Begins 2022
Leadership and Employee Training		Ongoing
Learning Academy		Begins 2022
Learning Management System		Begins 2022
Performance Management	In Progress	
Stakeholder Awareness		Ongoing

Our Strategic Plan:

Goal #1: Increase Organization Effectiveness and Efficiency.

The VSA consistently strives to be a high functioning organization deploying its talent and resources with insight, discipline, and transparency. We will increase organizational effectiveness and efficiency by focusing on the following pillars: People, Process, Systems and Technology.

People:

The VSA acknowledges the importance of a dedicated, talented, and committed Staff and Board. The VSA will continue to foster a positive work culture and environment by aligning people with the needs of the organization as it seeks to carry out its mandate. In addition, we will align the people, departments, and operational planning with the Strategic Plan to build organizational strength. We will do this through effective training, succession planning, workflow capture, business continuity planning and following our strategic projects and initiatives.

Expected Outcomes:

- Increased employee engagement
- Safe, inclusive, open, and trustworthy culture
- High functioning professional staff

Strategic Projects/Initiatives:

- Performance Management
- Leadership and Employee Training
- HRIS

Process:

Aligning strategy and process is critical in delivering value to all our stakeholders. To gain workflow efficiencies, the entire lifecycle process of the VSA needs to be mapped to identify continuous improvement opportunities. Process mapping will also help us retain and increase institutional knowledge for business continuity.

Expected Outcomes:

- End to end process mapping
- Gap Analysis
- Continuous process improvement workshops

Strategic Projects/Initiatives:

- Continuous Process Improvement



Systems & Technology:

The VSA will deliver quality service effectively and efficiently by adopting relevant, reliable, and cost-effective technologies. We will maximize and integrate existing technology, as well as align new technology investments with the Strategic Plan.

Expected Outcomes:

Ensure that we are digitally equipped to deliver on our mandate and that all four technology systems of the VSA are working optimally.

Strategic Projects/Initiatives:

- Operating System (Driver 2.0)
- Cyber Security
- ADR (Alternate Dispute Resolution)
- Dashboard Metrics
- LMS (Learning Management System)

Metrics:

	2022-23	2023-24	2024-25
Average days to resolve consumer complaints	Establish baseline score	-5%	-5%
Average days to issue a licence or registration	Establish baseline score	-5%	-5%
Employee Engagement Score (Survey)	Establish baseline score	+2.5%	+2.5%
Employee retention rate (average months employed)	Establish baseline score	+2.5%	+2.5%



Goal #2: Enhance Credibility with All Stakeholders.

The VSA recognizes that in addition to consumers and registrants, other stakeholders influence the vehicle sales marketplace and our success. These stakeholders include government, industry associations and consumers. The VSA will position itself as a trusted and respected partner and will enhance credibility with all stakeholders.

Government:

- Promote our regulator mandate and role as a modern and resilient regulator
- Regularly engage stakeholders based on their ability to promote diverse opinions and advance our mandate

Expected Outcomes:

- Provide quarterly updates and real time briefings as required
- Continue to include Government representation at Board meetings

Industry:

- Undertake strategic collaboration to further the VSA's mandate
- Listen and engage
- Anticipate and adapt to industry challenges
- Explore technology to further engage registrants

Expected Outcomes:

- Increase contact strategies and partnerships
- Increase brand awareness
- Attend monthly meetings with association Presidents (NCDCA/ARA/RVDA) and add value
- Provide quarterly updates to Industry Associations
- Increase efficiency, effectiveness, and expertise in regulating the marketplace
- Communicate in friendly, easy, and educational ways
- Conduct and share industry satisfaction surveys

Consumer:

- Improve brand awareness
- Improve service levels
- Improve ease of accessibility

Expected Outcomes:

- Improve response times and service levels
- Improve Consumer Confidence in the VSA

Strategic Projects/Initiatives:

- Operating System (Driver 2.0)
- Alternative Dispute Resolution (ADR)
- Procedural Fairness
- Dashboard Metrics
- Purchase Agreement
- Stakeholder Awareness
- Learning Academy/Hub

Metrics:

	2022-23	2023-24	2024-25
Industry confidence in VSA (survey)	Establish baseline score	+2%	+2%
Consumer confidence of VSA (survey)	Establish baseline score	+2%	+2%



Goal #3: Increase Licensee Adherence to Best Practices through Proactive Education & Oversight.

Our regulatory philosophy framework helps educate industry stakeholders on our approach and guides our team to provide easily understood application of compliance action. The modified inspection and liaison visit program continues to be well received by the industry and encourages dealers to see the Compliance staff as a resource in problem solving. We see this proactive, partnership approach as being crucial to implementing increased Licensee adherence to best practices. We will continue expanding our risk-based inspection program to proactively manage trends and proactively educate licensees. We will equip dealers and licensees with information and data to improve their business practises and professional services in the following ways:

- Provide data to establish a scorecard of complaints and comparison with industry average
- Develop online resources sharing best practises and professional services
- Develop ways for dealers/licensees to access relevant information and improved practises
- Provide online webinars on relevant and topical issues facing the industry
- Provide voluntary business practise reviews for dealers

Expected Outcomes:

- Reduce the number of substantiated complaints
- Be viewed as a valued educational resource of industry best practices
- Become known as a partner of choice as well as regulator

Strategic Projects/Initiatives:

- Alternative Dispute Resolution (ADR)
- Operating System (Driver 2.0)
- Dashboard Metrics
- Stakeholder Awareness
- Learning Academy/Hub
- Technology Leader in Regulation

Metrics:

	2022-23	2023-24	2024-25
Industry confidence in VSA (survey)	Establish baseline score	+2.5%	+2.5%
Calls from industry for advice on best practices	Establish baseline score	+2.5%	+2.5%
Number of substantiated complaints	-2.5%	-2.5%	-2.5%



Goal #4: Increase Consumer Awareness, Satisfaction and Confidence.

As the regulator, the VSA exists to protect consumers. Consumers must have confidence that the vehicle purchasing process is regulated, fair and safe. We want consumers to be comfortable approaching us for education on the vehicle purchasing process and to learn what their rights are and how they are protected if they encounter problems. Increasing consumer awareness, satisfaction and confidence will be done in the following ways:

- Benchmark consumer awareness and satisfaction through various surveys
- Promote the VSA through a variety of means
- Develop an education plan to target consumers
- Develop marketing plan
- Develop social media and education policies for consumers
- Develop easier complaint resolution for consumers
- Create a customer centric organization

Expected Outcomes:

- Increased brand awareness
- Increased trust in the VSA as a regulator
- Increased confidence in the VSA as a consumer educator
- Increased satisfaction with the VSA complaint resolution process
- Easy website access and navigation for complaint resolution
- Easy access to consumer education offerings
- Improved interactions with consumers

Strategic Projects/Initiatives:

- Alternative Dispute Resolution (ADR)
- Operating System (Driver 2.0)
- Dashboard Metrics
- Stakeholder Awareness
- Learning Academy/Hub
- LMS (Learning Management System)
- Procedural Fairness
- Purchase Agreement
- Leadership and Employee Training
- Technology Leader in Regulation
- Cyber Security

Metrics:

	2022-23	2023-24	2024-25
Consumer confidence of VSA (survey)	Establish baseline score	+2.5%	+2.5%
Consumer satisfaction with VSA services (survey)	Establish baseline score	+5%	+7.5%



Goal #5: Ensure Organizational Sustainability and Agility.

The VSA is a non-profit organization, and as such, relies upon its funding model to carry out its purpose of consumer protection and industry mandates with a responsibility to government for the administration and enforcement of key pieces of legislation. We must ensure organizational sustainability and agility. Consumers and registrants expect the highest level of financial stewardship and accountability from the VSA. We will continue to deliver fiscal prudence with a disciplined and transparent use of resources and appropriate oversight. We will do this in the following ways:

- Ensure fiscal prudence and transparent financial reporting
- Align: resources, financial & capital deployment, with the Strategic Plan
- Ensure business continuity and monitor industry trends
- Ensure we are staffed and resourced to effectively deliver our mandate
- Anticipate industry and consumer challenges
- Proactively update the funding model as industry changes occur

Expected Outcomes:

- Increase in awareness of organizational sustainability and agility
- Proactive review of funding model

Strategic Projects/Initiatives:

- Dashboard Metrics
- Stakeholder Awareness
- Technology Leader in Regulation
- Learning Academy/Hub
- LMS (Learning Management System)
- Leadership and Employee Training

Metrics:

	2022-23	2023-24	2024-25
Budget	On budget	On budget	On budget



Strategic Projects and Initiatives Master List:

ADR (Alternate Dispute Resolution)

The ADR model involves settling disputes without litigation, and typically includes early neutral evaluation, negotiation, conciliation, mediation, and arbitration. Mediation is also an informal alternative to litigation. The following can be expected: online self help, online dispute resolution, case management process, reduction in investigations and close time.

Continuous Process Improvement

Continuous Process Improvement will be achieved through process mapping the current state to create a baseline benchmark, identifying gaps in the current state, and closing those gaps through collaborative and visionary innovation.

Cyber Security

Cyber Security consists of technologies, processes and measures that are designed to protect organizations from cyber crimes. Effective Cyber Security reduces the risk of a cyber attack through the exploitation of systems, networks and technologies. The following can be expected: identified risk, risk mitigation strategies, training program, maintenance cycle, data value determination.

Dashboard Metrics

An information management tool that visually tracks, analyzes and displays Key Performance Indicators (KPIs), metrics and key data points to monitor the health of an organization. Customizable to meet the needs of the VSA. The following can be expected: identification of four pillars, leading and lagging measures, live and interactive statistics, employee training, global impact.

Operating System (Driver 2.0)

The Operating System (Driver 2.0) initiative is focussed on fixing integration issues left-over from the Operating System (Driver 2.0) implementation project. The Operating System (Driver 2.0) initiative is focused on enabling better integrations with other existing and development systems.



HRIS

The HRIS system is used to collect and store data for an organization's employees inclusive of name, address, age, salary, benefits, time/attendance, performance reviews and more. This data is valuable input for data driven decision making in Human Resources. The following deliverables can be expected: efficiency, planning, automation, reporting, data collection, engagement, simplification of current manual processes.

Leadership and Employee Training

Leadership and employee training will provide essential skills and techniques needed to look at challenges from a different perspective. This will provide our leaders and employees with clarity, promote wisdom, and facilitate self-confidence. The following can be expected: expanded capacity, drive culture, instill core competencies, set expectations and accountability.

Learning Academy/Hub

A centralized training organization is one that organizes the training function into a single or central group within the organization. Centralized refers to the organization design models where all resources and processes are managed within a single department. The following can be expected: standardization, brand development, core competency development, bench strength, engagement, strategy execution, innovation.

LMS (Learning Management System)

The LMS initiative involves a review of the current LMS and identification of unresolved integration issues as a result of the Operating System (Driver 2.0) implementation. This initiative also includes looking at future needs to understand future LMS requirements and provide recommendations to meet company needs in alignment with the strategic plan going forward.

Performance Management

Performance Management's goal is to create an environment where people can perform to the best of their abilities to produce the highest quality work most effectively and efficiently. The following deliverables can be expected: Succession Planning, Development of Talent, Employee Engagement, Core Competencies, Productivity, Innovation.



Stakeholder Awareness

Stakeholder Awareness is a platform which assists the organization with effectively engaging with stakeholders to communicate activities, implement change, and enhance engagement. The following can be expected: emotional connection to public image, value proposition, perceptions, visibility.

Technology Leader in Regulation

To be a technology leader in regulation, we must set aside resources and talent to develop apps in collaboration with industry leaders to ensure value and usefulness of intended audience.



Motor Dealer Customer Compensation Fund Highlights

In the pandemic 2021, the Motor Dealer Customer Compensation Fund (the "Compensation Fund") Board continued to effectively deliver on its primary purpose of adjudicating claims against the Compensation Fund. The Compensation Fund Board is currently operating with 4 members - Mary Childs, Todd Follett, Malcolm Hunter and myself as the Acting Chair. In mid-September, Bill Kwok, the Compensation Fund Board Chair since 2018, was appointed to the VSA Board of Directors for 6 months.

In the first 7 months of fiscal 2022, the Compensation Fund Board met 5 times, all meetings were via video conferences. 2 meetings were dedicated to corporate matters -financial audit and actuarial study of the Compensation Fund.

In addition, the Compensation Fund Board reviewed its adjudication practices to ensure it is maintaining a fair and consistent process that meets the requirements of the Motor Dealer Act, the Motor Dealer Customer Compensation Fund Regulation, and the principles of administrative fairness and natural justice. I commend and thank both the Compensation Fund Board members and the VSA staff for their commitment and contribution. The Compensation Fund Board claim adjudication and the VSA staff support to the Board continue to be of a high standard.

We continue to observe a moderate claims volume. In fiscal 2022, April - October, the VSA received 4 claim applications, compared to 9 claims received in fiscal 2021. To date, the Compensation Fund Board adjudicated 3 claims:

- 2 of the 3 claims or 67% were approved for a total payment of \$21,000;
- 1 claim was denied;
- 2 claims require further review.

In fiscal 2022, the Registrar of Motor Dealers continues to waive motor dealer annual Compensation Fund payments after assessing the potential risks and exposures to the Compensation Fund. As of October 31, 2021, the Compensation Fund balance is \$1,177,795.

Sincerely,



Ian Moore
Acting Chair, Motor Dealer Customer Compensation Fund

A handwritten signature in blue ink that reads "Ian Moore". The signature is written in a cursive style and is positioned above a horizontal line.



Compensation Fund Activity Fiscal Year Statistics

	2021/2022	2020/2021	2019/2020	2018/2019
Claims				
Adjudicated	3	4	3	7
Approved	2	2	1	2
Amount paid out	\$21,000	\$23,000	\$20,000	\$40,000
Type of Claim				
Vehicle purchase	2	4	2	6
Warranty/service plan purchase	1	0	0	0
Vehicle consignment	0	0	1	1
Vehicle Type				
Auto	3	4	2	7
RV	0	0	1	0
Motorcycle	0	0	0	0
Dealer Status				
In Business	0	1	0	4
Not in Business	3	3	3	3



Financial Statement 2020/2021 & Forecast 2022/2023

	2020/2021 Actual	2021/2022 Budget	2022/2023 Forecast
Revenue			
Dealer Licensing	\$2,392,820	\$2,301,901	\$2,440,676
Salesperson Licensing	\$1,514,059	\$1,474,562	\$1,544,340
Total Licensing Revenue	\$3,906,879	\$3,776,463	\$3,985,017
Admin Fees, Recoveries & Interest	\$311,634	\$423,465	\$264,889
Course Fees	\$1,151,561	\$1,017,072	\$1,174,592
Total Other Revenue	\$1,463,195	\$1,440,537	\$1,439,481
Total Revenue	\$5,370,074	\$5,217,000	\$5,424,498
Expenses			
Salaries and Benefits	\$3,615,737	\$3,648,325	\$3,794,258
Operating Expenses	\$1,157,761	\$1,277,618	\$1,328,723
Total Operating Expense	\$4,773,498	\$4,925,943	\$5,122,981
Operating Excess	\$596,576	\$291,057	\$301,517
Capital Asset Fund	-\$377,403	-\$392,318	-\$400,164
Net Consumer Awareness Fund	\$52,652	\$100,526	\$100,523
Extraordinary Items			
Gain on disposal of investments	\$9,134	\$0	\$0
Impairment on intangible assets	-\$23,172	\$0	\$0
Gain on change in fair value of investment	\$73,179	\$0	\$0
Total Excess (Deficiency)	\$330,966	-\$735	\$1,876



VSA Risk Assessment

With a purpose focused on consumer protection and industry relations mandates as well as a responsibility to government for the administration and enforcement of key pieces of legislation, the management of our risk at the VSA is a critical component of our operations.

In 2021, the VSA Executive and the Board of Directors undertook the challenge of creating a risk register with two measures to identify the level of risk. The first measure of risk is an assessment which identifies whether the risk is tolerable, intolerable, or undesirable. The second measure of risk is an assessment of how likely the risk is to occur with the ratings being: Low (unlikely to occur); Medium (likely to occur); or High (will occur).

Each identified risk was evaluated for its related impact and rated on the likelihood of occurring. The risks identified as most likely to occur have been mitigated in our Strategic Plan Goals.

No.	Risk	Impact	Rating	Strategic Solution
1	Economy (Covid-19)	Tolerable	Medium	Reduce spending and offset operating expenses.
2	Revenue Diversity	Undesirable	Low	Diversify revenue and proactively monitor industry changes that may affect revenue model.
3	Funding Model	Intolerable	Medium	Increase awareness of organizational sustainability and agility while proactively reviewing funding model.
4	Mandate Changes	Undesirable	Low-Medium	Monitor and recommend updates as needed.

VSA Risk Assessment (Continued)

No.	Risk	Impact	Rating	Strategic Solution
5	Industry Changes	Undesirable	Low	Proactively monitor industry changes.
6	Cyber Security	Intolerable	High	Continue Cyber Security vigilance.
7	Loss of Reputational Credibility	Intolerable	High	Increase stakeholder and brand awareness. Conduct Industry and Consumer Surveys. Independent review of procedural fairness.
8	Bench Strength	Intolerable	Low	Grow in-house talent and elevate learning as key business driver. Develop performance improvement, succession and workforce plans.
9	Disaster Recovery Plan	Undesirable	Medium	Enhance incident management, business continuity, and disaster recovery plans.
10	Legal Issues	Undesirable	Medium	Update policy manuals and hire needed roles.
11	Loss of Institutional Knowledge	Undesirable	Medium	Create process mapping and workflow documentation.



Executive Contacts

Our Leaders

Ian Christman, President & CEO

Archana Singh, Chief Administrative Officer

Sandeep Dade, Financial Controller

Anna Gershkovich, Director of Operations

Our Board of Directors

Mark Bakken, Chair

Kyong-Ae Kim, Vice-Chair

Nairn Mckenna, Secretary

James Carter

Ward Fraser

Mike Hacquard

Ken Robertson

Michael Schreiner

Liza Aboud

Bill Kwok

* Leader Information as of December, 2021



Vehicle Sales Authority
of British Columbia