



**ANNUAL
BUSINESS PLAN**
— 2023-2024 —



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Message to the Minister

Message to the Minister

On behalf of the Board of Directors, the Registrar, the management, and the staff of the Vehicle Sales Authority of British Columbia (VSA), it is a privilege to present our 2023/24 Annual Business Plan. 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 Annual Business Plan is in its second year of executing the VSA's three-year Strategic Business Plan 2024 and that Strategic Plan's five goals:

Goal 1: Increase Organization Effectiveness and Efficiency: People, Processes, Systems & Technology

Goal 2: Enhance Credibility with Stakeholders

Goal 3: Increase Licensee Adherence to Best Practices through Proactive Education and Oversight

Goal 4: Increase Consumer Awareness, Satisfaction and Confidence

Goal 5: Ensure Organizational Sustainability and Agility

For fiscal year 2023/24, we will continue work on our key projects, and incrementally add others as follows:

- 1)** We will monitor and adjust our new online consumer complaint portal and online complaint form. Through the online complaint portal, a consumer can file a complaint and monitor their complaint's status, as it progresses.
- 2)** We will monitor and make any adjustments to our new online salesperson portal for licensing applications and renewals.
- 3)** We will monitor and enhance our new My Self-Help site and new Online Dispute Resolution (ODR) platform to be launched April 3, 2023. Through My Self-Help, a consumer can answer some key questions and obtain information specific to their needs. Through the ODR platform, we can empower consumers to resolve their issues more quickly and directly with a licensee.
- 4)** With our newly established Dashboard Metrics Program, we will be able to make better decisions on resource allocation, improve trend predictions, and increase our proactive work to reduce risks.

- 5) This coming year, the VSA will establish a Consumer Advisory Committee and seek the participation of various consumer interest groups to increase the consumer voice at the VSA.
- 6) The VSA will also create a consumer bulletin with information on emerging issues and consumer rights. Consumers and others will be able to subscribe to receive those bulletins by email.
- 7) In April 2023, we will have launched our new website which includes our new look and brand. It will be more intuitive and user friendly with multiple language options. We will monitor how the website is used and adjust accordingly.

In this Annual Business Plan, we have identified several key continuous improvement projects that will support our work on the strategic goals and initiatives. A key project in the coming year is enhancing our employee engagement and our performance management program to build our internal brand and culture, increase employee satisfaction and retention, as well as build internal capacity and skillsets for the future.

The British Columbia motor dealer industry is seeing a tremendous convergence of change. Electric vehicle adoption is rapidly increasing; online sales (eCommerce) adoption is growing; many manufacturers are shifting to on-demand supply of vehicles instead of them building and pushing out inventory; new manufacturers of electric vehicles are adopting a manufacture-direct-to-consumer sales business model, bypassing a franchise dealer network; and consumers continue to consider options other than buying or leasing vehicles, such as vehicle subscription services.

With this Annual Business Plan and the goals and initiatives identified in our three-year Strategic Plan, the VSA will be in a position to face the evolution of the motor dealer industry in British Columbia.



Mark Bakken
VSA Board Chair

A handwritten signature in black ink, consisting of a large, stylized 'M' and 'B' followed by a horizontal line.



Ian Christman
President & CEO

A handwritten signature in blue ink, appearing to read 'Ian Christman', followed by a horizontal line.



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 the strategy for the recent fiscal year, 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 during times of change and challenge. We see ourselves playing an increasingly larger role as an educator.

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





Annual Business Plan: Executive Summary

As identified in our Strategic Business Plan, the VSA determines its direction and future priorities while considering the everchanging and evolving marketplace that we regulate.

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

We set forth creating the 2023/2024 Annual Business Plan by revisiting our Strategic Projects and Initiatives to ensure that we continue to create a solid foundation of success in the attainment of our Strategic Goals.

This year, we have added the following Continuous Improvement Initiatives to achieve our goals.

Strategic Projects:

1. Operation System (Driver 2.0)
2. Alternate Dispute Resolution (ADR)
3. Dashboard Metrics
4. Stakeholder Awareness
5. Learning Management System (LMS)

Continuous Improvement Initiatives:

1. Website Development
2. Leadership and Employee Training
3. Process Improvement
4. Cyber Security
5. Procedural Fairness
6. Employee Engagement Plan (new)
7. Consumer Advisory Committee (new)
8. Sales Certification Program (new)
9. Individual Dealer Report Program (new on horizon for 24/25)

Annual Business Plan: Executive Summary Goals

Goals	Expected Outcomes	Strategic Projects
<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 	<ul style="list-style-type: none"> • Operation System (Driver 2.0)
<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 	<ul style="list-style-type: none"> • Alternative Dispute Resolution (ADR)
<p>Goal #3: Increase licensee adherence to best practices through proactive education and 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 	<ul style="list-style-type: none"> • Dashboard Metrics
<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 	<ul style="list-style-type: none"> • Stakeholder awareness
<p>Goal #5: Ensure organizational sustainability and agility</p>	<ul style="list-style-type: none"> • Increase in awareness of organizational sustainability and agility 	<ul style="list-style-type: none"> • Learning Management System (LMS)
<p>Continuous Improvement Initiatives that support the Strategic Projects:</p>		<ul style="list-style-type: none"> • Website Development • Leadership & Employee Training • Process Improvement • Cyber Security • Procedural Fairness • Employee Engagement Plan • Consumer Advisory Committee • Sales Excellence Certificate • Individual Dealer Reports

Annual Business Plan: Executive Summary Timeline

Strategic Projects:

Q1, 2023 (Apr – Jun)	Q2, 2023 (Jul – Sep)	Q3, 2023 (Oct – Dec)	Q4, 2024 (Jan – Mar)
Goal #1: Driver 2.0 <ul style="list-style-type: none"> • Stage Two Enhancements 	Optimize further efficiencies	Optimize further efficiencies	Assess, Adjust & Measure
Goal #2: ADR <ul style="list-style-type: none"> • Stabilize • Gather Feedback • Optimize Efficiencies 	Assess, Adjust & Measure	Assess, Adjust & Measure	Assess, Adjust & Measure
Goal #3: Dashboard Metrics <ul style="list-style-type: none"> • Stabilize • Gather Feedback • Optimize Efficiencies 	Assess, Adjust & Measure	Assess, Adjust & Measure	Assess, Adjust & Measure
Goal #4: Stakeholder Awareness <ul style="list-style-type: none"> • Quarterly IWC/Dealer Visits • Follow Website Strategy • Follow Marketing Plan • Continue Surveys: <ul style="list-style-type: none"> - Industry Survey - Consumer Confidence Survey - Consumer Satisfaction Survey • Ongoing Marketing & Communication 	Assess, Adjust & Measure	Assess, Adjust & Measure	Assess, Adjust & Measure
Goal #5: LMS <ul style="list-style-type: none"> • Optimization of current 	Research other LMS Options	<ul style="list-style-type: none"> • Approve new LMS Selection • Plan Transition 	Execute new LMS System



Annual Business Plan: Continuous Improvement Timeline

Continuous Improvement Initiatives: Foundation for Strategic Projects

Q1, 2023 (Apr – Jun)	Q2, 2023 (Jul – Sep)	Q3, 2023 (Oct – Dec)	Q4, 2024 (Jan – Mar)
Website Adjust, Assess, Measure ADR Adjust, Assess, Measure	Requirements gathering for Phase 2. Close Phase 1.	Phase 2 Planning	Phase 2 Implementation
Leadership, Employee Training Manage CE 8 Roll-out	Cross Functional Training	Change Management	CE Unit 9
Process Improvement Onboard Policy/Business Analyst	Process Mapping of Functional Areas	Finalize Process Mapping of Functional Areas	Finalize Overview of Process Life Cycle
Cyber Security Enforce MFA on Board Members Reconfigure MFA on all users	Purchase Lockable Server Rack	Replace Remote Desktop Server	D1 Shutdown Complete Documentation
Procedural Fairness Review Right Touch Regulation	Engage Contractor Start Training Staff	Identify Gaps and Impement Plan	Implement, Monitor & Execute
Employee Engagement Program Development	Review & Approve	Roll-out	Assess, Adjust & Measure

Annual Business Plan: Continuous Improvement Timeline

Q1, 2023 (Apr – Jun)	Q2, 2023 (Jul – Sep)	Q3, 2023 (Oct – Dec)	Q4, 2024 (Jan – Mar)
Consumer Advisory Committee Development	Plan & Launch	Assess, Adjust & Measure	Assess, Adjust & Measure
Sales Excellence Certificate	Plan	Review & Approve	Pilot, Test, Launch,
Individual Dealer Reports	Plan	Review & Approve	Test & Assess Launch in Q1 2024

2023/2024 Additional Continuous Improvement Initiatives:

Employee Engagement Plan:

The Employee Engagement Plan was added as a Continuous Improvement Initiative to ensure that the VSA has strong and supported human resources to achieve our goals and enhance our employee brand and culture.

Consumer Advisory Committee:

The creation of a Consumer Advisory Committee will be a valuable vehicle to connect with other consumer advocacy type organizations in an effort to gain knowledge, align best practises and establish a solid framework and foundation for future consumer-related decision making.

Sales Excellence Certificate:

Instituting a Sales Excellence Certificate will help us create a distinguished level of excellence for our sales and wholesale industry stakeholders to strive for and achieve.

Individual Dealer Reports:

In the 2024/2025 Fiscal Year, we will launch Individual Dealer Reports. We have set aside the 2023/2024 Fiscal Year to plan and develop this exciting initiative which will help Dealers better understand consumer perceptions as well as provide a framework to proactively improve and educate themselves on areas they may have missed.

Goals & KPIs

Goal 1: Increase organization effectiveness and efficiency: people, process, systems, and technology.

Measurement	22/23 Fiscal Year: Baseline KPI	23/24 Fiscal Year: Target KPI
Average days to resolve consumer complaints: a) without Registrar's hearing b) with Registrar's hearing	a) 26 days + 38.75 days = 64.7 days (Consumer Services Investigations) b) 26 days + 38.75 days + 93 days + 79 days = 235.75 days (Consumer Services Investigations Legal & Prehearing Procedures Registrar Hearing & Decision)	a) 61.47 days (-5%) b) 224 days (-5%)
Average days to issue: a) conditional salesperson license b) conditional dealer registration	a) 7.37 days b) 60.36 days	a) 7 days (-5%) b) 57.3 days (-5%)
Average days to complete new licensing inspections	*55 days	~52.25 days (-5%)
Employee engagement score (survey)	80%	82.5% (+2.5%)
Employee retention rate: FY *21/22 (*Apr. 2021 - Apr. 2022)	72%	73.8% (+2.5%)

Goal 2: Enhance credibility with all stakeholders.

Measurement (surveys)	22/23 Fiscal Year: Baseline KPI	23/24 Fiscal Year: Target KPI
Industry Confidence in VSA	59%	61% (+2%)
Consumer Confidence in VSA	61.2%	63.2% (+2%)

Goal 3: Increase licensee adherence to best practices through proactive education and oversight.

Measurement	22/23 Fiscal Year: Baseline KPI	23/24 Fiscal Year: Target KPI
Percentage of industry calling for information on best practices	70%	72.5% (+2.5%)
Reduce number of substantiated industry complaints	232	226 (-2.5%)

Goals & KPI's Continued

Goal 4: Increase consumer awareness, satisfaction, and confidence.

Measurement (surveys)	22/23 Fiscal Year: Baseline KPI	23/24 Fiscal Year: Target KPI
Consumer satisfaction with VSA services	58.8%	63.8% (+5%)
Consumer confidence in VSA	61.2%	63.7% (+2%)
Consumer awareness of VSA	11% aided	13.5% aided (+2.5%)

Goal 5: Ensure organizational sustainability and agility.

Measurement	22/23 Fiscal Year: Baseline KPI	23/24 Fiscal Year: Target KPI
Fiscal responsibility	On budget	On budget
Learning Management System	Optimize quarterly to reduce redundancies	Explore replacement for increased automation & enhanced user experience (survey)





2023 / 2024 Budget

	2023/2024
Revenue	
Licensing Businesses	\$2,657,100
Licensing Individuals	\$1,709,704
Total Licensing Revenue	\$4,366,804
Administrative Fees, Recoveries & Interest	\$211,736
Course Fees	\$1,399,273
Total Other Revenue	\$1,611,009
Total Revenue	\$5,977,813
Expenses	
Salaries and Benefits	\$4,515,338
Operating Expenses	\$1,071,813
Total Operating Expense	\$5,587,151
Operating Excess	\$390,662
Capital Asset Fund	-\$423,412
Net Consumer Awareness Fund	\$32,750
Extraordinary Items	
Gain on disposal of investments	\$0
Impairment on intangible assets	\$0
Gain on change in fair value of investment	\$0
Total Excess (Deficiency)	\$0



Executive Contacts

Our Leaders

Ian Christman, President & CEO

Archana Singh, EVP Corporate Services & Risk

Sandeep Dade, Financial Controller

Anna Gershkovich, Director of Consumer Services & Industry Standards

Patrick Poyner, Director of Investigations, Licensing, Legal Services & Privacy Officer

Kenneth Affleck, Registrar

Our Board of Directors

Mark Bakken, Chairperson

Jim Nicholson, Vice Chairperson

Bill Kwok, Secretary/Treasurer

Liza Aboud

Mike Hacquard

Fred Jenner

Amy Jones

Kyong-ae Kim

John MacDonald

Michael Schreiner

Vacancies (2)

* Leader information as of March, 2023

