



**STRATEGIC  
BUSINESS PLAN**  
— 2025-2027 —





**T**he Vehicle Sales Authority of British Columbia acknowledges the traditional territories of the many diverse Indigenous Peoples in the geographic areas we serve.

The offices of the Vehicle Sales Authority of British Columbia are situated on the traditional, ancestral and unceded territory of the Á,LENENEÇ ŁTE (WSÁNEĆ); sqəciyaʔt təməx<sup>w</sup> (Katzie); q<sup>w</sup>a:nλən (Kwantlen); scəwaθenaʔt təməx<sup>w</sup> (Tsawwassen); Se'mya'me' (Semi-ahmoo); and S'ólh Téméxw (Stó:lō) people.





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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 covering 2024-25 to 2026-27. This three-year strategic business plan supports our mandate of enhancing consumer protection and consumer confidence in the motor dealer industry.

Originally established as the Motor Dealer Council of British Columbia, the VSA was formed in 2004 as a delegated administrative authority to administer 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.

The emphasis over the next three years is to build our capabilities in performing proactive work to mitigate harm before it occurs, in a manner that is fair and transparent. We will be increasing our efforts to educate consumers on their rights, so that they are better prepared during a transaction. We will be making enhancements to our website to make information for consumers easier to understand and locate; and increasing public communications directed towards consumer education. We will be revising, and enhancing our Salesperson's Certification Course and Wholesaler's Course, to ensure new licensees better understand their legal duties and obligations in an ever-changing business environment.

We have reviewed our staffing needs and will be adding staff resources to enhance our licensing and inspection teams to address workloads and ensure licensee vetting and inspection standards are enhanced.

We will continue to develop our people with training, performance management, and other support with the addition of a dedicated human resources person focused on equity, diversity, inclusion, and access, as well as on learning and development for our staff. We will work to implement the Government of British Columbia's Accessible British Columbia Act initiatives to increase access to VSA services, including meeting the needs of the Indigenous Peoples of British Columbia.

We will continue to enhance the new tools launched last year to support quicker resolution of consumer complaints, such tools as My Self-Help and Connector (online dispute resolution). We are dedicating more resources to ensure our cybersecurity stature stays relevant and current. We continue to look for process improvements and will finalize upgrades to the online portal for dealers to submit applications. To ensure our ongoing sustainability and fiscal responsibility, we will be reviewing our funding model over the coming years.

We are proud of the dedication and the work that our current 41 employees do to achieve our purpose of engaging and educating industry and consumers to ensure a safe and reliable motor vehicle buying experience.

## Message approved and signed by:



**Ian Christman**  
President & CEO



**Mark Bakken**  
VSA Board Chair



# VSA Purpose & Values

The essence of why the VSA (Vehicle Sales Authority of BC) exists, how we operate, and what we aspire to is reflected in our Purpose Statement. As we align our Strategic Plan and current fiscal year 2023/2024, and the current challenges presented to us, 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 are 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 educate **Industry** and protect **Consumers** by communicating through **vsabc.ca** and the following channels:



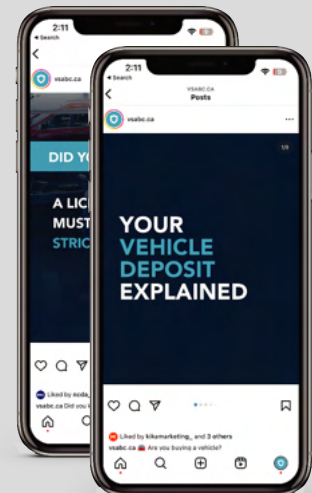
### Social Media Campaign:

As part of our stakeholder awareness goal, we have launched a new social media campaign to assist Consumers, and direct them to helpful resources on our newly developed website.

 /VehicleSalesAuthority

 @vsabc.ca

 Vehicle Sales Authority of BC



### You can reach us through the following methods:



Website



Email



Phone



Social Media



Mail

# Recent Highlights



**\$1,476,364**

With our help, consumers received **\$1,476,364** in compensation through the VSA resolution process this past year.



We answered **3,532** consumer questions, and we issued/renewed **11,982** business and salesperson licenses this past year.



We completed **696** investigations, and had **1,804** total contacts with industry licensees.

We inspected **850** licensed businesses, and they achieved a **90%** pass rate in FY23/24.

**100%**

VSA staff recommends the VSA as an employer **100%**.

From April 2023 to March 2024, our new website was viewed **718,295** times.

VSA industry communications received an average view rate of **69%**.



From July 2023 to March 2024, our new social media program gained:

**1,509** followers  
**7,215** email subscribers



Our self-service dispute resolution tools are helping consumers address issues in a quick and easy ways.

**1,600** consumers have used **My Self-Help** and **148** consumers have used **Connector** (as of February 2024).



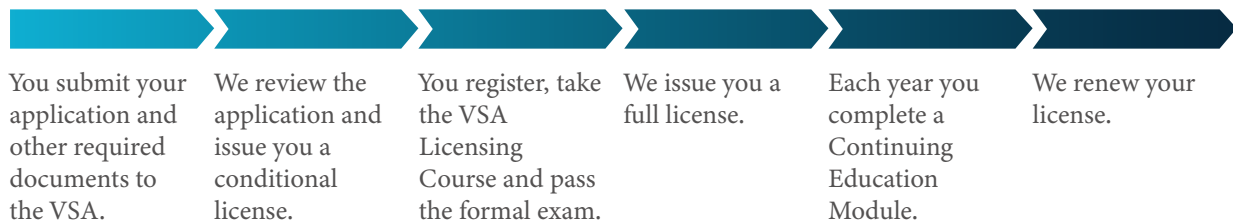
**442** Consumers have used our secure **Consumer Portal** to make formal complaints and check on their complaint status (as of February 2024).



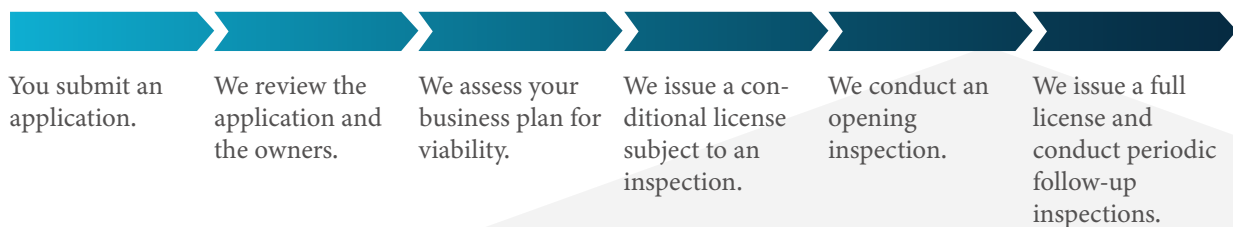
# Delivering on the VSA Mandate

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.

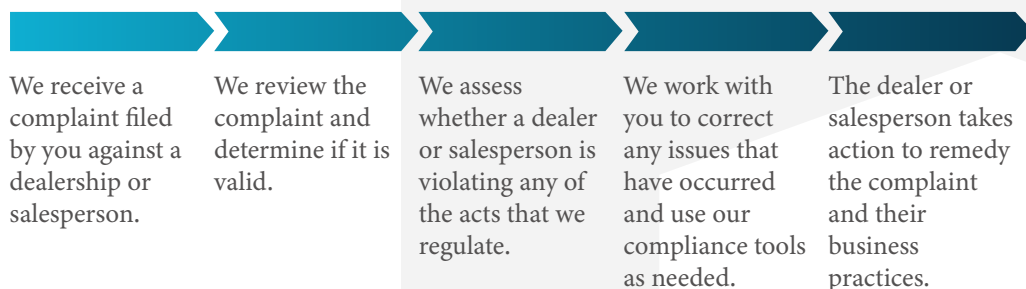
## Licensing: Salesperson and Broker-Representative



## Licensing: Dealer and Business Licensing



## Consumer Complaints



## Maintaining Industry Standards















# Our Strategic Goals: Executive Summary

As the VSA determines its strategic direction and priorities, it's critical to consider the changing and evolving marketplace that we regulate. We pay close attention to future direction in the industry, relevant government legislation, as well as upcoming trends and challenges for all our stakeholders: Industry, Government and Consumers. We choose the most appropriate regulatory direction and review that direction annually to ensure we are providing best in class regulatory support. Our focus is on public education, oversight and enforcement as we continuously review our Strategic Plan.

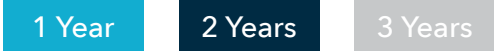
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- 1**  **Increase organizational efficiency, effectiveness, and agility through process, systems, and technology.**
  - 2**  **Enhance VSA credibility with stakeholders.**
  - 3**  **Increase industry adherence to regulatory requirements through proactive education, oversight, and enforcement.**
  - 4**  **Increase consumers' awareness of their legal rights and the role of the VSA.**
  - 5**  **Enhance employee experience through a culture of employee growth, engagement, wellness, diversity, and inclusion.**
  - 6**  **Ensure organizational sustainability.**
- 

We set forth creating our Strategic Plan by revisiting and updating our Goals, Outcomes, Projects and Initiatives to ensure we provide a solid foundation of success to support our stakeholders.





# Our Strategic Projects: Summary Timeline





**GOAL**

**1**

**Increase organizational efficiency, effectiveness, and agility through process, systems, and technology.**

Aligning strategy and process is critical in delivering value to all our stakeholders. We continuously seek workflow efficiencies through workflow capture, metrics analysis, business continuity planning and implementation of our carefully targeted strategic projects and initiatives.

The VSA will deliver quality service 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.

**Objectives**

- Flexibility of regulatory philosophy with respect to changing industry
- Reduce disputes in fair, accessible, cost-effective, and timely ways
- Reach stated regulatory KPIs and metrics
- Process mapping, gap analysis and continuous process improvement
- Digitally equipped and all tech systems working optimally to deliver on our mandate

**Strategic Projects/Initiatives**

- Process Improvement
- Operating System (Driver 2.0)
- Cyber Security
- Alternate Dispute Resolution
- Learning Management System
- Dealer Portal

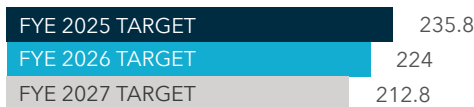


**AVERAGE DAYS TO RESOLVE CONSUMER COMPLAINTS**

Without Registrar Hearing (# of days)

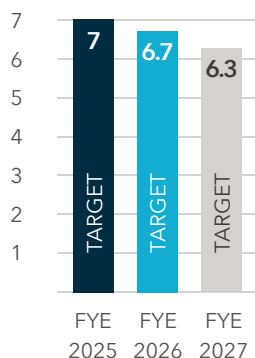


With Registrar Hearing (# of days)

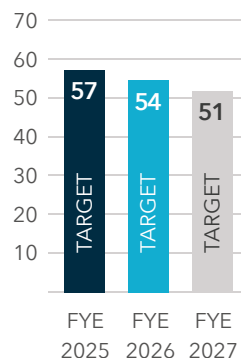


**AVERAGE DAYS TO ISSUE CONDITIONAL LICENSES & REGISTRATION AND COMPLETE NEW LICENSING INSPECTIONS**

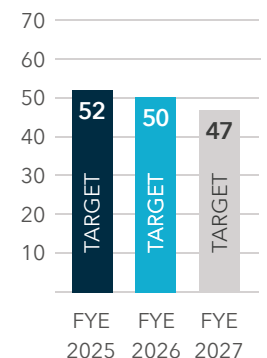
Salesperson License



Dealer Registration



New Licensing Inspections



# GOAL 2

## Enhance VSA credibility with stakeholders.

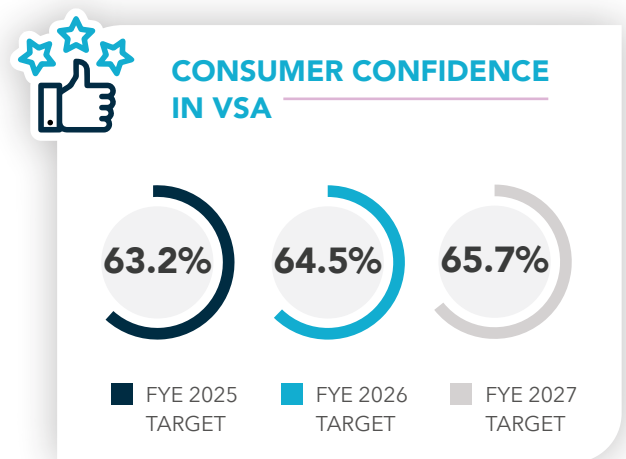
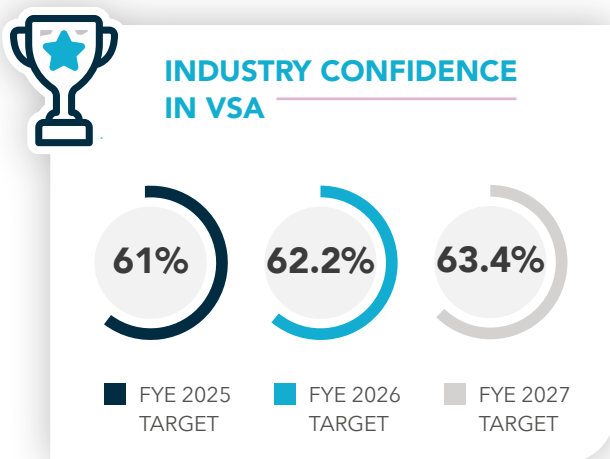
The VSA recognizes that in addition to consumers and registrants, other stakeholders influence the vehicle sales marketplace and our success. These stakeholders include government, industry associations, and consumer groups. The VSA will continue to position itself as a trusted and respected partner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

### Objectives

- Broaden public awareness of VSA mandate
- Communicate in friendly, easy, and educational ways
- Increase contact strategies, partnerships & brand awareness
- Conduct industry & consumer satisfaction surveys
- Track efficiencies and service levels

### Strategic Projects/Initiatives

- Operating System (Driver 2.0)
- Alternate Dispute Resolution
- Stakeholder Awareness



# GOAL 3

## Increase industry adherence to regulatory requirements through proactive education, oversight, and enforcement.

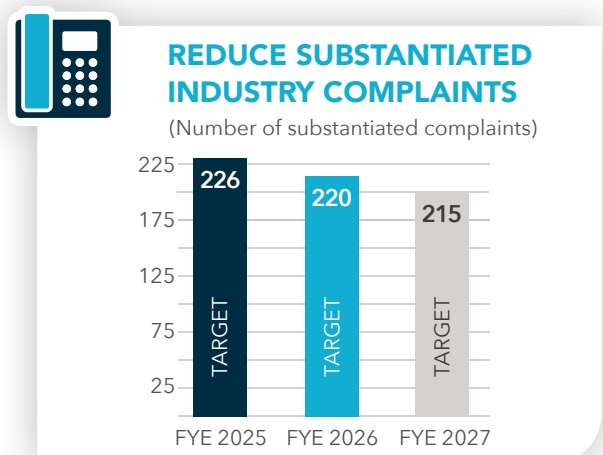
We are committed to ensuring that our regulatory philosophy framework is nimble enough to adapt to future industry changes. We are integrating leading edge regulatory practices such as Right-Touch Regulation to help educate stakeholders and guide our team to provide easily understood application of compliance action. It is our endeavor to equip dealers and licensees with information and data to improve their business practices and professional services.

### Objectives

- Increase in industry participation in self-regulation and alignment with VSA goals
- Reduce the number of substantiated complaints
- Be viewed as a valued educational resource
- Become known as a partner of choice, in addition to a regulator

### Strategic Projects/Initiatives

- Operating System (Driver 2.0)
- Alternate Dispute Resolution
- Stakeholder Awareness
- Individual Dealer Reports Program
- Voluntary Compliance Assessment
- Learning Management System
- Sales & Wholesale Course Refresh





# Increase consumers' awareness of their legal rights and the role of the VSA.

As the regulator, the VSA's primary responsibility is consumer protection. Consumers must have confidence that the vehicle purchasing process is regulated, fair and safe. We have made it easy for consumers to approach us for education on the vehicle purchasing process and to understand their rights by ensuring easy navigation on our newly developed website (vsabc.ca). Consumers can seek resolution of issues through our two new online dispute resolution tools, *My Self-Help and Connector*. We also generate consumer awareness through our new social media plan.

## Objectives

- Become “top of mind” as consumer protection for vehicle sales
- Easy access to consumer protection information via website
- Improved customer experience
- Increase of brand awareness

## Strategic Projects/Initiatives

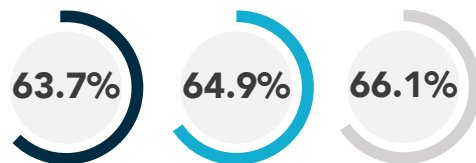
- Operating System (Driver 2.0)
- Alternate Dispute Resolution
- Stakeholder Awareness
- Learning Management System
- Leadership and Employee Training
- Cyber Security



### CONSUMER SATISFACTION WITH VSA SERVICES



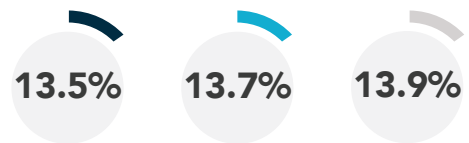
### CONSUMER CONFIDENCE IN VSA



■ FYE 2025 TARGET   ■ FYE 2026 TARGET   ■ FYE 2027 TARGET



### CONSUMER AWARENESS OF VSA



■ FYE 2025 TARGET   ■ FYE 2026 TARGET   ■ FYE 2027 TARGET

# GOAL 5

## Enhance employee experience through a culture of employee growth, engagement, wellness, diversity, and inclusion.

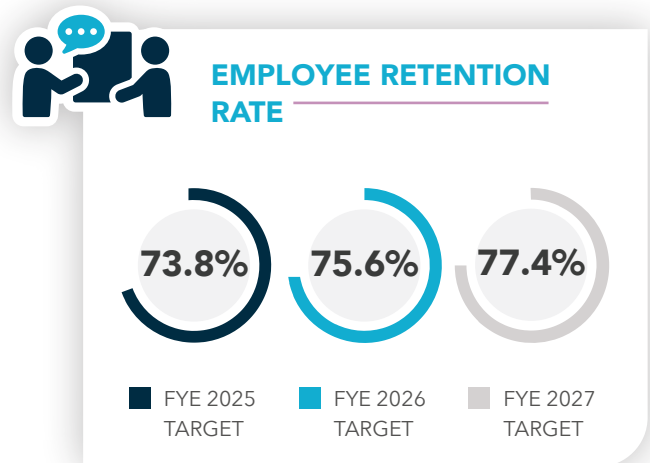
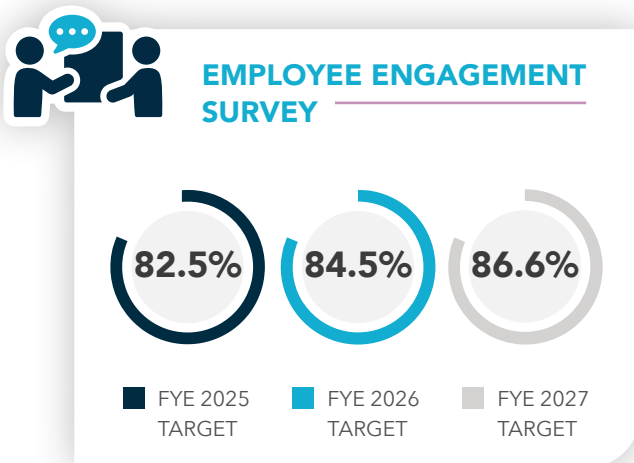
The VSA consistently strives to be a high functioning organization deploying its talent and resources with insight, discipline, and transparency. In addition to the team’s normal functions and projects listed below, we have also been working on the following projects which we place under the umbrella of Continuous Improvement: HR Engagement Plan, Bi-annual Wage Compensation Study, Search Engine Optimization Audit, updated Performance Management Plan, Benefit Review/Renewal, Succession Planning, Updated Onboarding Program Development as well as the creation of the VSA Employee Hub.

### Objectives

- Talent Management – build leadership and management capacity and capability
- Deploy effective talent acquisition and retention strategies
- Enable the development of a high performance and value-based inclusive culture based upon trust
- Increased engagement and retention

### Strategic Projects/Initiatives

- Accessible Organization Project
- Continuous Improvement
- Leadership and Employee Training
- Learning Management System



# GOAL 6

## Ensure organizational sustainability.

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 continue to do this in the following ways:

- Ensure fiscal prudence and transparent reporting
- Align: resources, financial and 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
- Employ our newly developed Dashboard Metrics program

### Objectives

- Proactive and sustainable review of funding model
- Agility to respond to changing and emerging risks

### Strategic Projects/Initiatives

- Funding Model
- Stakeholder Awareness
- Cyber Security
- Process Improvement







# Budget 2024-25 with Forecasts to 2026-27

	2023-24	2024-25	2025-26	2026-27
<b>Revenue</b>				
	Expected	Budget	Forecast	Forecast
Dealer Licensing	\$2,718,692	\$2,784,033	\$2,861,081	\$2,939,392
Salesperson Licensing	\$1,651,465	\$1,759,899	\$1,808,604	\$1,858,108
<b>Total Licensing Revenue</b>	<b>\$4,370,157</b>	<b>\$4,543,932</b>	<b>\$4,669,685</b>	<b>\$4,797,499</b>
Admin Fees, Recoveries & Interest	\$295,624	\$301,055	\$328,734	\$332,021
Course Fees	\$1,558,771	\$1,613,394	\$1,675,475	\$1,692,230
<b>Total Other Revenue</b>	<b>\$1,854,395</b>	<b>\$1,914,449</b>	<b>\$2,004,209</b>	<b>\$2,024,251</b>
<b>Total Revenue</b>	<b>\$6,224,552</b>	<b>\$6,458,381</b>	<b>\$6,673,895</b>	<b>\$6,821,751</b>
<b>Expenses</b>				
Salaries and Benefits	\$4,369,015	\$4,976,894	\$5,225,739	\$5,462,511
Operating Expenses	\$1,134,922	\$1,216,834	\$1,250,662	\$1,285,505
<b>Total Operating Expense</b>	<b>\$5,503,938</b>	<b>\$6,193,728</b>	<b>\$6,476,401</b>	<b>\$6,748,017</b>
<b>Operating Excess</b>				
Operating Excess	\$720,615	\$264,652	\$197,493	\$73,734
Capital Asset Fund	\$423,080	\$399,729	\$411,721	\$424,073
Net Consumer Awareness Fund	(\$53,935)	(\$46,624)	(\$46,624)	(\$46,624)
<b>Less: Total Amortization &amp; Fund</b>	<b>\$369,145</b>	<b>\$353,105</b>	<b>\$365,097</b>	<b>\$377,449</b>
<b>Extraordinary Items</b>				
Gain/(loss) on change in fair value of investment	\$13,878	\$0	\$0	\$0
<b>Total Excess (Deficiency)</b>	<b>\$365,348</b>	<b>(\$88,453)</b>	<b>(\$167,604)</b>	<b>(\$303,715)</b>





## Our Leaders

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**Ian Christman**, President & CEO

**Kenneth Affleck**, Registrar

**Archana Singh**, Executive Vice President, Corporate Services & Risk

**Sandeep Dade**, Director of Finance

**Anna Gershkovich**, Director of Consumer Services & Industry Standards

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

## Our Board of Directors

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**Mark Bakken**, Chair

**Jim Nicholson**, Vice-Chair

**William (Bill) Kwok**, Secretary

**Liza Aboud**

**Li-Jeen Broshko**

**Diane E. Friedman**

**Mike Hacquard**

**Fred Jenner**

**Amy Jones**

**John MacDonald**

**Ian R. Moore**

**Michael Schreiner**

Leaders information as at March 2024



VEHICLE SALES AUTHORITY OF BC