



ALBERTA MOTOR VEHICLE
INDUSTRY COUNCIL

2021 – 2024

Business and Financial Plan



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Introduction

The Alberta Motor Vehicle Industry Council (AMVIC) was created in 1999 as Alberta's automotive industry regulator. AMVIC is a public agency, subject to the *Alberta Public Agencies Governance Act*, committed to investing in operations that will continue to increase its effectiveness.

A fair marketplace for consumers and businesses with a strong focus on compliance, education and communication is the number one priority. The goals and activities outlined in this plan are intended to create well-informed consumers, a level playing field for businesses and define AMVIC's regulatory role.

Alberta, along with the rest of the world, faced many challenges due to the COVID-19 pandemic. AMVIC is deemed an essential service and continues to follow the recommendations of the federal and provincial Medical Officers of Health.

This three-year business plan outlines AMVIC's continued commitment to its mission to protect the public interest and promote trust and confidence in the Alberta automotive industry.

Our mandate

AMVIC is a delegated regulatory board created by the Automotive Business Regulation in accordance with Section 136(5) of the *Consumer Protection Act*. AMVIC regulates the automotive business industry in Alberta through the powers delegated to it under the *Consumer Protection Act*.

AMVIC is responsible for maintaining a mandatory licensing program for automotive businesses and a registration program for automotive business salespeople; educating industry on regulatory compliance; informing consumers of their rights; and enforcing consumer protection laws.

In addition to protecting Alberta consumers from unfair business practices and working towards building trust and confidence in the automotive business industry, AMVIC is also responsible for:

- Fostering open and clear communication in the automotive business industry and supporting an honest exchange of information among industry, government and consumers.
- Assisting the automotive business industry to build best business practices upon the framework of the *Consumer Protection Act* through education, compliance and enforcement of legislation.
- Providing alternative dispute resolution services.

With respect to the automotive business industry in Alberta, AMVIC has been delegated the following powers, duties and functions of the Director of Fair Trading under Section 136(5) of the *Consumer Protection Act*:

- Licensing and registration administration under the *Consumer Protection Act* and the Automotive Business Regulation.
- Investigations, inspections and enforcement under the *Consumer Protection Act*, the Automotive Business Regulation, the Cost of Credit Disclosure Regulation, and the Internet Sales Contract Regulation.
- Administration of the Compensation Fund.
- Establishment of formal and informal education programs for industry and consumers in relation to the automotive business industry.

What our environment is signalling to us

A multi-year planning horizon will be impacted by continual change in our strategic environment. Consequently, AMVIC's business plan will be reviewed on an annual basis. We believe the following factors may significantly impact our organization:

- The Government of Alberta is facing an extreme fiscal challenge after being hit with a triple threat: the global health crisis, worldwide economic depression and the collapse in oil prices. There is a continued focus on reduced spending, red tape reduction and an increase in efficiencies when delivering programs and services.
- As a public agency we believe that a collaborative relationship with our principal (the Government of Alberta) is required for long term success. AMVIC is deemed to be an essential service and continues to fulfill its mandate and powers, duties and functions of the Director of Fair Trading (under the *Consumer Protection Act*).
- Building on the successful red tape reduction of 40 per cent last year, the government's red tape reduction initiative remains important and is considered in every policy discussion.
- The pandemic and subsequent lockdown resulted in a sharp decline in the automotive industry. This clearly demonstrated AMVIC's reliance on the financial performance and viability of the automotive industry in Alberta. Consumers stayed home, Albertans lost their jobs, reduced their spending, etc. For the most part, automotive sales started to turn around in May and continued to increase over the subsequent months. Uncertainty remains due to unknowns of the pandemic and responses.
- The automotive industry and consumers have responded to the pandemic in significant ways: more purchases are researched online, RV sales have skyrocketed, new vehicle sales decreased and bounced back in spite of reduced inventory and there is a continuing significant increase in purchasing used vehicles. AMVIC follows trends closely to be as adaptive as necessary in continuing to fulfil its delegated responsibilities. This includes possibly needing new strategic and technical staff competencies, skills and expertise.
- The pandemic has prompted a shift to flexible work models and work from home arrangements. With an advanced and secure IT system already in place, AMVIC employees quickly began working remotely and AMVIC operations continued seamlessly. We anticipate the pandemic will have long-lasting impacts on work environments.
- Customer service and reputation management are key to AMVIC's success and require a constant focus as we interact with industry and consumers in new ways. Industry feedback is actively sought and a focus on customer service development will continue.
- AMVIC's education and communication initiatives have positively benefitted industry and consumers. As a result of the pandemic, industry and consumer interactions and communication efforts face new challenges and AMVIC will continue to adapt. Consumer awareness was again measured in late 2020 (biennial survey).
- A continuously changing environment requires AMVIC to operate as a nimble, adaptable, learning organization; the ultimate expression of a contingent strategy.
- Above all, consumer protection remains the core focus and reason for being for AMVIC.

Mandate

- License and register
- Educate and enforce

GOAL 1: Perform the delegated responsibilities of the Director of Fair Trading

This priority is about AMVIC's authority to regulate the automotive business industry and enforce consumer protection legislation. AMVIC works to protect Alberta automotive consumers from unfair business practices, and works towards building trust and confidence in the automotive business industry.

	Objectives	Strategies
1.1	Conduct an efficient licensing and registration administration under the <i>Consumer Protection Act</i> and the Automotive Business Regulation.	<ul style="list-style-type: none"> • Licensing and registration applications are evaluated and processed within 48 hours of files being assigned to a licensing advisor. • Conduct a methodical and critical evaluation of all applicants to ensure appropriate suitability of business owners and salespeople. • Licensing administrative reviews are scheduled and held by the Director of Fair Trading (DOFT) as soon as possible once an application is received from licensing in order to prevent any delay and impact service delivery. • Business licences are issued within 37 days. • Salesperson registrations are issued within 14 days. • Increase incidence of on-time renewal of business licences and salespeople registrations. Notifications are sent on the first of the month and mid-month to businesses and salespeople who are due for renewal at month-end to increase occurrence of on time renewal of business licences and salespeople registrations. • Renewal notifications are also sent out at mid-month to businesses and salespeople that have not renewed on time and their licence or registration has expired. • Action is taken against businesses and salespeople who are chronically late renewing licences and registrations.
1.2	Conduct investigations, inspections and enforcement under the <i>Consumer Protection Act</i> , the Automotive Business Regulation, the Cost of Credit Disclosure Regulation, and the Internet Sales Contract Regulation.	<ul style="list-style-type: none"> • Meetings with enforcement and intelligence partners are held to analyze threats to consumers, identify trends and collaborate on joint investigations. • Memorandums of understanding are maintained with 13 external enforcement agencies and government partners. • Three vacant investigator positions are filled as funding permits. • Industry standards schedules 300 inspections during fiscal 2021-2022 to educate licensees and monitor regulatory compliance. • Inspections are completed weekly and compliance concerns are reported quarterly to management and the Board of Directors. • Onsite inspections are reintroduced after the Covid-19 pandemic for comprehensive records review. • Telephone, webinar and in-person sessions are conducted by industry standards to provide education on legislation and best business practices.

	Objectives	Strategies
		<ul style="list-style-type: none"> • In collaboration with communications, bulletins are released targeted towards industry and consumers based on areas of non-compliance.
1.3	Administration of the Compensation Fund.	<ul style="list-style-type: none"> • Compensation Fund claims are acknowledged as they are received. • The number of open claims is constantly monitored. Recommendations are made to the CEO for claim determination in the order the claims are received or as part of a group of claims related to one business licensee. • Recommendations are developed to modify policy and operational aspects of the Compensation Fund bylaw and policy in collaboration with Service Alberta and in conjunction with any future third party review. • Standard operating procedures (SOPs) are reviewed and updated as required.
1.4	Establishment of formal and informal educational programs for industry and consumers in relation to the automotive business industry.	<ul style="list-style-type: none"> • The Salesperson Registration Course is provided to approximately 3,000 applicants per year. Applicants are surveyed following completion of the course to assess effectiveness of the course and customer service. • New online delivery system for the Salesperson Registration Course is researched and deployed.

Productive relationships

- Satisfied consumers
- Engaged industry

GOAL 2: Develop a culture of service that earns relevance, influence and impact

This priority is about aligning our organization around a core value of service to the public and industry. We believe that a service-oriented organization will be better positioned to develop productive relationships and work with government, industry, and consumers to enhance consumer protection in the automotive industry.

	Objectives	Strategies
2.1	Reduce red tape by reviewing and streamlining points of contact with business, salespeople and consumers.	<ul style="list-style-type: none"> • Business licence application and renewal requirements are assessed to determine if some aspects can be eliminated. • Relevance of required business forms are assessed to determine if some forms can be eliminated. • Salesperson registration and renewal processes are reviewed and improvements are identified and incorporated in the Regulate portal used by industry. • Consumer complaints process is assessed and improvements are identified and implemented.
2.2	Continue the advancement of an organizational culture rooted in customer service.	<ul style="list-style-type: none"> • Licensing staff are provided information to support customer service practices and performance of staff is assessed through surveys of new business licensees. • Salesperson applicants are surveyed to provide feedback on the Salesperson Registration Course and customer service experience. • Licensing team is provided information to assist salesperson applicants to navigate the online education course. • Staff are provided information to have an understanding of applicable legislation and regulations, and are able to communicate our ability to assist and our limitations to consumers and suppliers.
2.3	Operate a fair and transparent enforcement model. Ensure enforcement action is responsible, measured and consistent.	<ul style="list-style-type: none"> • Progressive enforcement measures are used to enforce consumer protection legislation. • Administrative reviews are scheduled on a timely basis. • Administrative review decisions are issued on a timely basis.
2.4	Facilitate the resolution of consumer complaints. Where appropriate, provide alternate dispute resolution services to consumers and industry to resolve disputes.	<ul style="list-style-type: none"> • Alternate dispute resolution services are provided to consumers and industry when appropriate. • Alternate dispute resolution level one training is provided for consumer services staff.

	Objectives	Strategies
2.5	Increase consumer confidence in AMVIC by expanding public awareness of services offered by AMVIC and attracting consumers to AMVIC's online presence with useful and current information.	<ul style="list-style-type: none"> • In the post–COVID-19 environment, trade shows are attended as appropriate to connect with and offer information to consumers. • Issue press releases and monthly consumer bulletins. • <i>Impact</i> e-newsletter is published quarterly to over 22,000 industry members. • Social media posts and follower counts are increased. • Webinars are offered to consumers.

Collaboration

- Issues management
- Strengthen trust

GOAL 3: Foster industry relationships that amplify our ability to achieve our core purpose

This priority is about our continued focus on developing strong and trusted relationships with industry. By collaboratively working with industry we can better address issues, identify new and emerging challenges, and together, set a high standard of practice and compliance for industry. We approach this priority with a willingness to listen, reflect and learn together.

	Objectives	Strategies
3.1	Develop and implement an industry relationship strategy, seeking participation from industry influencers to ensure a fair marketplace by engaging with industry to communicate key messages, test ideas, and solicit input and feedback.	<ul style="list-style-type: none"> • Meetings with industry associations are held to foster ongoing dialogue and solicit industry input on key initiatives. • Information is solicited from industry on the operation and growing number of online vehicle sales to help AMVIC understand this evolution of vehicle sales.
3.2	Monitor industry trends and issue articles or bulletins that address any trending issues of concern. Provide information explaining regulations and best practices to industry.	<ul style="list-style-type: none"> • Information to industry is provided regularly through the <i>Impact</i> quarterly newsletter, industry bulletins, AMVIC website and social media. • Industry bulletins are written in collaboration with the industry standards and consumer services teams to ensure information on legislation and best practices addresses current issues in the marketplace.
3.3	Industry standards conducts on-site inspections and training to inform, educate and obtain compliance.	<ul style="list-style-type: none"> • On-site presentations, training and Q & A sessions are held at licensee business locations to educate and promote compliance. • Online or phone training sessions are held with industry marketing teams and provides education on advertising legislation. • Education is included during on-site inspections. • Findings letters are sent to every business after an inspection (onsite and advertising) to recommend best practices for regulatory compliance. Warning letters are sent after second inspection if significant regulatory non-compliance is found.
3.4	Investigations educates and encourages compliance when opportunities arise in the course of their investigations.	<ul style="list-style-type: none"> • On-site education is included during the investigation process.

Impact

- Exemplary processes
- Innovation

GOAL 4: Pursue excellence in public agency governance and operation

This priority is about evolving into a high-performing public agency that is transparent and accountable. We aspire to become a leading public agency that operates with excellent governance and operational practices as the foundation for a high-performing organization.

	Objectives	Strategies
4.1	The Board of Directors continuing its governance development aimed at formalizing and adopting leading governing processes and practices.	<ul style="list-style-type: none"> • An education plan is developed and implemented for all Directors. • A succession plan is developed and implemented to smooth the transition as new Directors join the board and long-standing Directors depart. • Performance evaluation of the Board of Directors is conducted annually.
4.2	Conduct a structured review of policies and standard operating procedures to ensure consistency of service and facilitate training of new staff.	<ul style="list-style-type: none"> • Policies and standard operating procedures in all departments and appeals administration are reviewed and updated as required. • All standardized internal and external communications, templates and forms are reviewed annually and revised as required.
4.3	Conduct employee surveys to assess corporate work environment.	<ul style="list-style-type: none"> • Employee survey is scheduled for Q1 and results are shared internally and actions are initiated where appropriate.
4.4	Conduct regular performance reporting in all areas of the organization.	<ul style="list-style-type: none"> • Quarterly reports are produced by each department summarizing meaningful performance indicators, measures and trends. • An annual internal report card is provided to employees that recognizes positive changes at AMVIC during the past year.
4.5	Monitor deployment of new regulatory computer system (Regulate) and take any corrective action required.	<ul style="list-style-type: none"> • The transition from Peopleworks Dynamics CRM to Regulate, the new regulatory computer system, is completed, including operational updates, training and coaching staff. • Troubleshoot any issues industry users may have with Regulate. • Ensure new background check system functions properly and industry members are properly informed of what is required of them.

	Objectives	Strategies
4.6	Responsible stewardship of AMVIC's resources by deploying finite resources in a manner that will provide an optimum operating balance between efficiency and effectiveness.	<ul style="list-style-type: none"> Progress of business plan implementation is monitored and adjustments are made accordingly. A balanced operating budget is maintained. Following the review of the Compensation Fund, determine if the current funding model is appropriate to support AMVIC operations and the Compensation Fund in future years. Staffing is adjusted as necessary to match levels required for optimum service delivery. Equipment is upgraded and aging technology is replaced to support improved customer service delivery. Value for money is demonstrated by engaging with vendors through risk managed competitive procurement and contracting processes where appropriate.
4.7	Post pandemic, any decision to modify or continue the work from home workspace will require identifying business needs, operational effectiveness and departmental requirements.	<ul style="list-style-type: none"> Provincial restrictions must be considered. A risk assessment for those not immunized is considered. Flexible office/home work space environment – equipment, furniture requirements, and expectation of attendance guidelines – will be monitored. Staff productivity expectations and measures are continued to be monitored. Edmonton and Calgary office footprint is reviewed and considered for potential operational savings.
4.8	Increase professionalism and knowledge base for all staff by investing in staff training and professional development.	<ul style="list-style-type: none"> Staff are trained on Regulate to ensure effective customer service. Mandatory training is completed as required from Government of Alberta (e.g. Merchant Services Procedures (credit card), etc.). Continuing education is offered for professional designations and based on business needs. In-house training is facilitated (e.g. Code of Conduct, etc.). Investigations staff is enrolled in ongoing specified training (e.g. courses from the Canadian Police Knowledge Network). Knowledge and best practices are shared with peer regulatory agencies (e.g. OMVIC and VSA). Gale online certification courses are utilized based on area of business and interest. A comprehensive investigations department training manual is being developed, which includes: <ul style="list-style-type: none"> Role of investigations; Case Law library; Legislation; Guidelines for preparing investigative plans, notetaking, interviewing, officer safety, time management, etc.; Court briefs and preparation for court; and Charter of Rights and Freedoms. Trends are followed, technical competencies, skills and expertise needs are assessed and upgraded as needed.

	Objectives	Strategies
4.9	Focus on effective communication by improving collaboration between departments and maintaining effective forums to foster communication and understanding throughout the organization.	<ul style="list-style-type: none"> • Internally, expertise is shared to improve operational effectiveness of each department. • A quality assurance process is developed to ensure consistent messaging in all departmental communication. • All staff are engaged in the annual planning process for the development of the business plan. • Regular meetings and communications are conducted throughout the organization to share information, discuss operations, upcoming actions, identify issues and solve problems.
4.10	Improve administration and effectiveness of the Compensation Fund.	<ul style="list-style-type: none"> • Recommendations from the Compensation Fund review are implemented upon consultation with the appropriate stakeholders.
4.11	Effective administration of the <i>Freedom of Information and Protection of Privacy Act</i> (FOIP)	<ul style="list-style-type: none"> • Training is continued for designated FOIP resources and annual training for all staff to support compliance and reduce breaches. • Administration of FOIP is supported through ongoing improvements to business processes and controls.

Refined business focus

- Organizational flexibility
- Optimization

GOAL 5: Establish a risk-based regulatory business model

This strategic priority is about examining and refining the AMVIC business model based on an analysis of risks to consumers, industry and AMVIC. The choices and trade-offs we make about where to direct our resources (education, prevention, communication, inspections, compliance, enforcement, etc.) should be made in the context of impact on protection outcomes. Resource allocation decisions should reflect empirical data that demonstrate that a specific combination of activities produce optimal consumer protection outcomes.

	Objectives	Strategies
5.1	Develop an evidence-based regulatory business model that will allocate resources by focusing on high-risk areas to consumers by collecting and analyzing data to identify high-risk areas and transaction types. Areas of highest risk of harm to consumers are identified and directing resources to address mitigating these risks are prioritized.	<ul style="list-style-type: none"> • Information is collected and reviewed quarterly from consumer complaints, inspections and investigations to identify risks and recommend corrective action. • The risk analysis process is continually reviewed and enhanced. • Ongoing, immediate concerns are addressed at the bi-weekly intake meeting. • Communication and education programs are targeted to consumers and the automotive industry to mitigate higher risks as determined by data analysis. • As part of the annual planning and budget preparation process, a range of consumer risks are identified and resources are realigned, if appropriate. • Industry is consulted to identify key areas of risk to consumers.
5.2	Continue to refine and implement the enterprise risk management process by collecting and analyzing data to identify potential risks to AMVIC.	<ul style="list-style-type: none"> • An internal risk assessment and tracking system continues to operate. • The management risk committee meets quarterly to identify areas of risk and remedial actions. • Staff are provided with risk management training and education to continue to develop a risk aware culture. • An annual Risk Report is provided to the Board of Directors.
5.3	Reduce financial risk to AMVIC with on-time revenue collection by ensuring levy payments and business and salesperson renewal fees are collected on time.	<ul style="list-style-type: none"> • Businesses that are not reporting or are consistently late paying levies are encouraged to become compliant through increased notification and progressive enforcement. • Businesses and salespeople that are not renewing or are consistently renewing late are encouraged to become compliant through notification and progressive enforcement.

	Objectives	Strategies
5.4	Comprehensive emergency preparedness and disaster response plans are in place. Staffing capabilities and readiness are developed along with operational contingency planning.	<ul style="list-style-type: none"> • AMVIC Emergency Preparedness and Crisis Management Plan is reviewed quarterly and updated as required. • Staff are cross trained and promoted from within where appropriate. • Cloud computing capability is in place to support remote and flexible work locations. • A management development and succession plan is in place.
5.5	Proactively monitor public policy environment by identifying potential changes to provincial or federal legislation which may affect AMVIC.	<ul style="list-style-type: none"> • Processes are adjusted to adhere with legislative changes and mitigate impact if necessary.

Performance measures and indicators

This section of the Business Plan identifies measurement of two types of activities. Firstly, there are performance measures pertaining to action conducted by AMVIC employees, for example how long it takes to complete tasks such as the length of time to issue a business licence. Secondly, there are performance indicators that pertain to input requests received, including the number of consumer complaints, and applications for business licences and salesperson registrations. Although the volume of performance indicators is not directly controlled by AMVIC, it is important these are reported as they provide an indication of the scope of activity required to carry out the delegated responsibilities.

Licensing and registration

Licensing (businesses) and registration (salespeople) administration under the *Consumer Protection Act* and the *Automotive Business Regulation*.

Performance measures	Last actual 2019 – 2020	Target 2021 – 2022	Target 2022 – 2023	Target 2023 – 2024
Percentage of licence applications processed within 37 calendar days.	73%	65% ¹	70%	75%
Percentage of registration applications processed within 14 calendar days.	91%	86% ¹	90%	95%

¹ The Covid-19 pandemic has, for a variety of reasons, impacted the speed with which licences and registrations can be issued.

Performance indicators	Last actual 2019 – 2020	Target 2021 – 2022	Target 2022 – 2023	Target 2023 – 2024
Total number of business licences issued.	7,182	7,400	7,450	7,500
Number of new business licences issued.	788	780	800	850
Total number of salesperson registrations issued.	10,123	10,000	10,100	10,200
Number of new salesperson registrations issued.	3,253	2,250	2,600	3,000

Reporting and renewals

Performance indicators	Last actual 2019 – 2020	Target 2021 – 2022	Target 2022 – 2023	Target 2023 – 2024
Percentage of licensed businesses who renew on time.	65%	65%	70%	75%
Percentage of licensed businesses who report and pay sales levies on time.	59%	55%	60%	65%
Percentage of registered salespeople who renew on time.	42%	45%	50%	50%

Compliance and enforcement

Investigations, claims and enforcement arising from complaints under the *Consumer Protection Act*, the *Automotive Business Regulation*, the *Cost of Credit Disclosure Regulation* and the *Internet Sales Contract Regulation*.

Performance measures	Last actual 2019 – 2020	Target 2021 – 2022	Target 2022 – 2023	Target 2023 – 2024
Total consumer complaints resolved through alternate dispute resolution (ADR).	199	120	120	120
Consumer complaints investigated, completed or closed.	632	700	725	750
Number of meetings held with external intelligence and enforcement agencies.	9	8	8	8
Number of initiatives developed and implemented as a result of meetings with external agencies.	4	4	4	4
Curber files investigated (unlicensed businesses).	42	50	50	50
Licensee field inspections.	340	300 ¹	320	320

¹ The Covid-19 pandemic has increased the amount of time required to conduct each inspection. Consequently, there is a reduction in the total number of inspections that can be conducted in 2021 – 2022.

Performance indicators	Last actual 2019 – 2020	Target 2021 – 2022	Target 2022 – 2023	Target 2023 – 2024
Total consumer complaints handled by consumer services officers.	2,485	2,500	2,600	2,600
Total consumer complaints assigned by consumer services to investigations.	499	600	600	700
Total consumer complaints assigned by consumer services to industry standards.	196	200	220	230
Total consumer complaints assigned by consumer services to Compensation Fund.	33	60	60	60

Compensation Fund administration

Establishment and administration of the Compensation Fund.

Performance measures	Last actual 2019 – 2020	Target 2021 – 2022	Target 2022 – 2023	Target 2023 – 2024
Maintain the fund at the maximum level established by AMVIC Bylaws.	\$4 million	\$4 million	\$4 million	\$4 million
Adjudicate claims in accordance with the Automotive Business Regulation and Bylaw 2 Compensation Fund.	100%	100%	100%	100%

Administrative enforcement

AMVIC is responsible for administrative enforcement actions made by the Director of Fair Trading (as delegated) under the *Consumer Protection Act* Section 136.5. This includes administrative reviews as well as other progressive enforcement and administrative decisions

Performance measures	Last actual 2019 – 2020	Target 2021 – 2022	Target 2022 – 2023	Target 2023 – 2024
Average number of working days to schedule and hold a licencing administrative review upon receipt of an application review report.	9	9	9	9
Average number of working days to schedule and hold an investigation administrative review upon receipt of an application report.	19	19	19	19
Average number of working days to issue a written administrative review decision after an administrative review is held.	2 (Lic.) ¹ 10 (Inv.) ¹	2 (Lic.) 10 (Inv.)	2 (Lic.) 10 (Inv.)	2 (Lic.) 10 (Inv.)

¹ Lic. means licensing and Inv. means investigations.

Communications and education

Establishment of communications and educational programs for consumers and industry members in relation to automotive businesses.

Performance measures	Last actual 2019 – 2020	Target 2021 – 2022	Target 2022 – 2023	Target 2023 – 2024
Proactive awareness activities - interviews, newsletters, industry and consumer bulletins, news releases.	56	30 ¹	30	30
Consumer and industry events.	6	N/A ²	5	5
Level of public awareness of AMVIC (measured biennially). ³	N/A	35%	N/A	35%

¹ The number of consumer and industry bulletins will be reduced as there will be an increased focus on social media and digital strategies (e.g. webinars).

² The Covid-19 pandemic has eliminated opportunities for face-to-face interaction with consumers. These interactions will resume when safe and appropriate to do so.

³ 2018 – 2019 Baseline Public Awareness Survey results: 29% of Albertans are aware of AMVIC.

Performance indicators	Last actual 2019 – 2020	Target 2021 – 2022	Target 2022 – 2023	Target 2023 – 2024
Annual number of website sessions (purposeful visits).	329,627	340,000	340,000	340,000

Human resource development

Investment in development of AMVIC staff and Directors.

Performance measures	Last actual 2019 – 2020	Target 2021 – 2022	Target 2022 – 2023	Target 2023 – 2024
Hours of out of office staff training.	440	400	400	400
Hours of in office staff training.	965	900	900	900

Three year financial plan

	2019-20 Actual	2020-21 Forecast	2021-22 Budget	2022-23 Target	2023-24 Target
Operating Budget (\$'s)					
Revenues					
Licence fees	1,896,050	1,923,222	1,929,000	1,931,000	1,933,000
Registration fees	1,298,515	1,194,400	1,231,900	1,250,000	1,270,000
Course fees	582,220	404,852	465,400	495,000	520,000
Sales levy	2,722,652	2,560,594	2,770,000	2,800,000	2,819,000
Investment revenue	139,134	101,097	94,124	95,000	96,000
Other/undertaking	9,778	11,538	-	-	-
Total revenue	6,648,348	6,195,703	6,490,424	6,571,000	6,638,000
Expenses					
Labour	4,822,243	4,820,427	4,882,993	4,910,000	5,010,000
Office expenses	317,549	306,147	297,494	300,000	300,000
Insurance	9,116	9,530	11,550	12,000	12,000
Telecommunications	73,706	77,156	77,843	78,000	80,000
Professional development	19,186	16,316	15,000	18,000	20,000
Travel	151,096	48,478	110,400	113,000	115,000
Communications	126,639	111,335	113,000	125,000	118,000
Legal fees	117,495	89,842	150,000	150,000	150,000
Professional services	32,164	17,645	33,600	40,000	40,000
Finance charges	128,345	112,105	134,730	136,000	138,000
Audits	25,841	25,841	26,000	26,000	26,000
Rent	373,950	376,023	382,927	385,000	325,000
Amortization	85,039	65,657	79,591	88,000	90,000
Total operating expenses	6,282,369	6,076,503	6,315,127	6,381,000	6,424,000
Operating surplus	365,979	119,200	175,297	190,000	214,000
	2019-20 Actual	2020-21 Forecast	2021-22 Budget	2022-23 Target	2023-24 Target
Capital Investments (\$'s)					
Technology	1,010	-	30,000	10,000	5,000
Furniture, fixtures & leasehold improvements	1,812	-	-	-	40,000
Total capital investments	2,822	-	30,000	10,000	45,000

Three year financial plan (continued)

	2019-20 Actual	2020-21 Forecast	2021-22 Budget	2022-23 Target	2023-24 Target
Compensation Fund (\$'s)					
Opening fund balance	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Plus:					
Investment revenue	87,143	67,582	42,520	45,000	47,500
Less:					
Administrative expenses	164,625	142,394	267,560	165,000	165,000
Claims paid	179,884	275,001	300,000	300,000	300,000
Claims recovered	(94,239)	(5,000)	-	-	-
Net claims paid	85,645	270,001	300,000	300,000	300,000
Net compensation fund	(163,126)	(344,813)	(525,040)	(420,000)	(417,500)
Administrative expenses in excess of revenue paid from AMVIC unrestricted net assets	77,481	74,812	225,040	120,000	117,500
Transfer in from unrestricted net assets for fund claims	85,645	270,001	300,000	300,000	300,000
Closing fund balance	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
	2019-20 Actual	2020-21 Forecast	2021-22 Budget	2022-23 Target	2023-24 Target
Change to Net Assets (\$'s)					
Transfers from net assets to the compensation fund	(85,645)	(270,001)	(300,000)	(300,000)	(300,000)
Administrative expenses in excess of revenue paid from AMVIC unrestricted net assets	(77,481)	(74,812)	(225,040)	(120,000)	(117,500)
Transfer to net assets from operating surplus	365,979	119,200	175,297	190,000	214,000
Change to net assets	202,852	(225,613)	(349,742)	(230,000)	(203,500)

Notes

Transfers from Net Assets to the Compensation Fund are made only when approved by an AMVIC Board of Directors resolution