



ALBERTA MOTOR VEHICLE
INDUSTRY COUNCIL

AMVIC Business and Financial Plan 2024 – 2027

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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.

AMVIC is committed to a fair marketplace for consumers and businesses with a strong focus on compliance, education and communication. The goals and activities outlined in this plan are intended to create well-informed consumers, a level playing field for businesses and increase regulatory compliance across the automotive industry.

This three-year business and financial 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 alternatives for resolution of consumer complaints.

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

AMVIC and the automotive industry continue to navigate an ever-changing environment. As industries re-align to the new circumstances, we believe AMVIC will be impacted by the following factors:

- The automotive industry continues to experience market volatility driven by the following:
 - Global supply chain challenges: Disruptions in global supply chains can impact the availability of vehicles and parts. Consumer protection may involve ensuring fair pricing when supply is severely limited.
 - Market competition: Increased competition among dealers can benefit consumers, but may also lead to aggressive marketing practices and pricing strategies. Cost pressures on automotive dealers and repair shops may be growing; protecting consumers from deceptive practices remains crucial.
 - Regulatory compliance: Increasing inspections and industry education is vital to ensure automotive businesses are operating in compliance with the legislation.
- A challenging economic environment is impacting consumer behaviour. Increases in interest rates and inflation are contributing to growth in consumer debt and positions of negative equity. Consumer awareness of these issues is taking on greater importance.
- Consumers are generally unaware of consumer protection laws and regulations that are in place to protect them. Increasing Albertan's awareness of AMVIC and its mandate to educate and support consumers remains an important focus.
- An increase in “vulnerable populations” (those vulnerable to unfair practices) may be increasingly targeted through online ads, communications and aggressive sales tactics.
- Curbing (unlicensed selling) remains a problem and risk to consumers.
- Emerging technologies continue to shape new opportunities for both AMVIC and licensees; continually assessing these with a view to consumer protection is required given the fast changing nature of these advancements.
 - Cybersecurity and privacy concerns are a focus for regulators. This is especially the case as AMVIC begins to explore the potential use of AI (artificial intelligence) in delivering its mandate.
 - Automotive design that continues to shift to a software/technology enabled focus.
 - Growth in sales and demand for innovative online and direct to consumer purchasing options are increasing. Consequently, we must ensure that government is aware of any potential gaps in consumer protection legislation.
- Changing political landscape.
 - AMVIC must work with government to adapt to changing political interests.
 - A strong and trusting relationship with government remains of utmost importance.

AMVIC's board and management team must remain vigilant to the changing environment while conducting AMVIC's delegated responsibilities, duties and functions under the *Consumer Protection Act*.

Strategic priorities of the AMVIC board

AMVIC is accountable to the Minister of Service Alberta and Red Tape Reduction and as a regulatory agency is delegated to protect consumers and the automotive business industry from unfair practices. AMVIC achieves this by meeting the requirements of the Mandate and Roles Document.

In addition to those responsibilities, the 2024 – 2025 strategic plan reflects AMVIC’s commitment to its long-term success, outlines the strategic priorities for the fiscal year and provides guidance to AMVIC to identify operational priorities.

AMVIC is an organization guided by the following:

Priority 1: Improving compliance outcomes to ensure consumer protection and a fair marketplace

This priority is about meaningfully increasing compliance through education, innovation, partnerships with industry, risk-based approaches to consumer protection, and enforcement of legislation. Our compliance and re-inspection efforts should focus on the areas that are most likely to drive consumer protection outcomes.

AMVIC has the authority to inspect all licensed automotive businesses in Alberta; an authority that directly serves to manage risks to consumers by reducing the impact of a non-compliant business. AMVIC must ensure it operates with consistency, transparency and continuous improvement. Decisions will be made to direct our resources (education, communication, inspections, compliance and enforcement) to best impact protection outcomes.

Priority 2: Foster consumer, industry and government relationships

This priority is about continuing our focus on developing strong and trusted relationships with stakeholders and developing our reputation as a trusted source of information for consumers, industry and government.

Priority 3: Financial stewardship to achieve operational excellence

Recent adjustments to the vehicle sales levy and single business licence class fee will provide AMVIC with additional financial resources with which to accomplish our mandate. This priority is about ensuring AMVIC’s resource allocation achieve optimal consumer and industry protection outcomes with the resources available.

Priority 4: Innovate AMVIC’s business model and approach

During the 2024 - 2025 strategic planning cycle, AMVIC will begin to develop a new strategic priority focused on exploring new technologies that will enhance AMVIC operations, with particular emphasis on improving compliance across the sector.

Mandate

- License and register
- Inspect and educate
- Investigate and enforce

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

AMVIC's delegated authority is to regulate the automotive business industry and enforce consumer protection legislation. AMVIC works to protect Alberta automotive consumers from unfair business practices, and towards building trust, confidence and regulatory compliance in the automotive business industry to provide a fair marketplace.

Objective 1.1

Conduct an efficient licensing and registration administration under the *Consumer Protection Act* and the *Automotive Business Regulation*.

Outcome

- The licensing department operates to ensure a fair and consistent process for decision making that meets the requirements of the legislation.

Targets

- Licensing advisors contact new applicants within two business days following receipt of the business licence or salesperson registration applications.
- A methodical and critical evaluation of all applicants ensures appropriate suitability of business owners and salespeople.
- New business licences are issued on average in 30 days.
- New salesperson registrations are issued on average in 14 days.

Objective 1.2

Conduct inspections, investigations and enforcement as required under the *Consumer Protection Act*, the *Automotive Business Regulation*, the *Cost of Credit Disclosure Regulation* and the *Internet Sales Contract Regulation*.

Outcome

- Automotive businesses and salespeople in Alberta are licensed and registered, and comply with required legislation and regulations.

Targets

- Industry standards conduct 500 inspections during fiscal 2024 - 2025 to educate licensees and monitor regulatory compliance. Inspections will be either comprehensive on-site inspections or preliminary virtual inspections.
- Conduct an inspection campaign with a focus on all-in advertised pricing.
- Prepare quarterly reports to provide data and analysis of compliance levels for the various classes and categories of business licences.
- Reduce curbbers (unlicensed sellers) and provide quarterly reports on results.
- Develop enforcement and intelligence partnerships to analyze threats to consumers, identify trends and collaborate on joint investigations.
- Maintain Memorandums of Understanding with 15 external enforcement agencies and government partners. Two of these agreements are renewed in fiscal 2024 - 2025.

Objective 1.3

Establish education programs for industry and consumers in relation to the automotive business industry.

Outcome

- There is an educational component to every interaction with industry members and consumers.

Targets

- AMVIC departments collaborate on communications targeted towards industry and consumers based on areas of non-compliance.
 - All salesperson applicants successfully complete the mandatory educational component of the registration process to understand the legislative requirements within Alberta.
 - Successful course completion requires a final mark of 80 per cent or higher for the Salesperson Registration Course.
 - Industry standards conducts telephone, webinar and in-person sessions to provide education on legislation and best business practices for industry.
 - Conduct an annual advertising campaign directed at consumers, advising them of AMVIC's role as a regulator and available free resources.
 - Update and redesign the Salesperson Registration Course and the Service and Repair Course.
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Objective 1.4

Explore a new education course for business licensees to drive education and compliance.

Outcome

- Increase compliance and improve knowledge among business licensees.

Targets

- Consultation with Service Alberta and Red Tape Reduction and the automotive industry to outline the reasons and benefits for a business-focused course.
 - Identify the audience, determine and develop course content and establish parameters around course requirements.
 - Select and work with external vendor to develop course content.
 - Develop criteria to evaluate course success.
-

Objective 1.5

Effective administration of the Compensation Fund.

Outcome

- The Compensation Fund is administered efficiently and effectively.
- Consumers' eligible losses are compensated on a timely basis.

Targets

- Acknowledge claims as they are received.
 - Adjudicate each claim as to eligibility.
 - Recommendations are made to the CEO as claims are concluded.
 - Develop a series of key performance indicators to report on the Fund's performance.
-

Engagement

- Educate consumers
- Engage industry
- Government support

GOAL 2: Foster positive and productive stakeholder relationships that earn relevance, influence and impact

AMVIC's regulatory responsibilities require our continued focus to engage with consumers, industry and government. These relationships are the foundation to providing consumer protection in the automotive industry. We approach this priority with a willingness to listen, reflect and learn together.

Objective 2.1

Increase consumers' awareness of consumer rights and protections as well as AMVIC's ability to assist in the resolution of consumer complaints. Develop creative partnership opportunities with organizations to educate a wide range of people, including vulnerable populations like newcomers to Canada, seniors, etc.

Outcome

- Consumers are provided with information and tools to prepare them to purchase or repair a vehicle and assist them in the resolution of problems and disputes.
- Increased awareness of consumer rights among targeted (vulnerable) populations.

Targets

- Promote AMVIC as a trusted resource for all consumers.
- Promote AMVIC at consumer events throughout the year.
- Build awareness of consumer protection legislation and the existence of AMVIC as the regulator and trusted authority on vehicle purchases and repairs.
- Provide consumers with information to understand their rights and protections through the AMVIC website, monthly consumer bulletins and AMVIC's social media presence. Consumers' level of accessing these resources is measured and reported quarterly.
- Target education efforts towards vulnerable consumers.
- Address consumer complaints professionally through a fair and transparent process.
- Encourage the resolution of consumer complaints, using alternate dispute resolution (ADR) when appropriate and provide a quarterly report on ADR results.

Objective 2.2

Work with industry to understand the legislation and best practices.

Outcome

- Members of the automotive industry are educated and well informed to ensure compliance.

Targets

- Educational materials are produced in collaboration with AMVIC departments to ensure information on legislation and best practices addresses current issues in the marketplace.
- Monitor industry trends and issue articles or bulletins that address any issues of concern.
- Information to industry is provided regularly through monthly industry bulletins, the AMVIC website, social media and the Impact quarterly newsletter.

- Meet with industry associations to foster ongoing dialogue and solicit industry input on key initiatives.
 - Virtual or on-site presentations, training and question and answer sessions are held at licensee business locations to educate and promote compliance.
 - An educational component is included during each inspection.
 - Findings letters are sent to the business after inspections to identify regulatory non-compliance.
 - Warning letters are sent after second or third inspections, depending on the level of non-compliance. Administrative action may occur depending on the regulatory non-compliance found.
 - Progressive enforcement measures are used to enforce consumer protection legislation.
 - Administrative reviews are scheduled and administrative review decisions are issued on a timely basis.
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Objective 2.3

Work with government to ensure alignment between AMVIC and the Government of Alberta.

Outcome

- A positive and collaborative relationship with government is sustained.

Targets

- Organize regular meetings with Service Alberta and Red Tape Reduction officials, to discuss government priorities, ongoing strategic and operational issues.
 - Implement government policy (e.g. reduce red tape by reviewing and streamlining points of contact with businesses, salespeople and consumers).
 - Make recommendations to Service Alberta and Red Tape Reduction officials to improve legislation and regulations.
 - Submit a Business and Financial Plan to the Minister at least 60 days prior to the end of the fiscal year.
 - Work with Service Alberta and Red Tape Reduction staff to ensure the appropriateness and effectiveness of all communication and education materials for consumers and industry.
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Objective 2.4

Develop and enhance existing relationships with municipalities across the province to address unlicensed businesses and increase compliance with licence requirements.

Outcome

- Establish and strengthen connections with municipalities throughout the province to build awareness of compliance with the *Consumer Protection Act* and the *Automotive Business Regulation*.

Target

- Engage in regular communication with municipal representatives to increase awareness of AMVIC and consumer protection legislation.
 - Increase the percentage of unlicensed businesses that become compliant with licensing requirements.
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Operational resilience

- Optimize
- Sustain
- Deliver exemplary services

GOAL 3: Financial stewardship and operational excellence

The AMVIC business model requires adequate financial resources appropriately allocated to execute its delegated responsibilities. AMVIC is a high-performing public agency that is transparent and accountable that strives to operate with excellent governance and operational practices.

Objective 3.1

Manage the allocation of resources.

Outcome

- Resources are deployed to provide an optimum operating balance between efficiency and effectiveness.

Targets

- Staffing is adjusted as necessary to match levels required for optimum service delivery. In 2024 – 2025, the following staff will be added:
 - 1 investigator,
 - 2 inspectors,
 - 1 consumer services officer, and
 - 1 administrative position in registrar department.
- Review employee compensation structure.
- Review employee group benefits plan.
- Regular monitoring and forecasting of operating revenues and expenditures to determine if spending on initiatives may occur or whether restraint must be applied.
- Equipment is upgraded and aging technology is replaced to support improved customer service delivery.

Objective 3.2

Reduce financial risk to AMVIC.

Outcome

- Levy payments and business licence and salesperson registration renewal fees are paid on time.

Targets

- Increase incidence of on-time quarterly levy payments.
 - The regulatory data management system sends up to seven reminders to automotive business licensees to submit their quarterly levy payments on time. The forecast is 90 per cent on-time payments for 2024 – 2025.
- Increase on-time renewal of business licences.
 - The regulatory data management system sends up to eight reminders to automotive business licensees to renew their annual business licence on time. The forecast is 80 per cent on-time renewals for 2024 - 2025.

- Improve on-time renewals of registered salespeople.
 - The regulatory data management system sends up to eight reminders to registered salespeople to renew their annual registration on time. The forecast is 75 per cent on-time renewals for 2024 – 2025.
-

Objective 3.3

All policies, standard operating procedures, practices and handbooks are maintained and up to date.

Outcome

- A consistent delivery of service both internally and externally.

Targets

- Policies and standard operating procedures in all departments are reviewed and updated as required.
 - Collaborate with the Office of the Alberta Ombudsman on the resolution of complaints made to their office, as required.
 - AMVIC's Emergency Preparedness and Crisis Management Plan is reviewed quarterly and updated as required.
 - All standardized internal and external communications, templates and forms are reviewed annually and revised as required.
 - An internal risk assessment and tracking system continues to operate with the management risk committee meeting semi-annually to identify areas of risk and remedial actions.
 - Submit an annual Risk Report to the AMVIC board of directors.
 - Effective administration of the *Freedom of Information and Protection of Privacy Act (FOIP)*.
 - Administration of FOIP is supported through ongoing improvements to business processes and controls.
 - Implement the Complex Complainant Policy to address complaints with multifaceted issues.
-

Objective 3.4

Assess AMVIC service delivery and performance management within the corporate work environment.

Outcome

- A consistent delivery of service both internally and externally.

Targets

- Employee survey is scheduled for Q4, results are shared internally and actions are initiated where appropriate.
 - Staff performance is measured through an annual performance management system.
 - Business plan quarterly updates are produced summarizing meaningful results for each quarter.
 - Salesperson applicants are surveyed to provide feedback on the Salesperson Registration Course and customer service experience.
 - New business licensees are surveyed to provide feedback on the licensing application process and the level of customer service provided by licensing advisors.
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Objective 3.5

Increase professionalism and knowledge base for all staff.

Outcome

- Staff training and professional development is sufficient for each staff position.
- Consistent application of legislation to consumer complaints.

Targets

- Educational requirements are met to ensure professional designations are maintained.
- In-house training is provided to staff (e.g. Code of Conduct, Respectful Workplace Policy, etc.).
- Investigations staff are enrolled in ongoing specialized 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.
- Staff are provided information to support customer service practices.
- Licensing team is provided information to assist salesperson applicants in navigating the online education courses.
- Alternate dispute resolution level one training is provided to consumer services staff.
- Training is continued for designated FOIP coordinators and annual training for all staff to support compliance and reduce breaches.
- Staff productivity expectations and measures are regularly monitored.
- Create a cross-departmental mechanism to address questions or concerns related to the interpretation of legislation.

Objective 3.6:

Develop a workforce plan that identifies the positions, skills, and competencies required as AMVIC and its workforce evolves.

Outcome

- A workforce that is positioned to meet future organizational needs and challenges.
- Succession risk mitigated

Targets

- Skill, competency and resource gaps are identified and addressed.
- Management development and succession plans are in place.

Objective 3.7:

Implement an Electronic Records Management Plan.

Outcome

- Record management procedures and processes that are following government standards and requirements.

Targets

- Understand the scope and type of records to be filed, transferred, or destroyed per government requirements.
- Develop and implement a systematic approach to electronic records management.

Objective 3.8:

Improve the operation of AMVIC through the implementation of recommendations from Service Alberta and Red Tape Reduction's operational reviews.

Outcome

- Effectively accomplish AMVIC's mandate and delegated functions as a regulator.

Targets

- Implement the recommendations from the December 2023 operational review report.
 - Participate in the 2026 -2027 operational review.
-

Modern regulator

- Innovation
- Automation
- Informed by data and technology

GOAL 4: Future innovation

AMVIC is a modern regulator that explores and leverages existing and emerging technology to make efficient use of organizational resources, create efficiencies, and deliver a seamless customer experience. Existing technologies such as advanced help desk software and tools, and emerging technologies including AI and machine learning, provide considerable opportunity for AMVIC to optimize operations.

Objective 4.1:

Develop a business case identifying and assessing opportunities for automation.

Outcome

- AMVIC operations are efficient and maximize the use of existing resources to deliver a great customer (industry and consumer) experience.

Targets

- Completion and presentation of a comprehensive business case that outlines the areas of opportunity for technology/automation adoption within operations.
-

Objective 4.2:

Expand the functionality of AMVIC's core systems including its regulatory data management system and managed office IT services.

Outcome

- Improved dashboard and reporting features in AMVIC's regulatory data management system to provide departments with valuable insights and enhanced trend analysis capabilities.
- Further the integration of peripheral applications within AMVIC's managed office IT services covering telephone and virtual meeting systems.

Targets

- Effectively transition the regulatory data management system to the newly released platform.
 - Finalize the migration of AMVIC's managed office IT services.
-

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 a business licence and a salesperson registration. 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 2022 – 2023	Target 2023 – 2024	Target 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027
Average number of days to process a new business licence application.	30	30	30	30	30
Average number of days to process a new salesperson registration.	13	14	14	14	14

Performance indicators	Last actual 2022 – 2023	Target 2023 – 2024	Target 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027
Total number of business licences issued.	7,759	7,800	7,950	8,050	8,150
Number of new business licences issued.	847	820	925	950	975
Total number of salesperson registrations issued.	10,840	10,750	11,200	11,400	11,600
Number of new salesperson registrations issued.	2,407	2,350	3,200	3,300	3,400

Reporting and renewals

Performance indicators	Last actual 2022 – 2023	Target 2023 – 2024	Target 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027
Percentage of licensed businesses that renew on time.	74%	75%	80%	80%	80%
Percentage of licensed businesses that report and pay sales levies on time.	88%	85%	90%	90%	90%
Percentage of registered salespeople who renew on time.	71%	70%	75%	75%	75%

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 2022 – 2023	Target 2023 – 2024	Target 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027
Total consumer complaints resolved through alternate dispute resolution (ADR).	212	200	100	100	100
Consumer complaints investigated, completed or closed.	682	700	650	650	650
Number of meetings held with external intelligence and enforcement agencies.	4	6	6	6	6
Curber files investigated (unlicensed businesses).	74	50	50	50	50
Licensee field inspections.	425	360 ¹	500	550	600

¹The number of annual inspections is reduced due to a return to more comprehensive on-site inspections, which take longer to conduct than the remote online inspections during the COVID-19 pandemic.

Performance indicators	Last actual 2022 – 2023	Target 2023 – 2024	Target 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027
Total consumer complaints handled by consumer services officers.	2,730	2,500	2,900	3,000	3,000
Total consumer complaints assigned by consumer services to investigations.	647	600	650	650	650
Total consumer complaints assigned by consumer services to industry standards.	104	100	50	50	50
Total number of Crime Stopper tips.	59	50	60	60	60

Compensation Fund administration

Establishment and administration of the Compensation Fund.

Performance measures	Last actual 2022 – 2023	Target 2023 – 2024	Target 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027
Adjudicate claims in accordance with the <i>Automotive Business Regulation</i> and <i>Bylaw 2 Compensation Fund</i> .	100%	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 2022 – 2023	Target 2023 – 2024	Target 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027
Average number of working days to schedule and hold a licencing administrative review upon receipt of an application review report.	7.5	9	9	9	9
Average number of working days to schedule and hold an investigation administrative review upon receipt of an application report.	14	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 6 (Inv.)	2 (Lic.) 10 (Inv.)	2 (Lic.) 10 (Inv.)	2 (Lic.) 10 (Inv.)	2 (Lic.) 10 (Inv.)

¹Lic. 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 2022 – 2023	Target 2023 – 2024	Target 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027
Proactive awareness activities: newsletters, industry and consumer bulletins, news releases.	34	48	48	48	48
Consumer and industry events.	1	5	5	5	6
Level of public awareness of AMVIC (measured by survey ¹).	38%	N/A	40%	N/A	45%

¹Survey conducted every two years.

Performance indicators	Last actual 2022 – 2023	Target 2023 – 2024	Target 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027
Annual number of website sessions (purposeful visits).	350,697	325,000	330,000	335,000	340,000

Human resource development

Investment in development of AMVIC staff and directors.

Performance measures	Last actual 2022 – 2023	Target 2023 – 2024	Target 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027
Hours of out of office staff training.	334	200	300	300	300
Hours of in office staff training.	724	600	600	600	600

Three-year financial plan

	2022-23 Actual	2023-24 Forecast	2024-25 Budget	2025-26 Target	2026-27 Target
Operating Budget (\$'s)					
Revenues					
Licence fees	1,952,450	1,950,450	2,095,000	2,100,000	2,120,000
Registration fees	1,179,900	1,208,600	1,217,200	1,225,000	1,240,000
Course fees	450,680	510,305	514,880	525,000	540,000
Sales levy	2,439,888	2,543,475	3,742,830	3,840,000	3,959,000
Investment revenues	151,449	201,107	181,464	178,000	175,000
Other	19,700	9,412	-	-	-
Total revenues	6,194,067	6,423,349	7,751,374	7,868,000	8,034,000
Expenses					
Labour	4,943,026	5,190,022	6,091,707	6,214,000	6,338,000
Office expenses	377,727	367,016	373,760	375,000	380,000
Insurance	8,623	8,558	10,800	11,000	11,000
Telecommunications	82,697	79,648	86,524	88,000	88,000
Professional development	6,595	12,403	15,000	15,000	15,000
Travel	87,148	123,583	132,650	135,000	137,000
Communications	178,965	114,804	261,212	220,000	260,000
Legal fees	74,765	240,156	184,800	185,000	185,000
Professional services	14,822	39,012	29,760	30,000	30,000
Finance charges	129,944	139,233	161,700	164,000	167,000
Audits	30,364	26,937	26,250	27,000	27,000
Rent	360,981	308,014	303,860	305,000	325,000
Amortization	74,433	49,172	19,846	10,000	10,000
Total operating expenses	6,370,090	6,698,558	7,697,870	7,779,000	7,973,000
Operating (deficit) surplus	(176,023)	(275,209)	53,504	89,000	61,000

	2022-23 Actual	2023-24 Forecast	2024-25 Budget	2025-26 Target	2026-27 Target
Capital Investments (\$'s)					
Technology	-	3,212	-	-	-
Furniture, fixtures & leasehold improvements	-	5,596	-	-	-
Total capital investments	-	8,808	-	-	-

Three-year financial plan (continued)

	2022-23 Actual	2023-24 Forecast	2024-25 Budget	2025-26 Target	2026-27 Target
Compensation Fund (\$'s)					
Sales levy	-	-	370,170	380,000	392,000
Investment revenues	102,615	141,412	143,154	138,000	135,000
Total revenues	102,615	141,412	513,324	518,000	527,000
Administrative expenses	160,193	155,775	174,591	178,000	180,000
(Deficit) surplus before claims paid and recovered	(57,578)	(14,363)	338,733	340,000	347,000
Claims paid	(300,812)	(77,305)	(275,000)	(300,000)	(315,000)
Claims recovered	35,710	67,256	-	-	-
Net claims paid	(265,102)	(10,049)	(275,000)	(300,000)	(315,000)
Net Compensation Fund (deficit) surplus	(322,680)	(24,412)	63,733	40,000	32,000

	2022-23 Actual	2023-24 Forecast	2024-25 Budget	2025-26 Target	2026-27 Target
Net Assets (\$'s)					
<u>Unrestricted net assets</u>					
Opening unrestricted net assets	4,358,779	3,860,076	3,560,455	3,613,959	3,702,959
Operating (deficit) surplus	(176,023)	(275,209)	53,504	89,000	61,000
Compensation Fund deficit before claims paid and recovered ¹	(57,578)	(14,363)	-	-	-
Transfers to the Compensation Fund for net claims paid ¹	(265,102)	(10,049)	-	-	-
Closing unrestricted net assets	3,860,076	3,560,455	3,613,959	3,702,959	3,763,959
<u>Restricted funds</u>					
Restricted operating fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Sustainability fund	600,000	600,000	600,000	600,000	600,000
Innovation & technology fund	500,000	500,000	500,000	500,000	500,000
Total restricted funds	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000
<u>Compensation Fund</u>					
Opening Compensation Fund	4,000,000	4,000,000	4,000,000	4,063,733	4,103,733
Surplus before net claims paid ²	-	-	338,733	340,000	347,000
Net claims paid	(265,102)	(10,049)	(275,000)	(300,000)	(315,000)
Transfers from unrestricted net assets for net claims paid ¹	265,102	10,049	-	-	-
Closing Compensation Fund ²	4,000,000	4,000,000	4,063,733	4,103,733	4,135,733

¹Prior to 2024-2025, administrative expenses of the Compensation Fund, net of investment revenues, were accounted for as deficits against unrestricted net assets. Net claims paid were recovered through Board approved transfers from unrestricted net assets to maintain the Fund at a balance of \$4.0 million.

²Beginning in 2024-2025, the Compensation Fund will receive an allocation of sales levy revenues to account for its administrative and claims expenses and will not require Board approved transfers from unrestricted net assets.