

**ANNUAL
REPORT**
2025/26

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



The 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,LEÑENEØ ŁTE (WSÁNEĆ); qícəy (Katzie); qʷɑ:nλən (Kwantlen); scəwaθenaʔt təməxʷ (Tsawwassen); Se'mya'me' (Semiahmoo); and S'ólh Téméxw (Stó:lō) people.



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A Message from the Chair & President

To the Honourable Niki Sharma, Attorney General and Deputy Premier

On behalf of the Board of Directors, the Registrar, the management, and the staff of the Vehicle Sales Authority of British Columbia (“VSA”), it is a privilege to present the Annual Report for the year ending March 31, 2026. By the end of the fiscal year, the VSA delivered on key initiatives such as delivering dispute resolution services for British Columbians, enhancing technology to better deliver on our services, working with industry on compliance through education initiatives, inspections, liaison visits, and undertaking investigations, building our team and culture, and implementing our transaction levy.

The work we do for British Columbians could not be achieved without our people. We continued to develop our people and foster a safe and positive work environment. Our employee engagement survey saw a 96% participation rate with 100% of those surveyed recommending the VSA as a place to work and 96% understanding how their work supports our strategic goals.

For consumers, we enhanced and added consumer resources to our online dispute resolution platform “Connector” and our solution explorer we call My Self-Help. There was a 10.3% increase in requests for services from consumers, 5237 from 4747 last year. Of those, formal complaints were up 33.5% (1666 versus 1248) from last year. While complaint volumes are up, the number of substantiated investigated complaints remained unchanged (153 versus 152) indicating an opportunity to better educate the public on their rights.

Our inspection team continues our proactive regulation through our inspection program and industry outreach through liaison visits. Liaison visits provide an informal way for the VSA to interact with the industry and provide education on legal duties and to suggest best practices.

The VSA expanded its free advertising workshops regarding B.C. vehicle sales advertising rules for dealers. 90% of participants surveyed noted they had a better understanding of their legal obligations after the workshops.

Our investigations team completed 690 investigations of which 153 complaints (22%) were substantiated as involving a violation of the legislation the VSA administers. The other complaints were either unsubstantiated (440 or 67%), outside the VSA’s jurisdiction to investigate (64 or 9%), or otherwise abandoned or resolved without action required (19 or 3%). The past year saw \$1.29M in administrative penalties levied and we assisted in returning \$589,243 to consumers.

During the year we prepared to launch our transaction levy on April 1, 2026, to add agility, resources, and diversify revenue in these uncertain economic times so that we can continue delivering on our mandate. We advanced eleven strategic projects to enhance services across the entire organization and to continue building a modern data driven organization focused on delivering on our mandate in the public’s interest.

We are proud of the hard work the VSA staff have done this year for British Columbians.

Message approved and signed by:



Ian Christman
President & CEO



Mark Bakken
VSA Board Chair



VSA Mandate from Administrative Agreement

The primary responsibility of the Authority under this Agreement is to maintain and enhance consumer protection and consumer confidence within the Motor Dealer industry.

Article 6, 2004 Administrative Agreement

Purpose

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





Human Resources

96%

of VSA staff are aware of how their work supports the strategic plan

100%

of VSA staff would recommend the VSA as an employer



Consumer Services

5,237

Total public issues received by the VSA



Licensing

1,721

Dealer licenses at year end

9,073

Salesperson licenses at year end



Investigations

690

Total Investigations

440

Were deemed to be unsubstantiated



Industry Standards

1,189

Total Inspections

88%

Pass Rate



Professional Development

2,309

Salesperson & Wholesaler Courses

10,436

Total External Courses



2025-26 STRATEGIC GOALS & STRATEGIC PROJECTS



GOAL 1

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



This goal focuses on strengthening the VSA's internal systems, processes, and digital tools so the organization can work more efficiently, respond more effectively, and adapt to changing operational needs. Projects under this goal support improved service delivery, better internal workflows, enhanced reporting, and a stronger digital experience for staff, licensees, and consumers.

1

Operating System (Driver 2.0)

The VSA continued work to improve system capability and technological efficiency through enhancements to its operating system (called Driver 2.0) and related operational workflows. Work included documenting nightly automated flows, documenting system integrations, and addressing timing issues at month-end and day-end to improve accuracy and reliability of reporting statistics. As the fiscal year progressed, Driver 2.0 enhancement work was reprioritized to accommodate the Transaction Levy requirements. Major components of the Transaction Levy system work were tested and functioning, with remaining work focused on refining email communications, dealership reminders, final testing and system validation.

Impact

This project advanced Goal 1 by improving systems that support VSA operations and reducing reliance on manual processes. The automation linking Driver 2.0 to VSA financials was built, implemented, and fully operational, improving the VSA's ability to manage financial and operational information accurately and efficiently. The project also demonstrated organizational agility. By reprioritizing Driver 2.0 enhancement work to support the Transaction Levy, the VSA was able to align technology resources with a critical organizational priority while continuing to improve system reliability and capability.

2

Dealer Portal | Phase II

The Dealer Portal Phase II project focused on improving the online dealer application process and expanding the use of digital tools for motor dealer applications. Work included completing testing in the development environment, implementing improvements, and preparing for the full launch of the online dealer application. During the year, the launch timeline was adjusted after developer resources were redirected to address a critical VSA issue involving the rebuild of the VSA Online Portal payment system. Improvement work continued, and testing was completed in the development environment.

Impact

This project supported Goal 1 by providing the digital infrastructure and system readiness needed to implement the Transaction Levy. Without the Dealer Portal enhancements and

rebuilt online payment capabilities, the VSA would not have been equipped to introduce and administer a project of this scale.

The project also helped shift dealer application processes from manual or less efficient channels toward a more streamlined online experience. A stronger Dealer Portal supports faster, more consistent application processing and improves the experience for both applicants and VSA staff. It also reflects the VSA's ability to adapt when operational priorities shift, protecting core service continuity while continuing to advance longer-term digital transformation.

GOAL 2

Enhance VSA credibility with stakeholders.



This goal focuses on strengthening trust, confidence, and transparency with the VSA's stakeholders, including consumers, licensees, industry associations, government, and the public. Projects under this goal support clearer communication, better service experiences, and stronger confidence in the VSA's role as a regulator.

3

Alternate Dispute Resolution (ADR)

The Alternate Dispute Resolution (ADR) project focused on improving the consumer dispute-resolution experience through enhancements to My Self-Help, Connector, and related consumer-facing tools. Work included improving My Self-Help content, integrating templates for consumers to request resolution, making the VSA Licensing Directory searchable within My Self-Help, enhancing consumer website pages, and planning future improvements for complaint-related processes.

During the year, the new dealer search functionality in My Self-Help launched, allowing consumers to search the VSA Licensing Directory directly within the platform. 42 integrated templates were also designed to help consumers clearly communicate their issues to dealers. Two new how-to videos for My Self-Help and Connector were scheduled for release, and research on Connector's resolution rate was completed.

Impact

This project supports Goal 2 by improving the experience consumers have when seeking assistance from the VSA. Easier-to-use tools, clearer templates, and better self-service options help consumers understand their options and take appropriate steps before escalating a concern.

The project also strengthens the VSA's credibility by demonstrating a commitment to accessible, practical, and efficient dispute-resolution pathways. By improving My Self-Help and Connector, the VSA supports more consistent service, clearer communication, and greater confidence in its consumer assistance role.



RESOLVING CONSUMER COMPLAINTS

7 days

Average time to resolve a dispute in **Connector**

3,719

Consumers used **My Self-Help** to get information

4

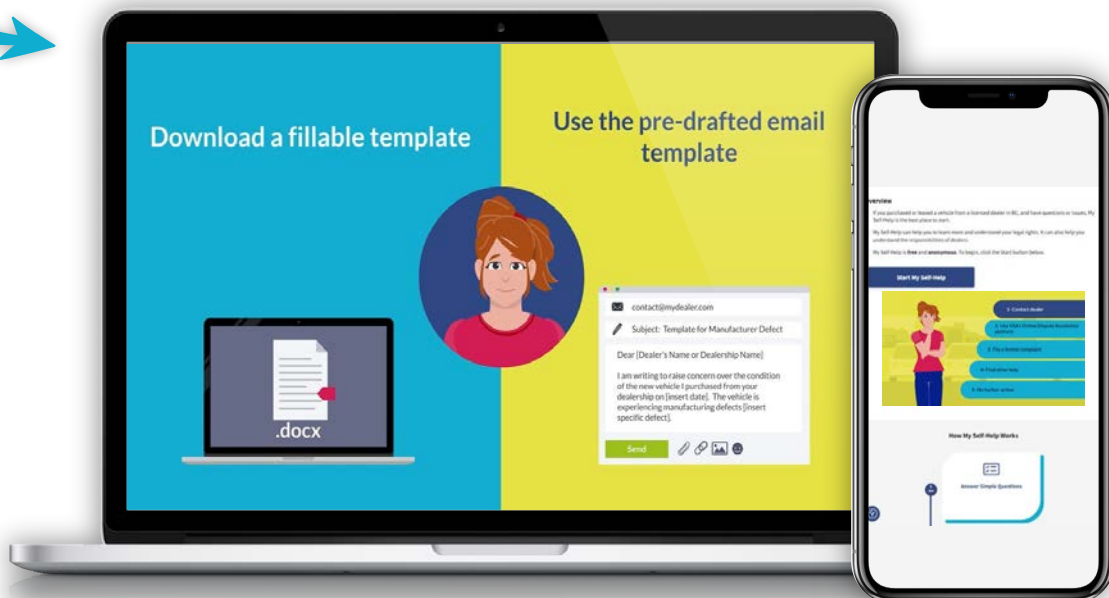
Website Development

The VSA continued website development work focused on improving functionality, site stability, and the user experience of consumer-facing webpages. Activities included internal planning for eventual work with an external vendor to revamp consumer website pages so users could more easily find information and resolve issues. Consumer and dealer webpages were launched to stakeholders in January 2026 to support Transaction Levy communications. Development remained ongoing throughout the year, with internal planning focused on strengthening website functionality and stability.

Impact

This project advanced Goal 2 by improving the VSA's digital service delivery and supporting a more intuitive online experience. A clearer, more stable, and more user-friendly website helps consumers, dealers, and stakeholders access information more efficiently, reducing friction and supporting better self-service. The launch of updated Transaction Levy webpages also demonstrated how website development supports organizational agility. By using the website as a central communications and service channel, the VSA was able to support a major organizational initiative with timely and accessible public-facing information.

NEW How-To Videos
My Self-Help & Connector



GOAL 3

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



This goal focuses on improving industry compliance by ensuring licensees understand their responsibilities and have access to effective education, guidance, and oversight. Projects under this goal support consumer protection by helping industry participants meet regulatory requirements before issues arise.

5

Salesperson & Wholesaler Course

Planning for the Salesperson and Wholesaler Course project began during the fiscal year and confirmed that a comprehensive redevelopment and upgrade of the existing courses would be required. Several technical prerequisites were also identified to support a seamless transition and ensure the new courses integrate effectively with the VSA's operating system. This work includes optimizing the Learning Management System so course completion data and related statistics flow accurately into the VSA database. Together, these improvements will support a smoother learner experience and strengthen the VSA's ability to monitor and report on course activity.

Impact

This project supports Goal 3 by strengthening the educational foundation for licensees and wholesalers. Updated licensing courses help ensure industry participants receive relevant, current, and consistent information about their regulatory responsibilities. Improved course data and a seamless course transition also support better oversight. Accurate statistics help the VSA monitor participation, evaluate course activity, and maintain confidence that education is supporting industry compliance and consumer protection.



GOAL 4

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



This goal focuses on helping consumers better understand their rights when buying a vehicle and the role the VSA plays in supporting a safe and reliable motor vehicle buying experience. Projects under this goal support public awareness, consumer education, and increased use of VSA services.

6

Stakeholder Awareness

The Stakeholder Awareness project included a range of communications activities designed to increase awareness of the VSA, its services, and key consumer and industry information. Efforts focused on expanding communications through ongoing social media engagement, radio advertising, consumer and industry bulletins, consumer website reviews, and participation in the 2025 Everything Electric Show and the 2026 Vancouver International Auto Show. The VSA continued stakeholder engagement efforts by developing and maintaining Transaction Levy-related communications materials, including updated consumer and dealer webpages, a dealer-specific FAQ document, dealer rack cards for consumer education, content for external publications such as the NCDA's Signals Magazine, and internal communications for VSA staff through SignPost.

Impact

This project supports Goal 4 by expanding the ways consumers and stakeholders receive information about the VSA, vehicle-buying rights, regulatory updates, and available services. By using multiple channels, including the website, bulletins, social media, radio, and in-person events, the VSA helps make information more visible and accessible. The work also supports increased use of VSA services such as My Self-Help, Connector, and Consumer Services. Clearer and more frequent communication helps consumers better understand when the VSA can assist, what resources are available, and how to take informed steps when purchasing a vehicle or resolving an issue.



38%

Aided Awareness
of the VSA*

Measured Biennially | FY 2025



139K+

Engaged attendees at
the *2026 Vancouver
International Auto Show*



1.4M+

Total impressions
from FY2026
radio campaign

April - October, 2025



70%

Industry communication
open rate across 249K
delivered emails



This goal focuses on supporting VSA employees through learning, engagement, inclusion, accessibility, wellness, and professional growth. Projects under this goal help build a workplace where employees are supported, equipped, and connected to the organization's purpose and values.

7

Employee Engagement

The VSA continued to strengthen employee engagement through improved internal systems, communication tools, and organizational alignment. A key focus was the VSA Hub, a personalized employee intranet that connects staff through timely updates, new content, and consistent internal communication. Additional work included testing and implementation of the new Performance Management Program, and implementing updated organizational values.

The VSA also completed its 2026 Annual Employee Survey, with results showing 100% of VSA staff would recommend the VSA as an employer for the fourth consecutive year. Work also continued on the annual compensation study, supporting the organization's broader efforts to remain responsive to employee needs and expectations.

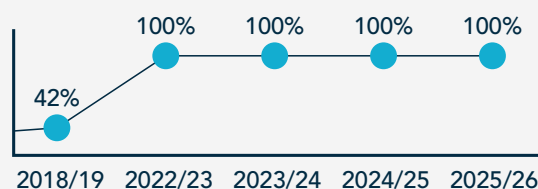
Impact

This work supported Goal 5 by prioritizing employee happiness, engagement, and connection across the organization. Through continued investment in internal communications, employee feedback, workplace culture, and systems that help staff stay informed and aligned, the VSA strengthened the employee experience and created a more supportive and effective workplace.

These efforts also helped lay the groundwork for the VSA to achieve Great Place to Work certification in 2026 through Great Place to Work Canada. The certification reflects the trust, engagement, and positive culture built across the organization. The VSA's annual employee survey also supported evidence-based decision-making, with 100% of employees continuing to recommend the VSA as an employer of choice even as approximately 20% of staff were within their first three to six months of employment. A connected and informed workforce is better positioned to understand priorities, align with organizational goals, and respond with greater efficiency and agility.



STAFF RECOMMENDING THE VSA AS AN EMPLOYER



8

Accessible Organization

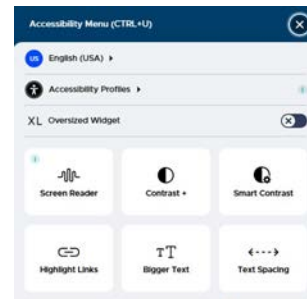
The Accessible Organization project focused on identifying and removing barriers across the VSA and embedding accessibility into organizational practices. Work included acting on the accessibility gap analysis, working with the Accessibility Committee, completing website accessibility plug-ins, conducting training, reviewing website improvements, creating a second accessibility progress report, and making accessibility progress information available online. By year-end, accessibility manuals for each department were complete. The VSA's website and public feedback systems continued to support accessibility and inclusion, while additional work included strengthening onboarding for employees who may face accessibility barriers.

Impact

This project supports Goal 5 by helping create a more inclusive and accessible workplace for current and future employees. Departmental accessibility manuals, onboarding improvements, and accessibility planning help ensure accessibility is not treated as a one-time initiative, but as an ongoing organizational practice. The project also supports a continuous improvement model for accessibility. By identifying barriers, working with the Accessibility Committee, and embedding accessibility into policies, procedures, and workplace supports, the VSA is strengthening its culture of inclusion and helping employees participate more fully in the workplace.



NEW Accessibility Widget
Offering language translation, screen reader support, and customizable display options.



9

Leadership & Employee Training

The Leadership and Employee Training project focused on building internal capacity through structured learning for both management and all staff. Work included designing and delivering management and all-staff courses, completing Year 1 of both curricula, beginning Year 2, and training internal staff on design and facilitation elements. During the year, voluntary Birkman Assessments, Privacy Impact Assessments, and the consent process were completed. Four courses in the curriculum were delivered and received positive feedback, with preparation underway for the rollout of the fifth course.

Impact

This project supports Goal 5 by investing in employee growth, leadership development, and organizational learning. Structured training helps employees and managers build shared skills, improve communication, and strengthen their ability to work together effectively.

The project also contributes to long-term employee engagement by building internal learning capacity. Training staff in design and facilitation helps the VSA sustain its learning programs over time and supports a culture where employees are actively developed, supported, and prepared to contribute to organizational goals.



This goal focuses on maintaining the VSA's long-term financial, operational, technological, and organizational resilience. Projects under this goal help ensure the VSA has the resources, systems, safeguards, and planning needed to continue delivering on its mandate.

10 Transaction Levy

The Transaction Levy project, formerly referred to as the Funding Model project, focused on preparing for implementation of a new transaction-based funding approach. Work included Board approval processes, government notification, industry consultation, communications planning, development of webpage and point-of-sale materials, Driver 2.0 changes, engagement with DMS vendors, updates to policies and procedures, budget development, staff training, system testing, and implementation. The project was completed on schedule and aligned with the project plan for its April 1, 2026 launch.

Impact

This project supports Goal 6 by helping establish a sustainable funding approach that supports the VSA's ability to continue delivering regulatory services. The work also strengthens organizational readiness through coordinated system changes, communications, training, policy updates, and stakeholder engagement. The project demonstrates sustainability and agility by aligning financial planning, technology, operations, and communications around a major organizational change. By preparing systems, staff, and stakeholders in advance, the VSA is supporting a smoother transition and reducing operational risk ahead of implementation.

11 Cyber Security

The Cyber Security project focused on strengthening the VSA's security posture and preparedness. Work included automating log reporting, completing a tabletop cybersecurity exercise for staff, establishing a plan to update authentication methods, refining the reporting strategy with Thrive, setting up Defender ATP reporting, and applying least-privilege access to administrative and service accounts. By the final quarter, the proactive security framework established after a previous incident continued to prove effective. The VSA reported zero security incidents or data breaches. IT also provisioned new tools to better manage the remote fleet of VSA hardware, allowing crucial software updates to be silently deployed across devices.

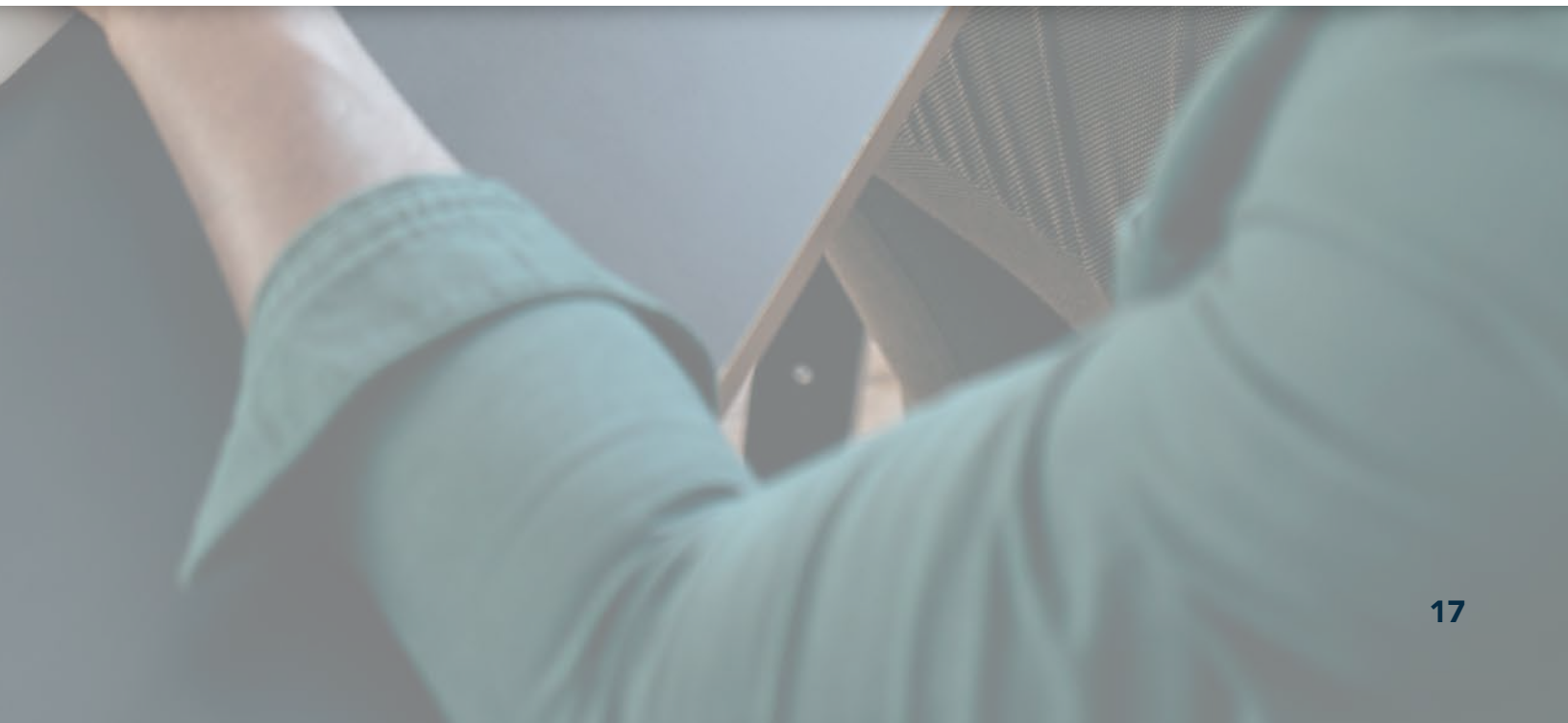
Impact

This project supports Goal 6 by protecting the VSA's data, infrastructure, and operational continuity. A stronger cybersecurity framework reduces the risk of service disruption, data loss, and reputational harm, all of which are essential to organizational sustainability. The addition of improved remote hardware management tools also strengthens the VSA's ability to respond to emerging threats. By keeping systems updated and hardened with minimal disruption, the organization is better positioned to safeguard its operations and maintain stakeholder confidence.





2025-26 OPERATIONAL DEPARTMENTS



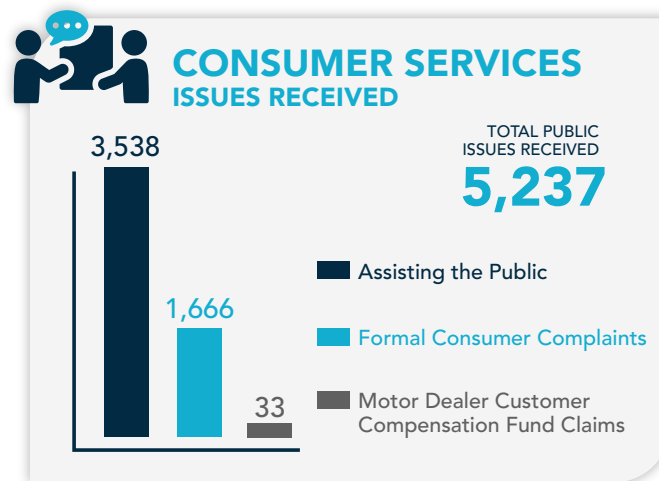


Consumer Services

The Consumer Services Team serves as the frontline contact for all consumers reaching out to the VSA. The team receives and responds to province-wide public questions and concerns related to the retail motor vehicle industry in British Columbia. The team assists with providing consumer information, complaint handling, and dispute resolution.

In 2025/26, the team responded to continued growth in public demand, with 5,237 total public issues received and 3,538 enquiries assisting the public with information. In addition to their work, the Consumer Services team made significant progress on the ADR project, resulting in improved access to information and a more streamlined consumer journey.

My Self-Help use increased to 3,719 consumers, while the average time to resolve a Connector dispute decreased to seven days. Together, these improvements support more timely issue resolution, better self-service, and increased consumer confidence in the VSA's services.



Licensing

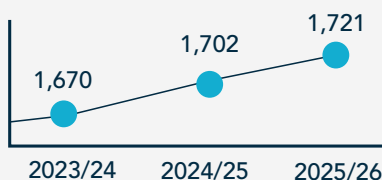
The Licensing team continues to maintain industry leading service standards by prioritizing responsive communications with licensees and other VSA stakeholders. With VSA investments in technology, team members can meet industry demands for timely communications regarding their licensing needs, either working remotely or in the office. This fiscal year has seen a continued growth trend in dealer licenses.

Licensing continued to support digital service delivery while maintaining service standards during a year of licensing growth. At the same time, the team maintained service standards while processing a significant volume of licensing activity, including 160 new dealer applications and 2,159 new salesperson applications.

This work improved efficiency, strengthened readiness for the Transaction Levy, and supported timely service for a growing licensee base. By year-end, the VSA had 1,721 dealer licensees and 9,073 salesperson licensees. Through digital improvements and consistent service delivery, Licensing helped support effective industry oversight and a more responsive licensing experience.



DEALER LICENSEES at Year End



Industry Standards

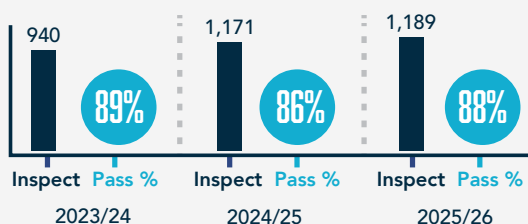
The Industry Standards (IS) team inspects the VSA Licensees province-wide for compliance with the requirements of the *Motor Dealer Act* and its regulations, certain sections of the *Business Practices and Consumer Protection Act* and promotes industry professionalism and best practices.

In 2025/26, the team completed 1,189 inspections, up from 1,171 in 2024/25, with an inspection pass rate of 88%. The team also continued its proactive education and outreach through liaison visits, completing 648 in-person visits and 352 phone-based visits. This work was supported by the continued delivery of the VSA Industry Standards Advertising Workshop, offered free of charge to dealerships and dealer groups. The workshop was delivered across BC both in person and electronically, with more than 90% of attendees indicating they had a stronger understanding of their legal requirements when advertising vehicles for sale.

The team also continued its satisfaction survey following motor dealer inspections, and shared a Transaction Levy FAQ with dealers during visits, helping answer questions and support industry readiness ahead of implementation. Feedback has been positive, with licensees indicating they are more comfortable contacting the VSA for assistance with regulatory questions. Together, inspections, liaison visits, education, and feedback help strengthen voluntary compliance, improve industry understanding of regulatory obligations, and support a more professional and consumer-focused motor dealer industry.



INSPECTIONS & PASS RATES





Investigations

The VSA Investigations team investigates consumer complaints against Licensees through the authority delegated by the Registrar of Motor Dealers. The investigations focus on potential breaches of the *Motor Dealer Act*, its regulations, and certain parts of the *Business Practices and Consumer Protection Act*.

The team also investigates certain files on behalf of the Registrar, where there is not necessarily a consumer complaint, but there is evidence of potential breaches of the legislation. During this past fiscal year, the team observed a noticeable increase in more serious complaints and concerns and saw an increase in what can be described as more serious compliance issues.

In 2025/26, the team investigated 690 files, including 652 complaint-driven matters. During the same period, investigation outcomes included 153 substantiated files, 440 unsubstantiated files, and 64 files determined to be outside the VSA's jurisdiction. The team completed 25 undertakings, 14 notices of hearing, and 24 warning letters. To support this work, the department grew to 10 staff members and created a new training and onboarding plan for Investigation Officers.

This work supports consumer protection and industry accountability by ensuring complaints and potential compliance issues are reviewed consistently and appropriately. The team also continued to work closely with industry by providing education and best-practice guidance, helping increase trust and respect for the VSA's role. As more serious complaints and compliance issues emerged during the year, the department's expanded capacity and structured onboarding helped strengthen the VSA's ability to respond effectively.





2025-26 CORPORATE SERVICES DEPARTMENTS





Professional Development

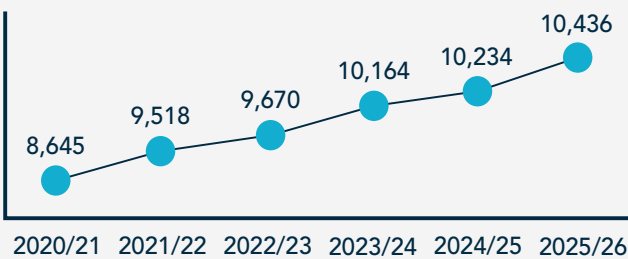
The Professional Development team delivers licensing courses based on provincial motor dealer legislation for individual salespeople and wholesalers. Once licensed, individuals are further supported through annual Continuing Education courses that help reinforce regulatory knowledge and best practices.

In 2025/26, the Professional Development team continued to manage a high volume of course activity across salesperson, wholesaler, and continuing education programs. The VSA recorded 10,436 student course completions during the fiscal year, the highest volume of course completions over the past five to six years. This work was completed by a team of two staff, compared to 8,645 course completions in 2020/21 with a team of more than four staff.

This represents a 20% increase in total course completions compared to 2020/21, demonstrating the team's ability to manage increased demand while maintaining service delivery. By supporting more learners with fewer resources, Professional Development contributed to operational efficiency while continuing to strengthen industry understanding of regulatory requirements. This work supports greater industry compliance and helps ensure licensees are better prepared to meet their responsibilities to consumers.



TOTAL EXTERNAL COURSES





Technology

The Technology team supports the VSA's digital infrastructure, internal systems, cybersecurity posture, and online service delivery. The team works across departments to ensure VSA systems remain secure, stable, and responsive to the operational needs of staff, licensees, consumers, and other stakeholders.

In 2025/26, Technology supported several major cross-organization system priorities. The team rebuilt the VSA websites on self-hosted services and implemented automated backups, encryption, and widget updates to improve reliability and security. The team also set up automated patching for VSA-approved software, helping reduce exposure to zero-day vulnerabilities and strengthen the organization's cyber security defences.

This work improved the stability, security, and flexibility of VSA systems while supporting major organizational priorities. By expanding consumer services through links between various sites and Dynamics 365 using APIs, the team helped create more connected digital pathways and improved access to VSA services. These improvements strengthened operational efficiency, protected organizational infrastructure, and helped ensure the VSA remains agile and prepared to support evolving service needs.



People

Throughout the 2025/26 fiscal year, the VSA's Human Resources team continued its commitment to building a thriving, engaged, and high-performing workplace. With a focus on recruitment, employee support, organizational values, and workforce planning, HR continued to support staff across the organization while helping ensure the VSA had the people and capacity needed to meet operational demands.

Recruitment was a significant area of focus during the year, with the VSA filling a number of roles across the organization. Several of these opportunities were filled through internal promotions, reflecting the VSA's commitment to developing employees from within and supporting career progression.

The department's work helped drive key progress on the employee engagement initiatives. This work helped strengthen retention, support employee growth, and reinforce a positive workplace experience. By investing in recruitment, internal development, fair compensation, and culture, HR helped support a more connected, capable, and resilient workforce.

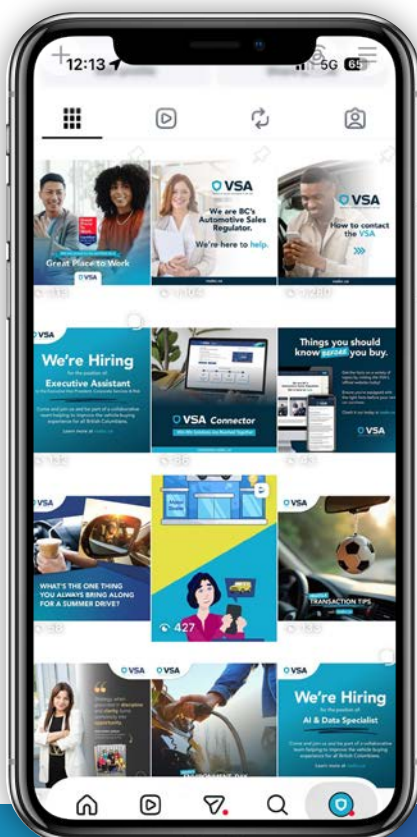


Communications

The Communications team supports the VSA's public, industry, and stakeholder communications by developing clear, timely, and accessible information for consumers, licensees, government, staff, and other partners. The team helps promote awareness of the VSA's role, consumer rights, industry responsibilities, and key organizational initiatives.

In 2025/26, Communications supported several major organizational priorities, including Transaction Levy readiness, stakeholder awareness, consumer education, and internal communications. The team helped ensure messaging was consistent, timely, and accessible across channels.

The team's work helped ensure VSA information remained consistent, accessible, and responsive to stakeholder needs. Communications supported consistent stakeholder messaging and reinforced the VSA's public education role. The impact of this work may be further demonstrated in the VSA's next biennial consumer awareness survey in 2026.





Service Complaints

As part of the *Administrative Agreement*, the VSA is to report on service complaints it receives and any actions taken. On December 15, 2021, the Board of Directors approved the current *Service Complaint Policies and Procedures* (“the Policy”) with workflow diagrams added to its appendices effective April 7, 2026.

What is a Service Complaint?	What is not a Service Complaint?
You can use this policy if a staff member: • Was rude, unprofessional or disrespectful to you; • Did not respond to your inquiry in a timely manner; • Did not listen to your concerns or take them seriously; and • Did not review documents that you provided to them. Unprofessional conduct may include one or more of the following: • Ignoring phone calls or emails; • Using a dismissive or disrespectful tone; • Making assumptions without reviewing your information; • Failing to follow through on a commitment; or • Treating you unfairly compared to others in similar situations.	This policy cannot be used to appeal or review any of the following: • A formal decision of the Registrar; • A licensing decision such as adding conditions to a license, a refusal to issue a license or the suspension or cancellation of a license; • A decision to close a complaint or investigation file; or • A challenge to the outcome of a compliance or discipline decision.

The Administrative Agreement requires the Authority to report “on these policies and procedures and on the processing of any complaints received.” The policies and procedures established to address service complaints may be viewed on our website at <https://vsabc.ca/wp-content/uploads/2023/02/Service-Complaints-Policy-and-Procedures-Manual.pdf>

Service Complaint | January 3, 2026

On January 3, 2026, a service complaint was filed regarding the conduct of a VSA Investigations Officer. The complainant alleged that the officer berated them about their purchasing etiquette, was condescending and critical, and failed to move forward with the substance of the underlying vehicle complaint. The complainant stated that they ended the call because they felt they were being criticized rather than assisted, and requested that the matter be reviewed by another officer.

The service complaint was assigned to a Reviewer and investigated. Based on the review of the available information, evidence, correspondence, and file materials, it was determined that the complaint was unsubstantiated. The review found that the VSA Officer followed VSA procedures and policies and communicated with the complainant clearly, professionally, and respectfully. As a result, the service complaint file was concluded and closed, with no appeal available under the Service Complaints Policy and Procedures Manual.

Service Complaint | February 3, 2026

On February 3, 2026, a service complaint was filed regarding the service provided by two VSA employees. The complainant raised concerns under four areas: communication accuracy and relevance, adequacy and clarity of reasons as a service standard, implementation of an email-only accessibility accommodation, and process clarity for consumer understanding of available pathways. The complainant alleged that VSA communications had caused confusion, that reasons provided were not sufficiently clear, that accessibility-related communication needs were not properly addressed, and that the process was not clearly explained.

The service complaint was assigned to a Reviewer and investigated. Based on the review of the available information, evidence, correspondence, and materials, all allegations were determined to be unsubstantiated.

The review found that the VSA employees responded in a timely manner, followed VSA policies and procedures, reviewed the complainant's documents, evidence, and emails, and communicated clearly, professionally, and respectfully. The review also found that communication had been conducted by email as requested, explanations had been provided, and the complainant's concerns were considered without prejudging the outcome. As a result, the service complaint file was concluded and closed, with no appeal available under the Service Complaints Policy and Procedures Manual.

Report Card

2025/26 Strategic Projects

Project Name

Status

1. Accessible Organization	Milestone Complete
2. Transaction Levy	Milestone Complete
3. Cyber Security	Milestone Complete
4. Salesperson & Wholesaler Course	Delayed
5. Employee Engagement	Milestone Complete
6. Leadership & Employee Training Program	Milestone Complete
7. Stakeholder Awareness	Milestone Complete
8. Operating System (Driver 2.0)	Milestone Complete
9. Alternate Dispute Resolution (ADR)	Milestone Complete
10. Dealer Portal (Phase II)	Milestone Complete
11. Website Development	Milestone Complete

Note:

10 of 11 strategic projects were successfully delivered **on time** and **on budget**, reflecting effective planning, execution, and resource management.

GOAL 1

- Accessible Organization
- Employee Engagement
- Operating System
- Dealer Portal (Phase II)
- Website Development

GOAL 2

- Stakeholder Awareness
- Alternate Dispute Resolution (ADR)

GOAL 3

- Salesperson & Wholesaler Course

GOAL 4

- Stakeholder Awareness

GOAL 5

- Leadership & Employee Training Program

GOAL 6

- Transaction Levy
- Cyber Security

Motor Dealer Customer Compensation Fund Highlights

The Motor Dealer Customer Compensation Fund (the “MDCCF”) Board (the “Board”) is an independent administrative tribunal established under the Motor Dealer Act (the “Act”). The Board carries out the statutory duties under the Act and the MDCCF Regulation (the “Regulation”). Its primary purpose is to hear and decide claims against the Fund.

During the 2025/26 fiscal year, the Board met seven times (6 by video conference and once in person) and adjudicated 14 claims; 2 were approved and 12 were denied. The Board also assessed 2 requests for reconsideration of its previous decisions. Both reconsideration requests were denied, because they did not meet the eligibility criteria set out in the Regulation. Apart from dealing with claim hearings and reconsideration requests, the Board worked on refining its internal processes. We also invested time and effort in our professional development. The Board continues to hold memberships in the BC Council of Administrative Tribunals and in the Canadian Council of Administrative Tribunals.

This year the Board saw a significant increase in claims applications received by the VSA; 33 compared to 17 last year. Data shows a correlation between the volume of claims against the Fund and the economic climate. Economic downturns cause challenges to the industry and result in more claims. These claims are in various stages of development, and some have not yet reached the Board for adjudication.

The Board’s work on its internal processes means that we can ensure timely and effective

adjudication when these claims are ready for hearing.

After assessing the potential risks and exposures to the MDCCF, this year, the Registrar of Motor Dealers did not require the motor dealers to pay an annual fee of \$300.00 towards the MDCCF. At fiscal year-end as of April 30, 2026, the MDCCF balance is \$1,500,261.00.

I want to thank the Board and the VSA staff for their knowledge, expertise and dedication to the successful operation of the MDCCF and the Board.

Sincerely,

The Motor Dealer Customer Compensation Fund Board



Mary Childs

Chair, Motor Dealer Customer Compensation Fund



Motor Dealer Customer Compensation Fund Activity

Statistics	2025/26 Fiscal Year	2024/25 Fiscal Year	2023/24 Fiscal Year
Claims			
Adjudicated	14	1	2
Approved	2	0	0
Amount Paid Out	\$13,980.91	\$0	\$0
Type of Claim			
Vehicle Purchase	9	0	0
Warranty/Service Plan Purchase	3	1	2
Vehicle Consignment	2	0	0
Vehicle Type			
Auto	12	1	2
RV	2	0	0
Motorcycle	0	0	0
Dealer Stats			
In Business	1	1	0
Not in Business	10	0	2

VSA Financial Statement 2025/26 & Budget 2026/27

	2025/26 Actual	2026/27 Budgeted
Revenue		
Dealer Licensing	\$3,079,319	\$2,957,406
Salesperson Licensing	\$1,923,418	\$1,943,730
Total Licensing Revenue	\$5,002,737	\$4,901,136
Admin Fees, Recoveries & Interest	\$436,982	\$347,553
Course Fees	\$1,641,750	\$1,686,202
Total Other Revenue	\$2,078,732	\$2,033,755
Transaction Levy Revenue		\$2,660,854
Total Revenue	\$7,081,469	\$9,595,745
Expenses		
Salaries and Benefits	\$5,660,933	\$6,615,346
Operating Expenses	\$1,277,670	\$1,783,163
Total Operating Expense	\$6,938,603	\$8,398,509
Operating Excess	\$142,866	\$1,197,236
Capital Asset Fund	(397,812)	(445,442)
Net Consumer Awareness Fund	\$967,571	43,283
Extraordinary Items		
Gain on change in fair value of investment	\$134,732	\$0
Total Excess (Deficiency)	\$847,357	795,076



Our Leaders

Ian Christman, President & CEO

Patrick Poyner, Registrar & Privacy Officer

Archana Singh, Executive Vice President, Corporate Services & Risk

Sandeep Dade, Director of Finance

Anna Gershkovich, Director of Consumer Services & Industry Standards

Alan Mullen Director of Investigations & Licensing

Our Board of Directors

Mark Bakken, Chair

Jim Nicholson, Vice-Chair

William (Bill) Kwok, Secretary

Amy Jones

Diane E. Friedman

Everett Einarson

Ian R. Moore

John MacDonald

Li-Jeen Broshko

Liza Aboud

Mike Hacquard

Leaders information as at September, 2026

