VSA
VEHICLE SALES AUTHORITY OF BC

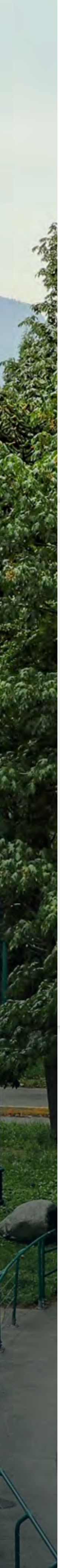
www.vsabc.ca | 604.574.5050

STRATEGIC BUSINESS PLAN 2026 - 2029

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,LEN̲ENEȻ ȽTE (**W**SÁNEĆ); sqəciyaʔɬ təməxʷ (Katzie); qʷɑ:nƛ̓ən (Kwantlen); scəwaθenaʔɬ təməxʷ (Tsawwassen); Se’mya’me’ (Semiahmoo); and S’ólh Téméxw (Stó:lō) people.



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Message to the Minister

On behalf of the Board of Directors, the Registrar, the management, and staff of the Vehicle Sales Authority of British Columbia (VSA), it is a privilege to present our Strategic Business Plan for the fiscal years covering 2026-27 to 2028-29. This three-year strategic business plan supports our mandate of enhancing consumer protection and consumer confidence in the motor dealer industry.

Originally established as the Motor Dealer Council of British Columbia, the VSA was formed in 2004 as a delegated administrative authority to administer the Motor Dealer Act and certain provisions of the Business Practices and Consumer Protection Act within the motor dealer industry. In doing so, the VSA licenses and regulates motor dealers, salespersons, wholesalers, broker-agents, and broker-agent representatives, as well as provides limited dispute resolution services for consumers.

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

We will continue to develop our people with training, performance management, and other support. We will continue our work to implement the Government of British Columbia's Accessible British Columbia Act initiatives to increase access to VSA services, including meeting the needs of the Indigenous Peoples of British Columbia.

We will enhance the new tools we developed to support quicker resolution of consumer complaints, such tools as ***My Self-Help*** and ***Connector*** (online dispute resolution). We are dedicating more resources to ensure our cybersecurity stature stays relevant and current. We continue to look for process improvements and will finalize upgrades to the online portal for dealers to submit applications. To ensure our ongoing sustainability and fiscal responsibility, we are implementing a transaction levy to support our work.

To address the growth in our oversight work and the increases in the number of consumer complaints, we will be adding an investigator, and industry standards officer (inspector), a consumer services officer, a licensing officer, and information technology staff to our team. We will commence work on the use of artificial intelligence and data analytics to augment our decision-making, looking for efficiencies, and aid in our resource allocation.

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

Message approved and signed by:

Ian Christman
President & CEO

Mark Bakken
VSA Board Chair

VSA Purpose & Values

Our Purpose Statement captures the essence of why the VSA exists, how we operate, and what we strive to achieve. As we align our Strategic Plan and prepare for the 2026/2027 fiscal year, we recognize that amid the challenges ahead, our purpose remains a guiding force.

Our focus of engaging and educating industry and consumers provides stability and safety during times of change and challenge. We are playing an increasingly larger role as a regulator and educator.

Purpose Statement

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

Values

Respect each other

Do the right thing

Make it happen together

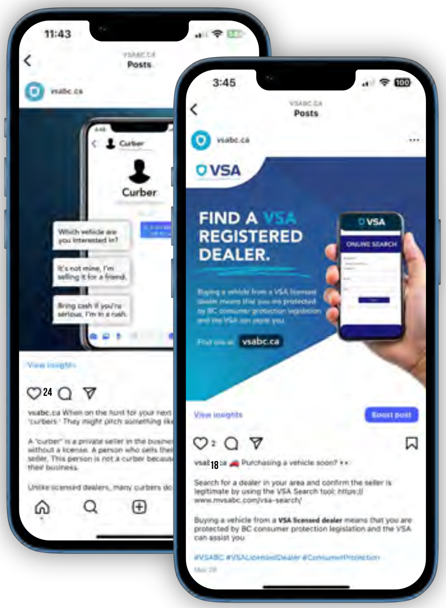
Listen to all sides

Be open, honest & fair

We educate Industry and protect Consumers by communicating through vsabc.ca and the following channels:

Social Media Campaign:

The VSA's social media campaign continues to expand its reach across British Columbia, driving consistent growth across platforms. With an active presence on **Instagram**, **Facebook**, and **LinkedIn**, consumers are guided to valuable resources through engaging, educational, and promotional content highlighting VSA services. These efforts are building a strong foundation for ongoing growth, increasing awareness of the VSA and the services we provide.



You can reach us through the following methods:

Website

Email

Phone

Social Media

Mail

VSA
VEHICLE SALES AUTHORITY OF BC

Recent Highlights

FY 2026

Apr. 1 - Sept. 30, 2025

$315,144

With our help, consumers have received **$315,144** in compensation through the VSA resolution process In Q1 and Q2 of 2025.

In Q1 and Q2 of 2025, we responded to **1,978** consumer inquiries, issued or renewed **12,683** business, salesperson licenses and courses, and invigilated **5,896** licensee exams.

In Q1 and Q2 of 2025, we completed **275** investigations, inspected **639** licensed businesses with an achieved **88%** pass rate, and conducted **466** liaison contacts with industry licensees.

100%

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

In Q1 and Q2 of 2025, our website was viewed **252,930** times.

VSA industry communications received an average view rate of **72%**.

In Q1 and Q2 of 2025, our social media campaign gained:

146 followers
1,378 email subscribers

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

In Q1 and Q2 of 2025, **1,506** consumers used ***My Self-Help***, and **81** issues were submitted through ***Connector***.

In Q1 and Q2 of 2025, **426** Consumers used our secure **Consumer Portal** to make formal complaints and check on their complaint status.

Delivering

On the VSA Mandate

While the VSA offers online dispute resolution, this graphic is a high-level overview of how the VSA administers and enforces industry compliance with the Motor Dealer Act and the Business Practices and Consumer Protection Act.

Licensing: Salesperson and Broker-Representative

1. You submit your application and other required documents to the VSA.
2. We review the application and issue you a conditional license.
3. You register, take the VSA Licensing Course and pass the formal exam.
4. We issue you a full license.
5. Each year you complete a Continuing Education Module.
6. We renew your license.

Licensing: Dealer and Business Licensing

1. You submit an application.
2. We review the application and the owners.
3. We assess your business plan for viability.
4. We issue a conditional license subject to an inspection.
5. We conduct an opening inspection.
6. We issue a full license and conduct periodic follow-up inspections.

Consumer Complaints

1. We receive a complaint filed by you against a dealership or salesperson.
2. We review the complaint and determine if it is valid.
3. We assess whether a dealer or salesperson is violating any of the acts that we regulate.
4. We work with you to correct any issues that have occurred and use our compliance tools as needed.
5. The dealer or salesperson takes action to remedy the complaint and their business practices.

Maintaining Industry Standards

1. The VSA visits and inspects your business on a regular basis.
2. We keep you updated on changes in industry legislation and standards and recommend changes to your business practices if needed.
3. We work with you to keep your business practices to a high standard and correct them with our compliance tools when necessary.
4. We help you take action to correct any issues.

Our Strategic Goals: Executive Summary

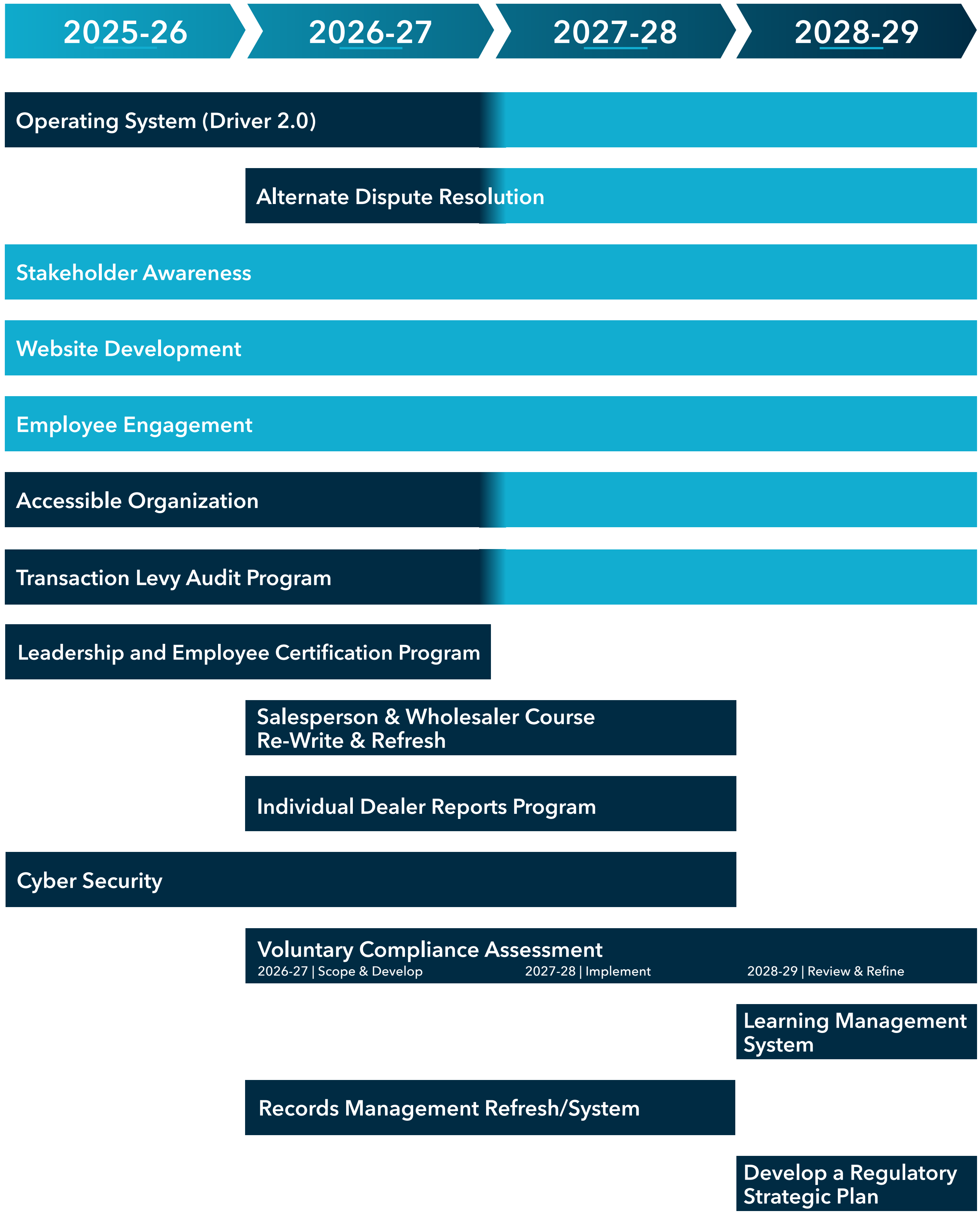
As the VSA determines its strategic direction and priorities, it's critical to consider the changing and evolving marketplace that we regulate. We pay close attention to future direction in the industry, relevant government legislation, as well as upcoming trends and challenges for all our stakeholders: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

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

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

Project Summary Timeline:

Strategic Project | Continuous Improvment



GOAL 1

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

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

The VSA will deliver quality service by adopting relevant, reliable, and cost-effective technologies. We will maximize and integrate existing technology, as well as align new technology investments with the Strategic Plan.

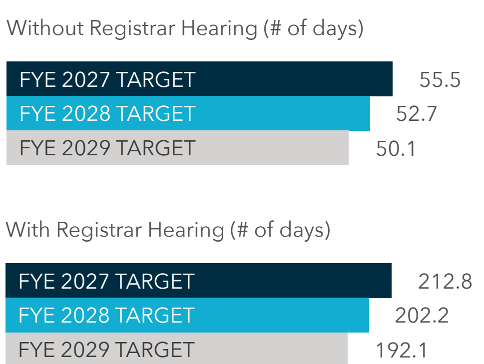
Objectives

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

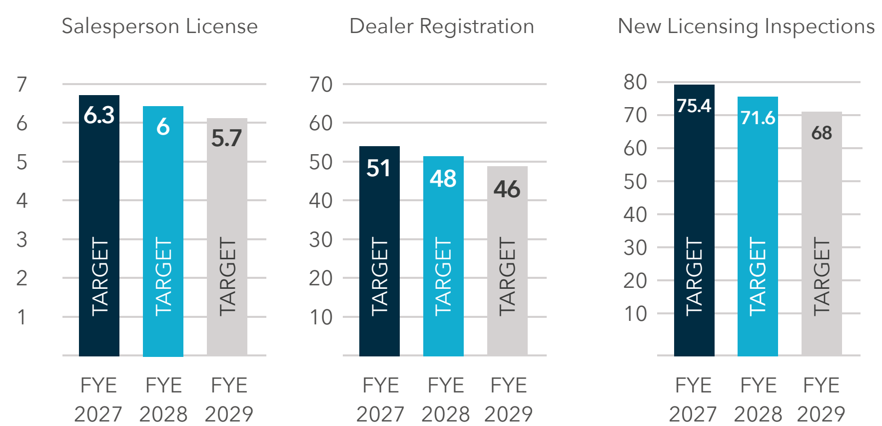
Strategic Projects/Initiatives

- Operating System (Driver 2.0)
- Cyber Security
- Alternate Dispute Resolution
- Leadership & Employee Training
- Learning Management System
- Records Management Refresh/System

AVERAGE DAYS TO ADDRESS CONSUMER COMPLAINTS



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



GOAL **2**

Enhance VSA credibility with stakeholders.

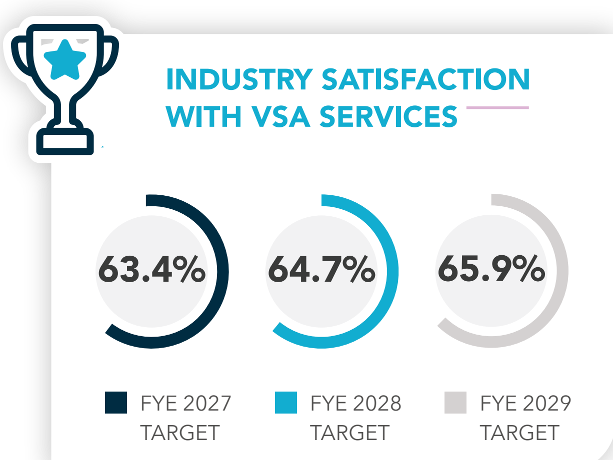
The VSA recognizes that in addition to consumers and registrants, other stakeholders influence the vehicle sales marketplace and our success. These stakeholders include government, industry associations, and consumer groups. The VSA will continue to position itself as a trusted and respected partner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

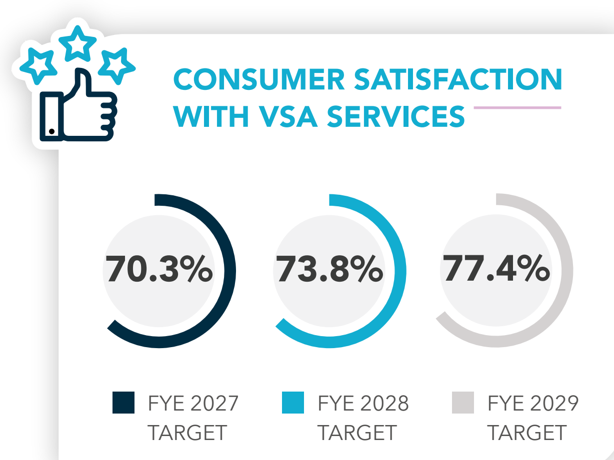
Objectives

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

Strategic Projects/Initiatives

- Operating System (Driver 2.0)
- Alternate Dispute Resolution
- Stakeholder Awareness
- Voluntary Compliance Assessment
- Transaction Levy Audit Program
- Develop a Regulatory Strategic Plan
- Leadership & Employee Training





GOAL 3

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

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

Objectives

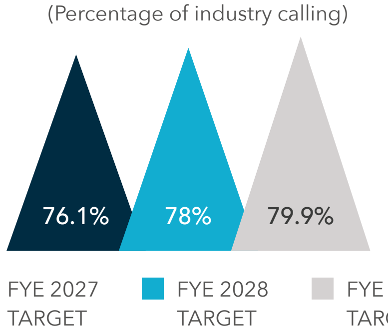
- Increase in industry participation in self-regulation and alignment with VSA goals
- Reduce the number of substantiated complaints
- Be viewed as a valued educational resource
- Become known as a partner of choice, in addition to a regulator.

Strategic Projects/Initiatives

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

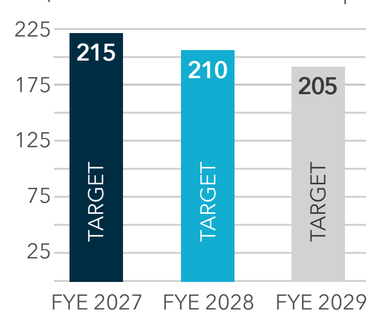
INDUSTRY BEST PRACTICE ENQUIRIES

(Percentage of industry calling)



REDUCE SUBSTANTIATED INDUSTRY COMPLAINTS

(Number of substantiated complaints)



GOAL 4

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

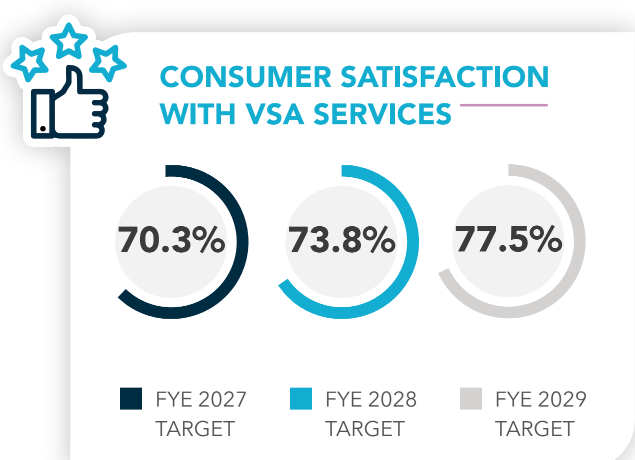
As the regulator, the VSA's primary responsibility is consumer protection. Consumers must have confidence that the vehicle purchasing process is regulated, fair and safe. We have made it easy for consumers to approach us for education on the vehicle purchasing process and to understand their rights by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

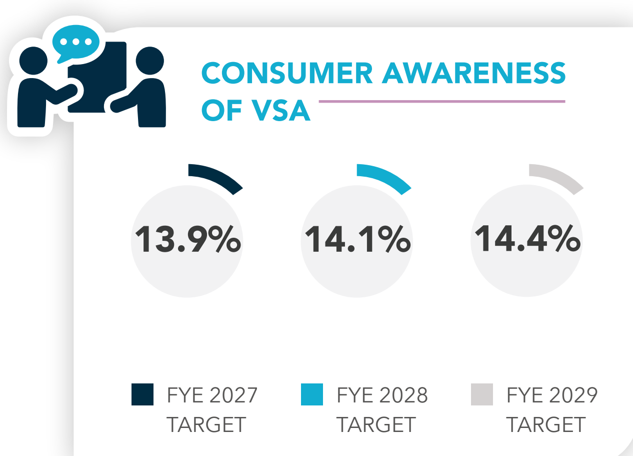
Objectives

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

Strategic Projects/Initiatives

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





GOAL 5 Enhance employee experience through a culture of employee growth, engagement, wellness, diversity, and inclusion.

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

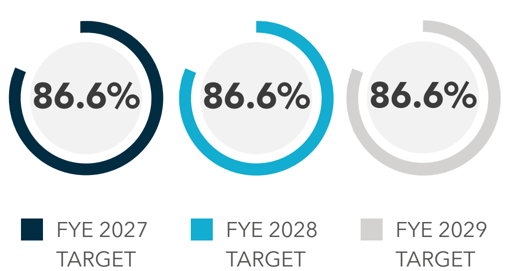
Objectives

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

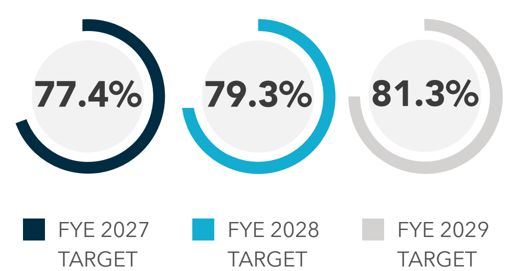
Strategic Projects/Initiatives

- Accessible Organization
- Leadership and Employee Training

EMPLOYEE ENGAGEMENT SURVEY



EMPLOYEE RETENTION RATE



GOAL 6 Ensure organizational sustainability.

The VSA is a non-profit organization, and as such, relies upon its funding model to carry out its purpose of consumer protection and industry mandates with a responsibility to government for the administration and enforcement of key pieces of legislation. We must ensure organizational sustainability and agility. Consumers and registrants expect the highest level of financial stewardship and accountability from the VSA. We will continue to deliver fiscal prudence with a disciplined and transparent use of resources and appropriate oversight. We will continue to do this in the following ways:

- Ensure fiscal prudence and transparent reporting
- Align: resources, financial and capital deployment, with the Strategic Plan
- Ensure business continuity and monitor industry trends
- Ensure we are staffed and resourced to effectively deliver our mandate
- Anticipate industry and consumer challenges
- Proactively update the funding model as industry changes occur
- Employ our newly developed Dashboard Metrics program

Objectives

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

Strategic Projects/Initiatives

- Transaction Levy Audit Program
- Stakeholder Awareness
- Cyber Security

Transaction Levy Update

Proactive review of the funding model provides financial agility and stability for VSA operations in an ever-changing consumer-based industry. Over recent years, brick-and-mortar sales are making way to increasingly popular eCommerce models. As these sales models change, the VSA must also change and adapt its funding model to align with the industry it serves. This means growing and adapting expertise from both a technological and people skills perspective. One of the ways we are doing this is by starting a journey to adopt artificial intelligence to increase efficiencies and raise effectiveness.

The VSA Board of Directors has approved a fixed $10 transaction levy to begin April 1, 2026. This fixed levy will apply to consumer vehicle transactions, including leases, and cannot be marked up by dealers. It aligns with similar fees implemented by other Canadian regulators such as AMVIC (Alberta Motor Vehicle Industry Council) in Alberta and OMVIC (Ontario Motor Vehicle Industry Council) in Ontario. To oversee planning, preparation, and implementation of the fee, the VSA has established an internal Transaction Levy Task Force, with representation from all departments.

The Task Force, sponsored by the VSA's President & CEO and Executive Vice President of Corporate Services & Risk, is led by the VSA's Director of Finance, IT Manager, and Communications & Social Media Specialist. Together, they have developed a comprehensive project plan to ensure the VSA's Transaction Levy aligns with the organization's strategic objectives. This project plan outlines key milestones for each operational department, defines core objectives, includes detailed process mapping, estimates project costs, and establishes a robust communications strategy for both internal and external audiences. Additionally, it addresses critical risks associated with the project to ensure successful implementation on April 1, 2026 and beyond.

Revenue from this levy will help the VSA meet rising operational and IT costs—including cybersecurity and AI initiatives—while supporting key regulatory and consumer protection programs, including obligations under the Accessible British Columbia Act, and provide funding for unlicensed activity investigations. More information and support tools will be shared in the lead-up to implementation to ensure a smooth transition for all stakeholders. Financial agility helps the VSA respond to emerging issues and new demands on its services. A $10 transaction levy helps create the much-needed financial agility the VSA needs.

FISCAL RESPONSIBILITY

FYE 2027	FORECAST BUDGET
FYE 2028	FORECAST BUDGET
FYE 2029	FORECAST BUDGET

Budget 2026-27 with Forecasts to 2028-29

	2025-26	2026-27	2027-28	2028-29
Revenue	Actual	Budget	Forecast	Forecast
Dealer Licensing	$3,080,697	$2,957,406	$2,957,406	$2,986,980
Salesperson Licensing	$1,922,958	$1,943,730	$1,943,730	$1,963,167
Total Licensing Revenue	$5,003,655	$4,901,136	$4,901,136	$4,950,147
Admin Fees, Recoveries & Interest	$372,882	$347,553	$347,553	$351,028
Course Fees	$1,719,026	$1,686,202	$1,686,202	$1,703,064
Total Other Revenue	$2,091,907	$2,033,754	$2,033,754	$2,054,092
Vehicle Transaction Levy Revenue	$0	$2,660,854	$2,820,505	$2,989,736
Total Revenue	$7,095,562	$9,595,744	$9,755,395	$9,993,975
Expenses				
Salaries and Benefits	$5,615,024	$6,615,346	$7,606,771	$7,915,186
Operating Expenses	$1,295,614	$1,783,163	$1,797,982	$1,812,949
Total Operating Expense	$6,910,638	$8,398,509	$9,404,753	$9,728,135
Operating Surplus				
Operating Surpluus (Deficit)	$184,924	$1,197,235	$350,642	$265,840
Capital Asset Fund	$396,742	$445,442	$324,446	$327,690
Net Consumer Awareness Fund	$778,815	$43,283	$43,283	$43,283
Net Amortization & Fund Transfers	-$382,074	$402,159	$281,163	$284,407
Extraordinary Items				
Gain/(loss) on change in fair value of investment	$102,803	$0	$0	$0
Total Excess (Deficiency)	$669,800	$795,076	$69,480	($18,567)

Our Leaders

Ian Christman, President & CEO

Patrick Poyner, Registrar

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

Jared Williams

John MacDonald

Li-Jeen Broshko

Liza Aboud

Mike Hacquard

Leaders information as at March, 2026

VSA

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