



# AMVIC Business and Financial Plan 2026 – 2029

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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. In today's marketplace, AMVIC's work remains as important as ever. This business and financial plan outlines our commitment to goals and activities intended to create well-informed consumers, a level playing field for businesses and to increase regulatory compliance across the automotive industry.

## Mission statement

We promote consumer protection and a fair and trusted automotive marketplace for consumers and industry in Alberta.

## 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

We believe there are many emerging factors that impact AMVIC's ability to achieve its consumer protection mission.

### Changing industry dynamics:

- Trade tensions have destabilized the foundations for the global economy, according to Export Development Canada (EDC). In Canada, that trade tension has meant rising unemployment and reduced business investment in machinery and equipment. That is despite an export surge earlier this year that was triggered largely by companies trying to stock up on supplies before the US tariffs kicked in. The Canadian economy has also been hit by a downturn of about 15 percent in crude oil prices over the last 12 months.
- Canada has key trade issues with the United States and China. The US has imposed significant tariffs on steel, aluminum, copper products, motor vehicles and parts and lumber from Canada. Other exports that do not comply with the Canada-U.S.-Mexico Agreement (CUSMA) face a 35 percent tariff. China has imposed tariffs on canola, pork and seafood in order to pressure Canada to remove tariffs on Chinese made electric vehicles.
- Some automotive businesses, facing reduced profitability, may turn to non-compliant practices, while others may see administrative penalties as just another cost of doing business. As penalties issued by AMVIC have become more significant, the frequency of appeals has increased.
- Despite this challenging environment, the automotive industry remains an attractive business to many. The number of licensed businesses has increased 5.6 per cent in the past five years (from 7,584 to 8,010) and the number of registered salespeople has increased 11.4 per cent (from 9,872 to 11,000).
- Approximately 35 per cent of salespeople leave and enter the industry every year, increasing the need for education and compliance efforts.
- The new Federal government (elected on April 28, 2025) has put on hold and is reviewing, the formerly mandated zero-emission-vehicle sales targets which were forcing an expensive transition to EV vehicles on the automotive industry.
- Some municipalities in Alberta are relaxing their bylaw requirements allowing automotive retail and repair businesses to operate from residential locations.

### Changing consumers and their behaviours:

- Alberta's population continues to grow with the highest growth rate across the country and it is currently being driven by interprovincial migration. Fewer international immigrants came to Alberta than in previous years, however the Q3 2025 Alberta population is 5,029,346, up about 2.45%, compared to 4,980,659 in Q1 2025.
- The total number of drivers in Alberta is at 3,569,874 (March 31, 2024), up 140,000 from 2023.

- It is hard to predict how many of the international immigrants to Alberta will require a vehicle, either new or used, however we can assume that of the 140,000 additional drivers, many are new drivers looking for their first vehicle.
- Statistics Canada is reporting that the national unemployment rate was unchanged in September 2025 at 7.1 percent, after a 0.2 percentage point increase in August. Overall this year, the unemployment rate has increased by 0.5 percentage points, and is at its highest point in more than four years.
- Inflation, the high cost of consumer goods and rising unemployment have led to an affordability challenge for some consumers.
- Vulnerable consumers may turn to lower-cost unlicensed or unethical sellers and repair shops in an effort to save money. Additionally, as consumers keep their vehicles longer, the increasing cost of repairs may drive them toward cheaper, unlicensed repair options.
- The increase in the average price of vehicles is having an impact on the length of term for financing vehicles.
- Newcomers to Alberta often present challenges to consumer protection, such as language barriers and different cultural approaches to business transactions which may make some vulnerable to unfair business practices. These individuals will become consumers, salespeople or business owners, so it is crucial for AMVIC to understand how these factors impact its ability to uphold consumer protection outcomes.
- Consumers are generally unaware of their rights and therefore, promoting consumer awareness of laws and regulations that are in place to protect them remains important, especially as the number of consumers increases.

**Emerging technologies:**

- The role of Artificial Intelligence (AI) and technological innovation in AMVIC’s consumer protection efforts may present both opportunities—like improving compliance monitoring and streamlining operations—and risk. AI is increasingly being utilized by both consumers and businesses to advance their own interests.

**Political landscape:**

- AMVIC works with government to adapt and align, if necessary, to changing political interests.
- Maintaining a strong and trusting relationship with government remains important.
- Following the 2024 US election, the imposition of tariffs led to a level of disruption for industry and consumers, causing inventory issues and higher prices for consumers.

## 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 2025 – 2026 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 increase consumer protection and a fair marketplace.**

This priority is about increasing compliance through licensing, education, engagement, risk-based approaches to consumer protection and enforcement of legislation. Our compliance and inspection efforts will 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 non-compliant businesses. AMVIC must ensure it operates with consistency, transparency and continuous improvement. Decisions will be made to direct our resources (education, communication, licensing, inspections, investigations 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 and developing our reputation as a trusted source of information for consumers, industry and government.

#### **Priority 3: Financial stewardship and operational excellence**

AMVIC is a high-performing public agency that is transparent, accountable and strives to operate with excellent governance and operational practices. Prudent resource allocation provides an ability to deliver on AMVIC’s mandate to achieve optimal consumer and industry protection.

#### **Priority 4: Innovate AMVIC’s business model and approach**

AMVIC will better leverage existing technologies, tools and systems as well as explore new technologies, with the goal to improve compliance across the industry and consumer protection outcomes.

## Improving compliance to increase consumer protection and a fair marketplace

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. Decisions will be made about increasing compliance through licensing, education, engagement, risk-based approaches to consumer protection and enforcement of legislation.

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### 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.
- Identify unlicensed businesses and take steps to bring them into regulatory compliance.
- New business licences are issued on average in 25 days.
- New salesperson registrations are issued on average in 10 days.

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### 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 800 inspections annually to educate licensees and monitor regulatory compliance. Inspections will be either comprehensive on-site inspections, preliminary virtual inspections or focused inspections.
  - All new vehicle sales and leasing licensees and recreational vehicle licensees will be inspected within a two-year period.
  - Conduct annual inspections of all consignment licensees that sell more than 50 per cent of sales through consignment activity.

- Conduct targeted inspection campaigns (e.g. focus on all-in advertised pricing, bills of sale, salesperson registrations, or Mechanical Fitness Assessments).
  - 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.
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### **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**

- Develop an education strategy for consumers and industry with a focus on areas of most concern and having the most impact. Key audience groups will include high school students, new drivers and post-secondary educational institutions, including NAIT, SAIT and Mount Royal University.
  - 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 and in-person workshops to provide education on legislation and best business practices for industry.
  - Pursue changes to legislation to authorize mandatory educational requirements for business licensees.
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### **Objective 1.4**

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 and update claimants throughout the adjudication process.
  - Adjudicate each claim as to eligibility in the order they are received.
  - Recommendations are made to the CEO as claims are concluded.
  - Maintain a system to monitor the progression of every claim to conclusion.
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## Foster consumer, industry and government relationships

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.

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### 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 newcomers to Canada, seniors, new drivers, 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.
- Expand stakeholder outreach activities to focus on new Albertans, often unfamiliar with consumer protection legislation.
- As resources allow, conduct an advertising campaign directed at consumers, advising them of AMVIC's role as a regulator, their rights and available free resources.
- Conduct a biennial public awareness survey to measure consumer awareness of AMVIC and its responsibilities. Target education efforts towards consumers who are unfamiliar with AMVIC and consumer protection in Alberta.
- Address consumer complaints professionally through a fair and transparent process, in line with AMVIC policies, standard operating procedures and appeal processes.
- Encourage the resolution of consumer complaints, using alternate dispute resolution (ADR) when appropriate and provide a quarterly report on ADR results.

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### 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

- Work with other Canadian regulators to supplement our understanding of industry trends and challenges across the country.
  - 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.
  - Findings letters are sent to the business after inspections to identify regulatory non-compliance.
  - Progressive enforcement measures, such as warning letters, 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 as required.
  - 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*.

### Targets

- 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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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.

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**Objective 3.1**

Manage the allocation of resources.

**Outcome**

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

**Targets**

- Develop a non-union compensation structure under the *Public Sector Employers Act* to be submitted to the Minister of Treasury Board and Finance by June 30, 2026.
- Review employee group benefits plan in order to reduce premium costs.
- 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.

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**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 2026 – 2027.
- 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 2026 - 2027.
- 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 2026 – 2027.

### **Objective 3.3**

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

#### **Outcome**

- Employees will ensure a consistent delivery of service both internally and externally by following the policies, SOPs, practices and handbooks.

#### **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 regularly 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 *Access to Privacy Act* and *Protection of Privacy Act*.
  - Administration of privacy legislation is supported through ongoing and up-to-date staff training.
  - Training is continued for designated privacy coordinators and annual training for all staff to support compliance and reduce breaches.
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### **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 Q2, 2027 results are shared internally and actions are initiated where appropriate.
  - Staff performance is measured through an annual performance management system.
  - Staff productivity expectations and measures are regularly monitored and staff are coached as necessary.
  - 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.
- Licensing team is provided information to assist salesperson applicants in navigating the online education courses.
- Maintain inter-departmental communications to address questions or concerns related to the interpretation of legislation.

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### **Objective 3.6:**

Maintain 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 through career growth opportunities and cross training.
- Management development and succession plans are in place.
- Workforce plan is reviewed monthly and updated as required.

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### **Objective 3.7:**

Manage electronic records following government standards and requirements.

#### **Outcome**

- Maintain an up-to-date electronic records inventory.

#### **Targets**

- Execute a systematic approach to electronic records management.
- Determine the process for applying security classification to AMVIC records.
- In collaboration with IT service providers, determine the process to dispose of electronic records held in various AMVIC data management systems.
- Staff are trained on techniques to manage email records in accordance with records management guidelines.

## Innovate AMVIC's business model and approach

Advancing the functionality of existing technologies and creating the conditions in which new technologies, including artificial intelligence (AI) and machine learning (ML) applications, can be introduced. Early efforts will focus on internal efficiency gains, modest automation and analytics improvements before more advanced AI use cases are explored. AI to be viewed as a lever to build capacity, strengthen compliance monitoring, and reduce strain on staff, while understanding the risks inherent in these kinds of technologies.

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**Objective 4.1:**

Develop and deploy AI and ML applications to enhance AMVIC operations.

**Outcome**

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

**Targets**

- Develop an AI and ML policy framework to balance innovation with privacy, ethics and regulatory integrity.
- Identify opportunities across all functions of AMVIC where AI and ML can immediately reduce administrative burden and accelerate delivery of delegated responsibilities.
- As a first step, deploy an AI or ML solution to address the growing number of consumer complaints while maintaining a timely, high quality service without increases in staffing.
- Follow all Government of Alberta guidelines for the use AI technologies including Security and Threat Risk Assessments and Privacy Impact Assessments.
- Explore collaboration opportunities with other government agencies, departments and AMVIC's IT service providers.

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**Objective 4.2:**

Secure redundancy and expand functionality of AMVIC's core systems including its regulatory data management system and managed office IT services.

**Outcome**

- Strengthened business continuity through the deployment of redundant system infrastructures.
- Improved operating capabilities of the regulatory data management system such as customizations to support stakeholders and integrated analytics to assist departments.
- Enhanced stability and integration of systems within the managed IT ecosystem for consistency and resilience in user experience.

**Targets**

- Complete development and configurations on redundant system infrastructure.
- Develop and operationalize the new regulatory data management platform across departments.
- Transition AMVIC's remote user environments to the upgraded workspace.

## 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 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027	Target 2027 – 2028	Target 2028 – 2029
Average number of days to process a new business licence application.	18	25	25	25	25
Average number of days to process a new salesperson registration.	8	12	10	10	10

Performance indicators	Last actual 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027	Target 2027 – 2028	Target 2028 – 2029
Total number of business licences issued.	8,010	7,975	8,200	8,300	8,400
Number of new business licences issued.	926	950	975	975	975
Total number of salesperson registrations issued.	11,000	11,300	11,400	11,500	11,600
Number of new salesperson registrations issued.	2,838	3,300	3,100	3,200	3,300

### Reporting and renewals

Performance indicators	Last actual 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027	Target 2027 – 2028	Target 2028 – 2029
Percentage of licensed businesses that renew on time.	77%	80%	80%	80%	80%
Percentage of licensed businesses that report and pay sales levies on time.	91%	90%	90%	90%	90%
Percentage of registered salespeople who renew on time.	69%	75%	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 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027	Target 2027 – 2028	Target 2028 – 2029
Total consumer complaints resolved through alternate dispute resolution (ADR).	222	100	220	220	220
Consumer complaints investigated, completed or closed.	1,001	800	1,100	1,150	1,150
Number of meetings held with external intelligence and enforcement agencies.	5	6	6	6	6
Curber files investigated (unlicensed businesses).	59	50	70	70	70
Licensee field inspections.	593	600	800	800	800

Performance indicators	Last actual 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027	Target 2027 – 2028	Target 2028 – 2029
Total consumer complaints handled by consumer services officers.	3,237	2,950	3,400	3,400	3,400
Total consumer complaints assigned by consumer services to investigations.	690	650	700	700	700
Total number of Crime Stoppers' tips.	69	60	80	80	80

## Compensation Fund administration

Establishment and administration of the Compensation Fund.

Performance measures	Last actual 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027	Target 2027 – 2028	Target 2028 – 2029
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 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027	Target 2027 – 2028	Target 2028 – 2029
Average number of working days to schedule and hold a licencing administrative review upon receipt of an application review report.	6.5	9	9	9	9
Average number of working days to schedule and hold an investigation administrative review upon receipt of an application report.	17	19	19	19	19
Average number of working days to issue a written administrative review decision after an administrative review is held.	2 (Lic.) 8 (Inv.)	2 (Lic.) 10 (Inv.)	2 (Lic.) 10 (Inv.)	2 (Lic.) 10 (Inv.)	2 (Lic.) 10 (Inv.)

<sup>1</sup>Lic. means licensing and Inv. means investigations.

## Communications and education

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

Performance measures	Last actual 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027	Target 2027 – 2028	Target 2028 – 2029
Proactive awareness activities: newsletters, industry and consumer bulletins, news releases.	44	48	48	48	48
Consumer and industry events.	8	5	5	5	5
Level of public awareness of AMVIC (measured by survey <sup>1</sup> ).	36%	N/A	45%	N/A	47%

<sup>1</sup>Survey conducted every two years.

Performance indicators	Last actual 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027	Target 2027 – 2028	Target 2028 – 2029
Annual number of website sessions (purposeful visits).	407,828	335,000	405,000	425,000	450,000

## Human resource development

Investment in development of AMVIC staff and directors.

Performance measures	Last actual 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027	Target 2027 – 2028	Target 2028 – 2029
Hours of out of office staff training.	467.25	300	300	300	300
Hours of in office staff training.	713.25	600	600	600	600

## Three-year financial plan

	2024-25 Actual	2025-26 Forecast	2026-27 Budget	2027-28 Target	2028-29 Target
<b>Operating Budget (\$'s)</b>					
Revenues					
Sales levy	4,131,411	4,226,852	4,277,625	4,414,000	4,514,000
Licence fees	2,169,825	2,130,050	2,144,850	2,155,000	2,160,000
Registration fees	1,255,300	1,243,800	1,255,000	1,258,000	1,260,000
Course fees	529,400	524,080	528,800	530,000	535,000
Investment revenues	246,727	292,797	142,029	135,000	132,000
Other	4,409	4,794	-	-	-
<b>Total revenues</b>	<b>8,337,071</b>	<b>8,422,374</b>	<b>8,348,304</b>	<b>8,492,000</b>	<b>8,601,000</b>
Expenses					
Labour	6,009,796	6,356,896	6,661,965	6,862,000	6,999,000
Office expenses	486,160	659,623	442,240	447,000	450,000
Rent	307,836	308,191	310,434	312,000	315,000
Communications	181,014	160,024	168,212	120,000	90,000
Bank and merchant fees	174,483	184,630	187,000	188,000	190,000
Legal fees	171,274	164,128	164,800	165,000	165,000
Travel	157,954	196,976	192,000	184,000	188,000
Telecommunications	91,516	89,668	89,171	90,000	90,000
Audits	32,033	30,000	30,000	32,000	34,000
Amortization	21,016	21,872	26,550	20,000	10,000
Professional services	18,618	58,190	18,600	20,000	20,000
Professional development	12,416	12,119	12,000	12,000	12,000
Insurance	8,687	17,251	22,250	23,000	23,000
<b>Total operating expenses</b>	<b>7,672,805</b>	<b>8,259,567</b>	<b>8,325,222</b>	<b>8,475,000</b>	<b>8,586,000</b>
<b>Operating surplus</b>	<b>664,267</b>	<b>162,807</b>	<b>23,082</b>	<b>17,000</b>	<b>15,000</b>

	2024-25 Actual	2025-26 Forecast	2026-27 Budget	2027-28 Target	2028-29 Target
<b>Capital Investments (\$'s)</b>					
Technology	46,795	-	20,000	-	-
<b>Total capital investments</b>	<b>46,795</b>	<b>-</b>	<b>20,000</b>	<b>-</b>	<b>-</b>

## Three-year financial plan (continued)

	2024-25 Actual	2025-26 Forecast	2026-27 Budget	2027-28 Target	2028-29 Target
<b>Compensation Fund (\$'s)</b>					
Sales levy	407,288	318,112	297,375	184,000	116,000
Investment revenues	182,619	212,681	110,554	106,000	102,000
Total revenues	589,908	530,793	407,929	290,000	218,000
Administrative expenses	160,864	157,088	173,745	176,000	178,000
Surplus before claims paid and recovered	429,044	373,705	234,184	114,000	40,000
Claims paid	(146,686)	(283,031)	(250,000)	(260,000)	(275,000)
Claims recovered	37,031	46,905	24,000	24,000	24,000
Net claims (paid) recovered	(109,655)	(236,127)	(226,000)	(236,000)	(251,000)
Net Compensation Fund surplus (deficit)	319,389	137,578	8,184	(122,000)	(211,000)

	2024-25 Actual	2025-26 Forecast	2026-27 Budget	2027-28 Target	2028-29 Target
<b>Net Assets (\$'s)</b>					
<u>Unrestricted net assets</u>					
Opening unrestricted net assets	3,728,261	4,392,528	4,155,334	4,178,417	4,195,417
Transfers to Compensation Fund <sup>1</sup>	-	(400,000)	-	-	-
Operating surplus	664,267	162,807	23,082	17,000	15,000
Closing unrestricted net assets	4,392,528	4,155,334	4,178,417	4,195,417	4,210,417
<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	4,319,389	4,856,967	4,865,150	4,743,150
Transfers from unrestricted net assets <sup>1</sup>	-	400,000	-	-	-
Surplus before net claims paid	429,044	373,705	234,184	114,000	40,000
Net claims paid	(109,655)	(236,127)	(226,000)	(236,000)	(251,000)
Closing Compensation Fund	4,319,389	4,856,967	4,865,150	4,743,150	4,532,150

<sup>1</sup>The Board may approve transfers between unrestricted net assets, restricted net assets and the net assets of the Compensation Fund as required.