

2025-2030

Strategic Plan



MESSAGE FROM THE CEO AND REGISTRAR

The Home Construction Regulatory Authority (HCRA) was established in 2021 by the Government of Ontario as the regulator responsible for licensing and overseeing new home builders and sellers in the province. Reflecting on our first four years, we have embraced change, adapted to new challenges during our start-up phase, and emerged as a stronger, more resilient organization.

Our achievements during this period have laid a solid foundation for our continued journey as a regulator. As we move into this new chapter, we are focused on ensuring that home buyers in Ontario are equipped with the knowledge and confidence to make informed decisions. This focus will guide our efforts as we strengthen and evolve our regulatory framework, with consumer protection at the core of everything we do.

With growing public interest in the housing market, effective oversight of the people and companies building homes in Ontario is more important than ever. The HCRA's 2025-2030 Strategic Plan is a roadmap designed to guide our organization in three key priorities: enhancing consumer protection, advancing innovation in regulatory practices, and ensuring the organization's long-term sustainability.

Our plan underscores our commitment to maintaining high regulatory standards, continuous improvement, and fostering a homebuilding industry that is safe, transparent, and accountable. By pursuing these priorities, the HCRA remains dedicated to ensuring strong consumer protection and a reliable home construction sector for all Ontarians.



Wendy Moir,
Chief Executive Officer and Registrar

ABOUT THE HCRA

To protect consumers, the HCRA regulates new home builders and sellers in Ontario. In addition to licensing, it enforces professional standards for competence, good conduct, and financial responsibility, protecting consumers through a fair, safe, and informed marketplace. The HCRA also provides new home buyers with educational tools and resources in their home buying journey, including the [Ontario Builder Directory](#), the authoritative source of background information about new home builders and sellers across the province.

MISSION

A fair, effective, and proactive regulator of new home builders and vendors that supports a positive consumer experience.

VISION

Fostering a professional new home building industry that Ontarians can trust.

Values



Service excellence



Respectfulness



Learning and innovating



Continuous improvement



Fairness



Integrity



Diversity and inclusion



Openness and accountability

WHAT WE DO

Licensing

Set standards of professional qualifications and conduct for current and potential licensees; only qualified applicants who have demonstrated they met the required standards are granted an HCRA licence; all licensees are also required to renew their licence on an annual basis.

Complaints and Professional Conduct

Address inquiries, concerns and complaints about builders' conduct through a fair, thorough, evidence-based process, including possible inspections, referral to the discipline process and taking corrective action, including reminding licensees of their professional conduct, or licensing actions.

Compliance and Enforcement

Use the appropriate legal and regulatory tools to investigate, promote compliance and, if necessary, follow up with enforcement measures, including prosecution, to curb illegal building and selling in Ontario's new home building sector.

Technical Research & Education

In partnership with stakeholders, research and develop educational resources that prepare builders for upcoming technical trends and best practices in home construction.

Consumer Education

In cooperation with consumers and consumer protection organizations, develop, publicize, and promote educational resources that support consumer protection and awareness regarding home buying and home ownership; manage the Ontario Builder Directory, a searchable database with information about each of Ontario's licensed builders and newly built homes enrolled by builders in the warranty program administered by Tarion.

HCRA GOALS AND STRATEGIES

Goal #1: The HCRA will support an informed and fair new home construction marketplace that protects consumers and enhances public confidence.

Strategies:

- Proactively build and measure awareness of the HCRA, its mandate, and consumer protections among key stakeholders, including consumers, licensees, and other regulatory bodies.
- Enhance public awareness and understanding of HCRA's consumer-focused actions and decisions by expanding the HCRA's corporate communications strategy.
- Conduct research to identify consumer needs and challenges and develop targeted educational resources and engagement opportunities to better support their homebuying and home ownership journey.
- Provide added value and support good builders, by expanding our Research and Education Program, including developing new resources on cost-effective building techniques, construction best practices and regulatory insights.

Goal #2: The HCRA will be a leader in the delivery of innovative regulatory programs, leveraging data to enhance risk-based and evidence-based decision-making.

Strategies:

- Develop and align digital strategies, including AI and analytics, to support core regulatory functions and inform evidence-based decisions.
- Evaluate regulatory actions, processes, and outcomes to continually enhance fair, transparent, consistent, objective decision-making that serves consumer protection.
- Practice a culture of continuous improvement across the HCRA.
- Integrate diversity, equity, and inclusion considerations into organizational decisions.
- Deter illegal building by advancing the HCRA's strategy and leveraging impactful enforcement outcomes.

Goal #3: The HCRA will be a financially sustainable organization, optimizing resources for long-term success.

Strategies:

- Prioritize sound financial stewardship in operational decisions and investments, including the development of a sustainable revenue strategy that supports critical regulatory activity throughout changing market conditions.
- Refine and measure service levels to optimize people and financial resources allocated.
- Prioritize staff development to ensure knowledge retention and foster a thriving culture.
- Enhance effective and efficient technology solutions to improve operations.

MOVING FORWARD

Looking ahead, the HCRA remains dedicated to fostering excellence, innovation, and integrity across Ontario's homebuilding sector. By working with consumers, licensed builders, government, and other key stakeholders, we aim to support a vibrant and thriving new home construction industry. We will continue to uphold high standards of ethical conduct and competency for Ontario's home builders, while enhancing our reputation as a fair and respected regulator and a trusted resource for consumers.



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Construction
Regulatory
Authority**

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