



**Home  
Construction  
Regulatory  
Authority**

## **3-Year Strategic Plan**

**Ensuring High Professional Standards  
in Ontario's Home Building Sector**

*Last Update March 2023*



# MESSAGE FROM THE CEO AND REGISTRAR

The Home Construction Regulatory Authority (HCRA) is Ontario’s newest regulator, responsible for regulating and licensing new home builders and vendors in Ontario. The HCRA enforces high professional standards for competence and conduct in the home building industry, giving new home buyers confidence in one of the biggest purchases of their lives.

The HCRA’s goal is regulatory excellence.

To accomplish this goal, the HCRA has developed its first three-year strategic plan for 2022-2025. This plan will guide the organization as it solidifies its operations, while navigating a complex and ever-changing regulatory environment.

With this strategic plan, the HCRA will continue to address the right priorities, identify and mitigate risks, ensure accountability, and

build confidence and trust — both in the HCRA and the home building sector it oversees.



**Wendy Moir,**  
Chief Executive Officer and Registrar

# ABOUT THE HCRA

The HCRA is responsible for licensing new home builders and vendors in Ontario. It enforces professional standards for competence, good conduct and financial responsibility while promoting the protection of the public interest and maintaining a fair, safe and informed marketplace. It provides educational information and resources for consumers, including the Ontario Builder Directory (OBD), the official source of information about Ontario’s home builders and vendors. The HCRA serves to enhance consumer confidence in one of the biggest purchases of their lives – a new home.

## VISION

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

## MISSION

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

## VALUES



Service excellence



Fairness



Respectfulness



Integrity



Learning and innovating



Diversity and inclusion



Continuous improvement



Openness and accountability



# WHAT WE DO

## Licensing

- Setting and monitoring standards for professional qualifications and conduct.
- Managing and administering the Builder Portal – a one-stop, online resource for licensing applications and renewals.

## Monitoring and Enforcement

- Deterring illegal or unethical new home building and vending.
- Impartial decisions guided by legislation and policy, including prosecution of serious matters.

## Education and Information

- Providing guidance to consumers on navigating in the home buying process.
- Educating licensees and applicants about their professional competency and conduct obligations.
- Ontario Builder Directory - reliable source of information about Ontario's 6,500+ licensed builders and vendors.

## Complaints

- Overseeing timely, fair, transparent review and resolution of concerns raised about builder and vendor conduct.



## HCRA Goals

To support the growth and maturation of the organization, the HCRA has established three main areas of focus over the period of 2022–2025.

Detailed performance measures and outcomes will be available and reported in the corresponding business plan and annual report of each fiscal year.

The 2023–2024 [Business Plan](#) is aligned with this Strategic Plan.



### Goal 1: Service Excellence

**The HCRA will deliver and enhance service excellence with the best people and systems.**

- Continually evaluate and improve processes, policies, and service-level standards that support the HCRA’s risk-based model.
- Clarify governance, decision making, and escalation processes in alignment with the risk-based model.
- Understand the HCRA’s evolving organizational needs to build the best capacity, culture, and competencies required to deliver our mandate.
- Align technology (including the Ontario Builder Directory) and data needs to support our core regulatory functions and inform evidence-based decisions.



## Goal 2: Financial Viability

**The HCRA will operate a financially sustainable regulatory model that supports the comprehensive and proactive accomplishment of its mandate.**

- Review existing fee model.
- Establish principles of good financial stewardship, including prioritizing spending on the basis of value for money.
- Explore opportunities to increase the number of licensees in pursuit of consumer protection and sustainable operations (e.g. illegal building).
- Ensure there is infrastructure in place to support financial operations (fee collection, modelling, data capture, etc.).



## Goal 3: Leading Research and Education

**The HCRA will forecast and act on current and emerging issues affecting new home buyers and builder qualifications through leading research and education to ensure consumers have confidence in the building industry.**

- Establish delivery pathways for the research functions of the HCRA.
- Explore and understand emerging trends, threats, and insights into consumer protection.
- Use research to continuously enhance and iterate our risk-based model.
- Disseminate regulatory and construction trends, insights, and learning into educational resources, outreach and continuous improvement strategies for builders, consumers, and the regulatory community at large.
- Proactively build awareness of the HCRA and its progress across the HCRA's stakeholder groups, including consumers, licensees, and other regulatory bodies.





# MOVING FORWARD

The HCRA will continue to work with stakeholders in the new home building sector — including consumers, builders, vendors, industry associations and the government — to determine how best to support the public interest and keep pace with the increasing complexity and innovation in the new home building industry.



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[www.hcraontario.ca](http://www.hcraontario.ca)