

## **INTRODUCTION**

In March 2019, Alberta Human Rights Commission staff participated in a visioning exercise to develop our Mandate, Vision, Mission and Values. We also collectively identified seven Strategic Priorities for the organization.

Since then, much has changed in both the Commission and the world. The onset of the COVID-19 global pandemic in 2020 significantly impacted activities and necessitated a dramatic shift in how we go about our day-to-day business. Despite the limitations and struggles of the pandemic, progress has been made on several of our Strategic Priorities, including clearing a backlog of human rights complaint files. In 2021, we identified a number of specific actions to further our progress on these priorities.

Our Mandate, Vision, Mission and Values (MVMV) guide us in our everyday work. Our Strategic Priorities allow us to concentrate our energy on continually enhancing our service to the public. The highlighted actions are part of an ever-evolving roadmap for us to meet both our MVMV and Strategic Priorities.

## **MANDATE, VISIONS, MISSION AND VALUES**

### **Our Mandate**

To foster equality and reduce discrimination.

### **Our Vision**

We envision a vibrant and inclusive Alberta where the rich diversity of people is celebrated and respected, and where everyone has the opportunity to fully participate in society, free from discrimination.

### **Our Mission**

To serve the public interest by ensuring access to justice, advancing equity and inclusion, and upholding human rights principles in Alberta.

### **Our Values**

We commit to the following values to guide our work and relationships:

*Integrity:* We provide support and services that are fair, transparent, and timely.

*Collaboration:* We work inclusively to build connections with each other and our stakeholders.

*Approachable and Accessible:* We endeavour to ensure access to our programs and services, acknowledging the impact of our work on people's lives.

*Respect:* We cultivate an environment in which each individual's experiences, perspectives, and opinions are appreciated and valued.

*Engaged:* We believe in what we do and are committed to bringing our best to everything we do.

## **STRATEGIC PRIORITIES AND ACTIONS**

1. *Reform the complaint resolution process (pre-intake through tribunal).*
  - a) Implement a revised complaints processing model that includes focused and specialized teams and allows for more efficient and timely complaints processing.
2. *Increase our capacity to analyze and address systemic issues.*
  - a) Establish a Public Interest and Complex Investigation unit within the organization to address systemic discrimination and institutionalized racism.
  - b) With the assistance of an Indigenous Advisory Circle, implement the Alberta Human Rights Commission's Indigenous Human Rights Strategy, engaging Indigenous communities and organizations in addressing systemic issues in various sectors, as well as within the Commission.
  - c) Develop educational tools that specifically highlight systemic discrimination and institutionalized racism.
  - d) Develop and implement Disaggregated Demographic Data collection tools (for example, in complaints processing, staff recruitment, stakeholder engagement, and education programs) to allow the Commission to identify barriers to access and systemic discrimination, and strategies to address them.
3. *Enhance and align the Commission's communication strategies.*
  - a) Develop a modernized Communications Framework that effectively reaches target audiences with information about the Commission, its programs and services, and the *Alberta Human Rights Act*.
4. *Broaden public education and engagement.*
  - a) Expand the Commission's public outreach network and explore offering educational resources and programming in new formats and venues.
5. *Refresh and integrate IT in support of other strategic priorities.*
  - a) Develop a new human rights complaints database system.

- b) Re-platform and reimagine our public website to include accessible, mobile, user-friendly, and interactive/self-help formats for sharing process and human rights information.
6. *Build a strong organization that attracts and retains great employees who are valued and engaged.*
- a) Develop a formal training and professional development strategy that includes opportunities for ongoing professional development, current topics, and formal training on new issues addressed by the Commission.
  - b) Develop a comprehensive Staff Retention Strategy that addresses opportunities for growth, work-life balance, diversity, and inclusion.
7. *Focus on priority issues, communities, and populations.*
- a) Collaborate with the Alberta Ability Network to advocate for Accessibility Legislation that will remove barriers and better address discrimination against persons with disabilities.
  - b) Explore the feasibility of offering services and educational resources in other languages (in addition to English).
  - c) Monitor public engagements on policy and legislative initiatives, and identify appropriate opportunities to conduct research (including stakeholder engagement) and provide input from a human rights perspective.