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Ontario

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Ms. Ena Chadha
Chair
Human Rights Legal Support Centre
180 Dundas Street West, 8th Floor
Toronto, Ontario
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Dear Ms. Chadha,

As you begin planning for 2022-23, I am pleased to write to you in your capacity as Chair of the Human Rights Legal Support Centre (HRLSC). Pursuant to the requirements from the *Agencies and Appointments Directive*, this letter sets out my expectations for the HRLSC for the 2022-23 fiscal year.

Ontario's board-governed agencies are vital partners in ensuring the delivery of high-quality services to Ontarians. The work that you and your fellow board members undertake to establish the goals, objectives, and strategic direction of the HRLSC ensures that the HRLSC will continue to provide human rights legal services to individuals who have experienced discrimination contrary to Ontario's *Human Rights Code*. It is important that the HRLSC's strategic direction is consistent with government priorities, your agency mandate, key policies and directives and my directions, where appropriate. I thank you for your willingness to serve.

As part of the government of Ontario, agencies are expected to act in the best interests of Ontarians by being efficient, effective, and providing value-for-money to taxpayers. Our government's primary focus is to protect every life and every job we possibly can. Without healthy people, we cannot have a healthy economy.

This includes:

1. Competitiveness, Sustainability and Expenditure Management

- operating within your agency's financial allocations
- identifying and pursuing opportunities for cost reduction, innovative practices, and/or improved program sustainability
- complying with applicable direction related to supply chain centralization and Realty Interim Measures for agency office space

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- leveraging and meeting benchmarked outcomes for compensation strategies and directives
- working with the ministry, where appropriate, to advance the [Ontario Onwards Action Plan](#)

2. Transparency and Accountability

- abiding by applicable government directives and policies and ensuring transparency and accountability in reporting
- adhering to requirements of the Agencies and Appointments Directive, accounting standards and practices, and the *Public Service of Ontario Act* ethical framework, and responding to audit findings, where applicable
- identifying appropriate skills, knowledge and experience needed to effectively support the board's role in agency governance and accountability

3. Risk Management

- developing and implementing an effective process for the identification, assessment and mitigation of risks, including planning for and responding to health and other emergency situations, including but not limited to COVID-19
- developing a continuity of operations plan that identifies time critical/essential services and personnel

4. Workforce Management

- optimizing your organizational capacity to support the best possible public service delivery
- modernizing and redeploying resources to priority areas when or where they are needed

5. Data Collection

- improving how the agency uses data in decision-making, information-sharing and reporting, including by leveraging available or new data solutions to inform outcome-based reporting and improve service delivery
- supporting transparency and privacy requirements of data work and data sharing with the ministry, as appropriate

6. Digital Delivery and Customer Service

- exploring and implementing digitization or digital modernization strategies for online service delivery and continuing to meet and exceed customer service standards through transition
- adopting digital approaches, such as user research, agile development and product management

7. Diversity and Inclusion

- developing and encouraging diversity and inclusion initiatives promoting an equitable, inclusive, accessible, anti-racist and diverse workplace
- demonstrating leadership of an inclusive environment free of harassment
- adopting an inclusion engagement process to ensure all voices are heard to inform policies and decision-making

8. COVID-19 Recovery

- identifying and pursuing service delivery methods (digital or other) that have evolved since the start of COVID-19
- supporting the recovery efforts from COVID-19

In addition to these government-wide priorities, I expect the HRLSC to focus on:

1. Responsible Use of Funds

- ensuring transparency and value for money in the delivery of high-quality human rights legal services while continuing to identify options for the provision of cost-effective agency operations

2. Service Standards

- meeting or exceeding the service standards already established by the HRLSC and ensuring they continue to be reflected in the agency's accountability documents

Through these measures, we can continue to ensure that the HRLSC is fulfilling its mandate to provide human rights legal services to individuals who have experienced discrimination contrary to Ontario's *Human Rights Code*.

I thank you and your fellow board members for your continued support, and for your valuable contributions. Should you have any questions/concerns, please feel free to contact Jane Mallen, Assistant Deputy Attorney General, Policy Division, either by telephone at 647-622-5147 or by email at jane.n.mallen@ontario.ca.

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Sincerely,

Doug Downey
Attorney General