

**Department of Families
Multi-Year Strategic
French-Language Services (FLS) Plan
2023-2028**

June 2023

**MULTI-YEAR STRATEGIC
FRENCH-LANGUAGE SERVICES (FLS) PLAN**

Public Body

Department of Families

FLS Coordinator

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PROFILE OF PUBLIC BODY

Vision:

That all individuals served by the department are supported in their personal development, stability and independence.

Mission:

To help keep children, individuals, families and communities safe and secure, while supporting personal development, self-reliance, well-being and social inclusion.

Priorities:

Quality of Life – Improving Outcomes for Manitobans

1. Create conditions to improve quality of life
2. Advance reconciliation
3. Enhance the capacity of community partners

Working Smarter – Delivering Client-Centered Services

4. Foster and advance innovation
5. Reduce red tape
6. Involve Manitobans in decision-making

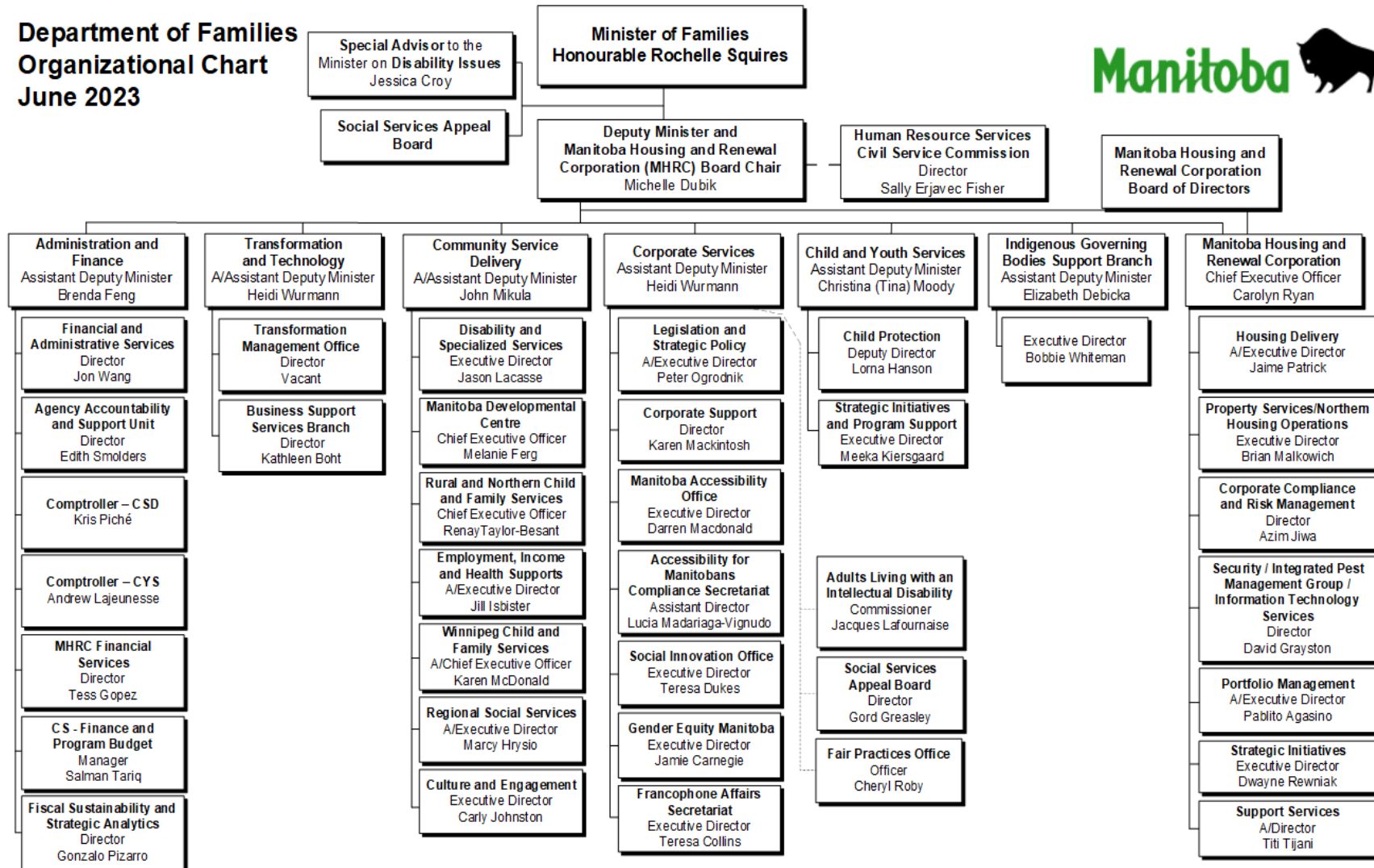
Public Service – Delivering Client-Service Excellence

7. Build our capacity to deliver
8. Advance inclusion
9. Foster an engaged and healthy workplace

Value For Money – Protecting Manitoba's Bottom Line

10. Increase the accountability of service providers
11. Increase the accountability of the department

**Department of Families
Organizational Chart
June 2023**



This information is available in alternate formats, upon request.

Division Descriptions:

The department's programs and services are administered under the purview of six divisions:

- Administration and Finance
- Child and Youth Services
- Community Service Delivery
- Corporate Services
- Technology and Transformation
- Manitoba Housing and Renewal Corporation

The Department of Families is responsible for a wide range of social services and housing programs. Some of these programs and services are delivered directly by the department, while others are provided by private organizations and community-based groups, which the department funds using Service Purchase Agreements.

Administration and Finance Division

The Administration and Finance Division is responsible for executive planning, management and administrative support of departmental policies, programs and resources. It provides leadership in the areas of comptrollership, financial reporting and budget review, strategic resource planning and risk management to support the department, related agencies and stakeholders.

Child and Youth Services Division

The Child and Youth Services Division administers and oversees statutory provisions under The Child and Family Services Act, The Child and Family Services Authorities Act, and The Adoption Act. The division provides funding and support to the four Child and Family Services Authorities and to community-based agencies providing a comprehensive continuum of early intervention, prevention, and child protection and reunification services throughout Manitoba that contribute to the healthy social development of children, families and communities, and in particular, to at-risk children and families. The division administers centralized services of adoption, group care, and the child and adult abuse registries. It also provides program and policy management, and data analytics. The Indigenous Governing Bodies Support Branch works with Indigenous partners to support the transition of child and family services to Indigenous jurisdiction.

Community Service Delivery Division

The Community Service Delivery Division provides financial management, policy and program support, and service delivery for the Community Living disABILITY Services, Children's disABILITY Services, Employment, Income and

Rental Assistance programs, and the Manitoba Supports for Persons with Disabilities program, coordinates and delivers child and family services in Winnipeg and rural regions on behalf of the General Child and Family Services Authority and manages the Manitoba Developmental Centre.

Corporate Services Division

The Corporate Services Division provides central services to the department including in the areas of legislation, intergovernmental relations, information services, accessibility, and social innovation. The division leads the Poverty Reduction, Fetal Alcohol Spectrum Disorder (FASD), and Homelessness strategies. It supports the independent offices of the Commissioner for Adults Living with an Intellectual Disability, the Social Services Appeal Board, and the Fair Practices Office. It also provides operational support for the Gender Equity Manitoba Secretariat, including the Gender Based Violence Program, and the Francophone Affairs Secretariat

Technology and Transformation Division

The Technology and Transformation Division provides analytical and project management support for major transformational initiatives within the department, provides expertise for technology change management projects, and liaises with Digital and Technology Solutions to provide service support for Department of Families technical systems. The Technology and Transformation Division comprises three branches: the Transformation Management Office, the Project Management Office, and the Business Support Services Branch.

Manitoba Housing and Renewal Corporation

The Manitoba Housing and Renewal Corporation is governed by a Board of Directors with policy direction provided by the Manitoba government. The Deputy Minister of the Department of Families serves as Chair of the Board. The division engages in many activities including: constructing and developing new and affordable housing; rehabilitating existing housing in areas of need; acquiring, repurposing and disposing of land and/or buildings; making grants and loans; managing finances, including the investment and borrowing of funds and the provision of loan guarantees; creating and overseeing the operations of local housing authorities; and entering into intergovernmental agreements for renewal schemes and projects for which provision is made under The National Housing Act.

MULTI-YEAR STRATEGIC FRENCH-LANGUAGE SERVICES (FLS) PLAN

Key Result Area	Work to be Completed	Action Steps	Key Performance Indicator(s) Output	Measureable Statement(s) (Outcome)	Timeline
1. Staff Recruitment and Retention	1.1 Ensure employees working in French have the resources necessary to do so.	1.1.1 <ul style="list-style-type: none"> ● Survey staff working in French to determine any gaps in available resources ● Make recommendations to departmental management about resources for employees working in French 	1.1.2 <ul style="list-style-type: none"> ● Survey is completed ● Number of resources that would be most impactful are determined ● Number of recommendations made ● Number of recommendations implemented 	1.1.3 <ul style="list-style-type: none"> ● The department adequately resources staff to support their needs and ensure that they offer excellent services to clients in both official languages 	1.1.4 <ul style="list-style-type: none"> ● September 2024 ● September 2024 ● June 2025 ● December 2025
1. Staff Recruitment and Retention	1.2 Ensure departmental recruitment efforts are effectively targeting French speakers	1.2.1 <ul style="list-style-type: none"> ● Consider publishing job postings for non-designated positions in both official languages ● Include “French is an asset” on job postings for all non- 	1.2.2 <ul style="list-style-type: none"> ● Number and percentage of job postings for non-designated positions posted in both official languages ● Initial baseline established ● Number and 	1.2.3 <ul style="list-style-type: none"> ● The department has increased its total bilingual capacity by filling many positions with candidates who speak French 	1.2.4 <ul style="list-style-type: none"> ● March 2027 ● March 2025 ● Ongoing

Key Result Area	Work to be Completed	Action Steps	Key Performance Indicator(s) Output	Measureable Statement(s) (Outcome)	Timeline
		designated positions	percentage of job postings for non-designated positions containing the “French is an asset” criterion		
1. Staff Recruitment and Retention	1.3 Promote a culture that supports and encourages communicating in French within the workplace	<p>1.3.1</p> <ul style="list-style-type: none"> ● Run a pilot for an informal conversational French discussion group ● Evaluate the success of the conversational French group based on: <ul style="list-style-type: none"> ○ Participation/ attendance ○ A survey of participant satisfaction and outcomes ● If the pilot sessions are successful, 	<p>1.3.2</p> <ul style="list-style-type: none"> ● Conversational French group pilot sessions have been organized and run ● Program has been evaluated based on: <ul style="list-style-type: none"> ○ Number of participants and consistency of attendance (number of sessions attended by each staff member) ○ Survey developed and results collated ● Number of additional sessions offered 	<p>1.3.3</p> <ul style="list-style-type: none"> ● The department’s workplace culture: <ul style="list-style-type: none"> ○ Supports employees providing services in French ○ Encourages employees to use French as a conversational language within the office ○ Provides opportunities for employees to practice their French in formal and informal settings, regardless of language level 	<p>1.3.4</p> <ul style="list-style-type: none"> ● October 2023 ● December 2023 <ul style="list-style-type: none"> ○ October 2023 ○ December 2023 ● March 2025

Key Result Area	Work to be Completed	Action Steps	Key Performance Indicator(s) Output	Measureable Statement(s) (Outcome)	Timeline
		<p>continue and expand the program as feasible</p> <ul style="list-style-type: none"> ● Send out regular communications to raise awareness of opportunities for, and remind staff of their obligations related to, encouraging linguistic diversity in the workplace and actively offering FLS ● Review the department's Designated Bilingual Positions policy to encourage employees to use their French at work 	<ul style="list-style-type: none"> ● Number of participants in additional sessions ● Number of communications issued ● Review is conducted and policy is updated 		<ul style="list-style-type: none"> ● Ongoing ● March 2024, then ongoing ● September 2023
1. Staff Recruitment and Retention	1.4 Develop a training program to increase the	1.4.1 ● Determine the types of	1.4.2 ● Needs of program areas	1.4.3 ● Many of the department's	1.4.4 ● September 2025

Key Result Area	Work to be Completed	Action Steps	Key Performance Indicator(s) Output	Measureable Statement(s) (Outcome)	Timeline
	number of French-speaking entry-level and support staff	<p>(designated bilingual) positions that program areas struggle to fill, and the needs of candidates applying to those positions</p> <ul style="list-style-type: none"> ● Contact other departments to determine what other short-term training programs are already offered ● Contact educational institutions to determine their willingness to serve as partners for a training program ● Present a formal proposal for a training program to senior management 	<p>and candidates identified</p> <ul style="list-style-type: none"> ● Survey of departments is conducted and results are tabulated ● Educational institutions have been contacted and willing partner(s) are found ● Outline of a training program developed and proposal is presented 	<p>support staff positions have been filled with trained and qualified bilingual incumbents</p>	<ul style="list-style-type: none"> ● March 2026 ● September 2026 ● March 2027

Key Result Area	Work to be Completed	Action Steps	Key Performance Indicator(s) Output	Measureable Statement(s) (Outcome)	Timeline
		<ul style="list-style-type: none"> ● Implement the training program 	<ul style="list-style-type: none"> ● Program is implemented 		<ul style="list-style-type: none"> ● September 2027
2. Legacy Resources and Technical Systems	2.1 Ensure departmental resources, including major manuals, policy documents, and web content, are available in both official languages	2.1.1 <ul style="list-style-type: none"> ● Create a list of major resources not currently available in French, and determine order of importance for translation ● Translate resources in the order determined 	2.1.2 <ul style="list-style-type: none"> ● List created and rank determined ● Number of resources and words that have been translated 	2.1.3 <ul style="list-style-type: none"> ● The department successfully provides major resources to the public in both French and English 	2.1.4 <ul style="list-style-type: none"> ● March 2024 ● Initial report March 2025, to be updated annually as more resources are translated
2. Legacy Resources and Technical Systems	2.2 Integrate FLS capability into technical systems used for service delivery	2.2.1 <ul style="list-style-type: none"> ● For future IT upgrade and replacement projects, the Technology & Transformation Division will consult with the FLS coordinator to ensure FLS capability is incorporated during the business 	2.2.2 <ul style="list-style-type: none"> ● A checklist with questions to determine FLS operational requirements is created ● The checklist is incorporated into the Technology and Transformation Division's business 	2.2.3 <ul style="list-style-type: none"> ● The department considers FLS requirements when acquiring new or performing major updates to pre-existing technical systems 	2.2.4 <ul style="list-style-type: none"> ● December 2023 ● December 2023

Key Result Area	Work to be Completed	Action Steps	Key Performance Indicator(s) Output	Measureable Statement(s) (Outcome)	Timeline
		requirements gathering process	requirements process <ul style="list-style-type: none"> ● Number of new/upgraded IT systems for which FLS capabilities were considered ● Number of new/upgraded IT systems incorporating FLS capabilities 		<ul style="list-style-type: none"> ● March 2025, then annually ● March 2025, then annually
3. Providing an Effective Active Offer of FLS	3.1 Effectively track requests for service in French	3.1.1 <ul style="list-style-type: none"> ● Conduct audit of frontline offices' referral processes for French-language service requests ● Develop a set of standards for tracking French service requests by program area from initial contact until file closure ● Implement the standards across 	3.1.2 <ul style="list-style-type: none"> ● Audit conducted ● Number of recommendations made ● Standards developed ● Standards implemented 	3.1.3 <ul style="list-style-type: none"> ● Through successful tracking of requests for service in French, the number of Francophone clients served by the department has increased. 	3.1.4 <ul style="list-style-type: none"> ● September 2023 ● September 2023 ● September 2024 ● December 2025

Key Result Area	Work to be Completed	Action Steps	Key Performance Indicator(s) Output	Measureable Statement(s) (Outcome)	Timeline
		all program areas of the department	department-wide <ul style="list-style-type: none"> • Number of requests for services in French 		<ul style="list-style-type: none"> • March 2026
3. Providing an Effective Active Offer of FLS	3.2 Investigate the possibility of virtual service delivery in French	3.2.1 <ul style="list-style-type: none"> • Determine how the department is currently using virtual options for frontline service delivery • Survey other departments to see if anyone else is already using a virtual service delivery model to provide FLS in underserved areas 	3.2.2 <ul style="list-style-type: none"> • An inventory of virtual service delivery usage across the department is created • Data is collected with regards to other departments' virtual service delivery models 	3.2.3 <ul style="list-style-type: none"> • The department has a clear understanding of the advantages and disadvantages of using virtual service delivery to provide FLS 	3.2.4 <ul style="list-style-type: none"> • June 2025 • March 2026
3. Providing an Effective Active Offer of FLS	3.3 Review regional boundaries within departmental program areas to provide FLS to underserved communities	<ul style="list-style-type: none"> • Review existing regional boundaries for departmental program areas • Provide recommendations on whether and 	<ul style="list-style-type: none"> • Review is conducted • Number of programs reviewed • Number of programs with reorganized 	<ul style="list-style-type: none"> • The regional boundaries of program areas within the department reflect the needs and priorities of Francophone communities 	<ul style="list-style-type: none"> • June 2027 • June 2027 • March 2028

Key Result Area	Work to be Completed	Action Steps	Key Performance Indicator(s) Output	Measureable Statement(s) (Outcome)	Timeline
		how to realign regional boundaries to best meet the needs of underserved Francophone communities	boundaries		
4.Engaging Relevant Stakeholders	4.1 Fully implement the department's Designated Bilingual Social Services Agencies policy	<p>4.1.1</p> <ul style="list-style-type: none"> ● Finish designating agencies listed in Phase 2 of the department's designation plan ● Implement Phase 3 of the designation plan ● Determine if any additional department-funded agencies meet the criteria 	<p>4.1.2</p> <ul style="list-style-type: none"> ● Remaining agencies in Phase 2 are designated ● Number of agencies designated in Phase 2 ● Agencies listed in Phase 3 that meet the criteria are designated ● Number of agencies designated in Phase 3 ● List of additional agencies meeting the criteria is created 	<p>4.1.3</p> <ul style="list-style-type: none"> ● The department has a diverse range of third-party service providers offering services in both official languages as Designated Bilingual Social Services Agencies 	<p>4.1.4</p> <ul style="list-style-type: none"> ● December 2023 ● December 2023 ● December 2025 ● December 2025 ● December 2026

Key Result Area	Work to be Completed	Action Steps	Key Performance Indicator(s) Output	Measureable Statement(s) (Outcome)	Timeline
		of the policy ● Consider formalizing the policy into a regulation	● Number of additional agencies designated ● Proposal for project to create a regulation has been developed and presented to senior management		● March 2028 ● March 2028
4.Engaging Relevant Stakeholders	4.2 Establish relationships with new partners in the Francophone community	4.2.1 ● Meet with the representatives of non-traditional community partners to discuss how best the department might tailor its services to meet their needs	4.2.2 ● Number of meetings attended ● Number of new partnerships created ● Number of recommendations made to the department	4.2.3 ● The department has established a relationship with new Families-related stakeholders in the Francophone community who have not previously been represented in departmental decision-making processes	4.2.4 ● Ongoing ● Ongoing ● Ongoing
5. Community Priorities	5.1 Revise the vision and mandate of the St. Boniface Access Centre to develop closer	5.1.1 ● Review the original vision and mission of the St. Boniface Access Centre, and how	5.1.2 ● Review of original and current mission, vision, and operating	5.1.3 ● The department, in consultation with the Francophone community, has a	5.1.4 ● September 2024

Key Result Area	Work to be Completed	Action Steps	Key Performance Indicator(s) Output	Measureable Statement(s) (Outcome)	Timeline
	ties with the (Francophone) Community	<p>it is operating currently, based on the results of the needs analysis (Objective 5.3)</p> <ul style="list-style-type: none"> ● Implement the revised mission and vision to allow for more community use of the St. Boniface Access Centre 	<p>guidelines conducted</p> <ul style="list-style-type: none"> ● New vision and mission of the St. Boniface Access Centre have been implemented to better resource the Francophone community 	<p>clear understanding of the St. Boniface Access Centre's mission and how that might be modified to better resource the Francophone community</p>	<ul style="list-style-type: none"> ● March 2026
5. Community Priorities	5.2 Explore the possibility of increasing the housing options available to Francophone Manitobans	<p>5.2.1</p> <ul style="list-style-type: none"> ● Create a working group to explore the options for housing for targeted populations within the Francophone community ● Gather data related to housing needs for target populations in the Francophone community 	<p>5.2.2</p> <ul style="list-style-type: none"> ● Working group created ● Number of meetings held ● Data is gathered, ● Data is collated, and analyzed 	<p>5.2.3</p> <ul style="list-style-type: none"> ● The department, in consultation with the Francophone community, has determined the needs of the Francophone community with regards to housing, and is working to address those needs 	<p>5.2.4</p> <ul style="list-style-type: none"> ● September 2023 ● Ongoing ● December 2023 ● March 2024

Key Result Area	Work to be Completed	Action Steps	Key Performance Indicator(s) Output	Measureable Statement(s) (Outcome)	Timeline
		<ul style="list-style-type: none"> ● Explore options for new housing projects and identify relevant government partners ● Undertake a feasibility study to determine which project(s) should move forward ● Implement the recommendations from the feasibility study ● Explore potential for additional projects 	<ul style="list-style-type: none"> ● List of potential options is created and relevant government partners are identified ● Feasibility study is carried out ● Number of recommendations implemented ● List of additional potential projects is developed 		<ul style="list-style-type: none"> ● March 2024 ● March 2025 ● March 2027 ● March 2028
5. Community Priorities	5.3 Conduct a comprehensive needs analysis of vulnerable Francophone populations and create enhanced supports in French through the Employment and Income	5.3.1 <ul style="list-style-type: none"> ● Work with researchers at Université de Saint-Boniface to identify existing Francophone clients served by the EIA program ● Collate data 	5.3.2 <ul style="list-style-type: none"> ● Number and proportion of existing Francophone clients is determined ● Data is collated 	5.3.3 <ul style="list-style-type: none"> ● The department, in consultation with the Francophone community, provides enhanced supports through the EIA program to French- 	5.3.4 <ul style="list-style-type: none"> ● December 2023 ● June 2024

Key Result Area	Work to be Completed	Action Steps	Key Performance Indicator(s) Output	Measureable Statement(s) (Outcome)	Timeline
	Assistance (EIA) program to meet their needs	<p>collected to determine their needs, and if there are gaps between those and the services they are currently receiving</p> <ul style="list-style-type: none"> ● Identify community partners that can provide resources and programming complementary to services offered by the department ● Implement the enhanced service model in offices with a significant Francophone clientele ● Create performance indicators to measure the results 	<p>and the needs of clients and potential gaps in services provided are identified</p> <ul style="list-style-type: none"> ● List of community partners able to provide the necessary services is created ● Enhanced service model for the Francophone community is implemented ● Performance indicators are created ● The results of the enhanced service delivery 	speaking clients who need them	<ul style="list-style-type: none"> ● December 2024 ● March 2025 ● March 2026 ● March 2027

Key Result Area	Work to be Completed	Action Steps	Key Performance Indicator(s) Output	Measureable Statement(s) (Outcome)	Timeline
		<ul style="list-style-type: none"> • Create an adaptable best practice to be used for other target populations facing unique challenges 	<p>model are measured</p> <ul style="list-style-type: none"> • Model is created and implemented for other target populations where applicable 		<ul style="list-style-type: none"> • March 2028

APPROVAL OF THE MULTI-YEAR STRATEGIC FRENCH-LANGUAGE SERVICES (FLS) PLAN

Deputy Minister / Chief Executive Officer

Date

Minister Responsible for the Public Body

Minister Responsible for Francophone Affairs

Date

Date

Appendix A: Designated Bilingual Social Services Agencies

As part of its commitment to providing a comprehensive range of services in French, the department has designated several agencies as bilingual. Agencies' designations may be requested by the department, the agency itself, or Santé en français. Agencies funded by the department may be deemed eligible for designation based on any of the following criteria:

- The agency falls within a designated bilingual region or its catchment area includes a designated bilingual region.
- The agency is the only one within the province providing a specific service.
- The agency or the department, in consultation with Santé en français, consider that the service provided by the agency is of importance to Manitoba's Francophone community.

Agency	Date Designated	Location	Services Provided
L'Arche Winnipeg	January 2023	118 Regent Ave. E., Winnipeg, MB, R2C 0C1	Residential and community support services for adults living with an intellectual disability in Winnipeg.
Manitoba Adolescent Treatment Centre	November 2021	120 Tecumseh St., Winnipeg, MB, R3E 2A9	A range of mental health services to children and adolescents who experience psychiatric and/or emotional disorders.
Manitoba Possible	November 2021	1857 Notre Dame Ave., Winnipeg, MB, R3E 3E7	A wide range of services to children and adults with disabilities across the province of Manitoba.
Regional Occupational Services Enterprises (R.O.S.E.) Inc.	January 2023	P.O. Box 28 633 Central Ave., Ste. Rose du Lac, MB, R0L 1S0	Residential, community support and day services for adults with an intellectual disability in Ste. Rose du Lac and the surrounding area.
Sara Riel Inc.	November 2021	101 – 66 Moore Ave., Winnipeg, MB, R2M 2C4	Community-based supports to persons who experience issues with mental illness or mental health challenges including substance use disorders and addictions.

SMILE of St. Malo Inc.	January 2023	P.O. Box 280 112 St. Malo Ave., St. Malo, MB, R0A 1T0	Residential, community support and day services for adults with an intellectual disability in St. Malo and the surrounding area.
Somerset Villa	January 2023	P.O. Box 203 329 3 rd St., Somerset, MB R0G 2L0	Day services for adults with an intellectual disability in Somerset and the surrounding area.
St.Amant	August 2020	440 River Rd., Winnipeg, MB, R2M 3Z9	Institutional care within a provincial context for adults and children with an intellectual disability; community, residential and support services to adults and children with an intellectual disability, autism, or an acquired brain injury, and their families.
Youville Centre	November 2021	33 Marion St., Winnipeg, MB, R2H 0S8	Community health services for St. Vital residents and supports to assist with healthy living for people with diabetes from across Winnipeg.