

MANITOBA'S 2023–24 TO 2027–28 STRATEGIC PLAN

CANADA–MANITOBA AGREEMENT ON FRENCH-LANGUAGE SERVICES 2023–24 TO 2027–28

PREAMBLE

1. Provincial context

Section 23 of the Manitoba Act (1870) affirms the equality of status of the English and French languages in the Legislature of Manitoba and before its courts, and at the moment of acceding to the Canadian Confederation, Manitoba was in many ways a bilingual province. In 1989, the province introduced its French Language Services (FLS) Policy to establish guidelines for public bodies so that the Francophone community can access comparable government services in both official languages. The Government of Manitoba has made considerable progress in terms of support for the Francophone community since that time. The Policy was revised in 1998, 2008 and again in 2017 to accommodate the recommendations of the [Chartier Report](#) as well as changes to government practice (ex. the growing importance of electronic communications and websites). In 2016, the Francophone Community Enhancement and Support Act was adopted by unanimous vote in the Legislative Assembly. This Act provides a framework for enhancing the vitality of Manitoba's Francophone community and supporting and assisting its development. Progress in the delivery of quality government services in French is a cornerstone of the legislation. The agreements on French-language services the province has signed with the Government of Canada over the past decades have also played an important role in helping achieve these outcomes.

The Francophone Affairs Secretariat was established in 1981. There has been a minister officially responsible for Francophone Affairs since 1989. The Secretariat, whose mandate applies to all public bodies subject to the FLS Policy and the Francophone Community Enhancement and Support Act, is charged with advising the government about Francophone Affairs, including the implementation of the FLS Policy and FLS plans, as well as the measures to be taken to foster the enhancement of the vitality of Manitoba's Francophone community. The Secretariat is also responsible for managing the Bilingual Service Centres, maintained in designated bilingual regions of the province, which provide access to and delivery of a broad range of government programs and services in both official languages. The Bilingual Services Centres Act, which is designed to guarantee a permanent role for the Bilingual Service Centres and establishes a legislative framework enshrining the principles and practices that were already in existence for the operation of the Centres, was enacted in June 2012. The provision of translation, interpretation and terminology management services for all government departments, the Courts, the Legislative Assembly and a number of Crown organizations is also a responsibility of the Secretariat.

2. Current status and issues to be addressed

Manitoba has made considerable progress in its capacity to deliver services in French over the past years, particularly since the adoption of the Francophone Community Enhancement and Support Act. Through the legislated obligation for all public bodies to develop and implement multi-year strategic French language services plans, the province has been able to create greater awareness among public servants about their obligation toward the Francophone population. This has led to a more systematic application of a Francophone lens in certain areas – notably family justice, municipal services, tourism, immigration, healthcare and human resources. Examples include the creation of a French language services charter for the Family Resolution Services Branch to ensure the considerations of its Francophone clients are better taken into consideration when developing and delivering programs; the launching of the Municipal Maturity Model that acts as a framework to help bilingual municipalities identify service gaps and create the necessary resources to resolve them while also tracking progress; the adoption of the Provincial Francophone Tourism Strategy to highlight the contribution of Manitoba's French-language

attractions and experiences; the inclusion of specific measures in the provincial immigration strategy to promote and enhance Francophone immigration as a way to strengthen Francophone communities; the establishment of the Francophone Health Branch within Shared Health (the provincial health authority) to oversee and coordinate efforts across health agencies to provide bilingual services; the measures taken by the Public Service Commission to promote the added value of bilingualism as a criteria when advertising government positions.

There is still work to be done, however, particularly when it comes to making sure Manitoba has the bilingual staff required to deliver direct services. While the number of bilingual Manitobans continues to steadily increase, we know that linguistic insecurity means many public servants lack the confidence to provide services in French, especially in areas where interactions may need a more technical vocabulary. We also need to work on creating delivery standards to ensure that French-language services are available in a more consistent manner. Francophone should be able to expect the same level of service regardless of the public body they are dealing with or of the type of service they are seeking (in person, by telephone or online).

It is important that Manitoba be able to build on its accomplishments to better support the Francophone community. The Société de la francophonie manitobaine (SFM) carried out a broad consultation of Francophones in 2015, the results of which were published in a 20-year strategic plan for the community (Plan stratégique de la francophonie du Manitoba, Ensemble vers 2035). Ensuring access to services in French is the plan's second pillar. This shared priority of the Government of Manitoba and the community is at the heart of this 2023–2028 strategic plan. The ultimate goal is the standardization of comparable services in French throughout the province. By facilitating access to government services in French in all program areas, Manitoba will contribute to the normalisation of French, which supports the vitality and perennity of the Francophone community. We know that when French is seen and heard in the public sphere, it encourages Francophones to use their official language of choice, thereby increasing its visibility and reinforcing French-speakers' pride. To achieve this, Manitoba will concentrate on strengthening its bilingual capacity, increasing the breadth and depth of services offered in French in all sectors, and collaborating with the community to promote the availability of services in French and facilitate the active participation of public bodies and French-speaking Manitobans.

3. Strategic priorities

The immediate objective under the *Canada–Manitoba Agreement on French-Language Services 2023–24 to 2027–28* (CMAFLS) is to offer more services and information in French to Manitoba's Francophone population. This will be achieved by strengthening the capacity of Manitoba's public service by enhanced language training and professional development supports for bilingual employees, and by undertaking new translation initiatives that prioritize general online information and services. The province will also develop targeted projects to support its provision of services in the priority areas as determined by the Francophone community.

The long-term objective is to normalize the use of French across the provincial government and – by extension – to promote its use everywhere in public so that Manitoba's French-speaking population is proud and comfortable to access services, programs, information, and activities in their official language of choice. In this way, we can ensure the relevance and longevity of French for all Manitobans, which in turn will support the vitality of the Francophone community.

4. Objectives for 2023–28

The three strategic objectives that underpin Manitoba's strategic plan are: 1) Support to internal administrative structures; 2) Support for the development, planning and delivery of French-language services to the public; and 3) Consultation, communication and promotion.

Under the first objective, Manitoba will focus on:

- increasing language training options for bilingual employees currently lacking the necessary confidence to provide services in French
- developing targeted language training for specific sectors (ex. justice and healthcare) to ensure bilingual employees have the technical vocabulary required to provide comparable service to the Francophone community
- ensuring that professional development opportunities are made available in both official languages
- creating FLS coordinator positions for key departments to better implement Manitoba's FLS legislation
- developing regulations and policies to better support enhanced services in French.

Under the second objective, Manitoba will focus on:

- supporting translation and interpretation capacity so all public bodies can increase their production of information in French and ensure hearings and other public meetings to allow Francophones to participate in their language of choice
- hiring bilingual employees in specific roles to better support the delivery of services in French – ex. immigration officers, project managers, and communications experts
- enhancing government services in priority sectors, including healthcare, immigration, justice, economic development, tourism and municipal services
- targeting activities that will support the FLS that underpin community vitality in various sectors (ex. immigration, municipal services).

Under the third objective, Manitoba will focus on:

- promoting services in French through collaborative activities with community organizations and individuals (ex. presentations and workshops)
- developing opportunities to support certain initiatives that facilitate the participation of Manitoba's French-speaking population

5. Evaluation

Manitoba will undertake an annual evaluation of many of the new initiatives being funded under the 2023-28 CMAFLS. This will be carried out in a few ways, including targeted surveys (ex. a survey of public servants receiving French-language training accompanied by a survey of their managers to see how they are integrating their knowledge into the active offer of services in French), focus groups, program evaluation, etc. The objective is to better understand the impacts of the plan's initiatives and to be able to make changes as required to ensure the optimal return on investment. This is a new approach for Manitoba with regards to the CMAFLS, and it is anticipated that we will see more positive and meaningful results for our Francophone service users.

The overall objective of Manitoba's Strategic Plan 2023–28 is to incrementally offer more government information and services in French to the general public, which will enhance the vitality of the Francophone community and contribute to its development.

Strategic Objective One: Support for internal administrative structures			
Key Result Area: French Language Training			
<p>Baseline (Current State): The Francophone Affairs Secretariat coordinates French language training for public servants in designated bilingual positions. In 2022-23, there were 242 employees registered in French-language classes. The Secretariat is now starting to organize informal language learning activities (conversation groups, informal presentations / Q & A sessions, etc.). Recognizing that a strong bilingual capacity is essential for Manitoba to be able to provide a full range of government services in French, the Francophone Affairs Secretariat will work with postsecondary institutions on expanding the current offerings for formal French language training, as well as on developing, promoting, and implementing new targeted and informal language activities in French to better support bilingual employees.</p>			
<p>Provincial Investments: Manitoba will provide the human resources required to develop and implement these initiatives (0.25FTE, approximately \$25.0K), as well as maintaining its current expenditure on language courses (approximately \$100.0K). TOTAL PROVINCIAL CONTRIBUTION = \$125.0K/year</p>			
Work to be Completed	Action Steps	Expected Long-Term Results	Performance Indicators
Expansion of existing French language training activities	<ul style="list-style-type: none"> • Analysis of existing content • Request for proposals • Course development • Promotion • Course delivery • Evaluation 	<ul style="list-style-type: none"> • Bilingual employees feel recognized and valued by Manitoba public service • Bilingual employees possess the necessary competences to provide comprehensive services in French 	# registrations % positive feedback from surveys regarding pertinence, ability to improve skills, increased confidence, increased use of French at work, etc.)
Development of targeted language training activities (NEW INITIATIVE)	<ul style="list-style-type: none"> • Needs assessment • Request for proposals • Course development • Promotion • Course delivery • Evaluation 	<ul style="list-style-type: none"> • Bilingual employees feel valued by the Manitoba public service • Bilingual employees possess the necessary competences to provide comprehensive services in French 	# courses created # registrations % positive feedback from surveys regarding pertinence, ability to improve skills, increased confidence, increased use of French at work, etc.)
Creation of informal language training activities (NEW INITIATIVE)	<ul style="list-style-type: none"> • Analysis of existing opportunities • Inter-jurisdictional scan • Needs analysis • Activity development • Promotion • Implementation • Evaluation 	<ul style="list-style-type: none"> • Bilingual employees feel recognized and valued by Manitoba public service • Bilingual employees possess the necessary competences to provide comprehensive services in French 	# of activities implemented # of participating employees % positive feedback from surveys regarding pertinence, ability to improve skills, increased confidence, increased use of French at work, etc.)

Strategic Objective One: Support for internal administrative structures

Key Result Area: Professional Development in French

Baseline (Current State): The Public Service Commission (PSC) oversees the offer of a variety of professional development opportunities for public servants. Of the dozens of options available, very few exist in French. There were 27 employees registered in professional development activities in French in 2022-23. Recognizing that a strong bilingual capacity is essential for Manitoba to be able to provide a full range of government services in French, the Francophone Affairs Secretariat will work with the PSC and third-party service providers on developing, promoting and implementing new learning opportunities in French to better support bilingual employees.

Provincial Investments: Manitoba will provide the human resources required to implement these initiatives (up to 0.5FTE, approximately \$50.0K), as well as contributing towards logistical and administrative costs (organizing RFPs, covering any IT requirements, promotional activities, providing additional training resources, etc. – approximately \$60.0K). **TOTAL PROVINCIAL CONTRIBUTION = \$50.0K in Year 1, then \$110.0K/year**

Work to be Completed	Action Steps	Expected Long-Term Results	Performance Indicators
Development of a French version of the Certificate in Public Sector Management (NEW INITIATIVE)	<ul style="list-style-type: none"> • Analysis of existing content • Request for proposals • Course development • Promotion • Course delivery • Evaluation 	<ul style="list-style-type: none"> • Bilingual employees feel recognized and valued by Manitoba public service • Bilingual employees possess the necessary competences to be promoted to leadership positions within the Manitoba public service 	% places filled % positive employee surveys (pertinence, ability to improve competence, increased use of French at work, etc.)
Development of online modules in French (ex. writing and editing, supervision and HR management, communications, etc.) (NEW INITIATIVE)	<ul style="list-style-type: none"> • Analysis of existing content • Needs assessment • Request for proposals • Course development • Promotion • Course delivery • Evaluation 	<ul style="list-style-type: none"> • Bilingual employees feel valued and are more committed to staying in the Manitoba public service 	# courses created # registrations % positive employee surveys (pertinence, ability to improve competence, increased use of French at work, etc.)
Creation of a public sector pathway for bilingual graduates (NEW INITIATIVE)	<ul style="list-style-type: none"> • Environmental scan • Consultations with stakeholders • Recommendations • Bilingual intern program development • Promotion • Implementation • Evaluation 	<ul style="list-style-type: none"> • Recruitment for bilingual employees is more successful • Bilingual graduate employees feel equipped to be successful in the Manitoba public service 	# of participating student interns % of participating interns hired into fulltime positions % positive graduate employee surveys (program effectiveness)

Strategic Objective One: Support for internal administrative structures			
Key Result Area: French Language Services (FLS) Implementation			
Baseline (Current State): The Francophone Community Enhancement and Support Act was adopted in June 2016. Since that time, there has been no formal review. The Francophone Affairs Secretariat has been mandated by the Francophone Affairs Advisory Council to explore ways in which the legislation could be updated and strengthened to ensure a more effective implementation of measures to improve services in French and enhance support to the community. It will work on the development and adoption of new regulations and policies provide a more concrete framework for Manitoba’s FLS legislation.			
Provincial Investments: Manitoba will provide the human resources required for regulation development (0.5 FTE – approximately \$50.0K/year). TOTAL PROVINCIAL CONTRIBUTION = \$50.0K/year			
Work to be Completed	Action Steps	Expected Long-Term Results	Performance Indicators
Development of regulations and policies to support FLS legislation implementation (NEW INITIATIVE)	<ul style="list-style-type: none"> • Analysis of existing measures • Needs assessment • Regulation and policy development • Implementation • Evaluation 	<ul style="list-style-type: none"> • Consistent and uniform implementation of the Active Offer means that French-speaking Manitobans have readily available and easily accessible services in French 	<ul style="list-style-type: none"> # regulations/policies adopted % positive feedback from surveys (employees have better understanding; users access FLS more easily, etc.)

Strategic Objective Two: Support for the development, planning and delivery of French-language services

Key Result Area: Culture

Baseline (Current State): Under the 2018-23 CMAFLS, funds were transferred to the Centre culturel franco-manitobain (CCFM) to support the development of partnerships to enhance the vitality of the Francophone community through cultural and artistic expression. By the end of the agreement’s term in 2022-23, there were 12 community organizations being housed on the CCFM campus, and four new partnerships were being created each year. Federal contributions to cultural services will be phased out over the course of the 2023-28 CMAFLS. Manitoba is increasing its investments in cultural programming – including programming in French, which is seen as a priority for the community – and the federal funds will instead be used for initiatives supporting direct provincial service delivery. NB: CCFM is a Crown organization and therefore has a particular and privileged relationship with the province.

Provincial Investments: The provincial investments will match the federal amounts each year, for an overall **provincial contribution of \$240.0K** over the term of the agreement.

Work to be Completed	Action Steps	Expected Long-Term Results	Performance Indicators
Transition of CCFM from CMAFLS funding to other sources of revenue, including from the provincial government	<ul style="list-style-type: none"> Needs analysis Environmental scan Transition plan development Implementation 	<ul style="list-style-type: none"> As a Crown organization, CCFM is recognized as an essential cultural partner, especially for events that celebrate and promote the Francophonie. 	# of organizations housed on the CCFM campus # of new partnerships

Strategic Objective Two: Support for the development, planning and delivery of French-language services

Key Result Area: Early Childhood

Baseline (Current State): Under the 2018-23 CMAFLS, funds were transferred to the CRÉEs - Centres de ressources éducatives à l’enfance (previously known as the Centres de la petite enfance et de la famille), as well as to the Fédération des parents de la francophonie manitobaine. These were to ensure Francophones have ongoing access to early childhood resources and services in French, including educational resources. By the end of the agreement’s term in 2022-23, there were 17 CRÉEs that received 17,510 regular visits, and 5,716 people participated in special activities. While early childhood is recognized a key priority of the community, Manitoba is adjusting its vision of French-language education to embrace a holistic continuum approach. To that end, provincial funding for the CRÉEs will be moved incrementally to the Department of Education and Early Childhood Learning. This department will also be looking to leverage federal education funding to support this sector. Therefore, the federal contributions to the CRÉEs under the CMAFLS will be phased out over the course of the 2023-28 agreement and will instead be used for initiatives supporting direct provincial service delivery.

Provincial Investments: The provincial investments will match the federal amounts each year, for an overall **provincial contribution of \$865.8K** over the term of the agreement.

Work to be Completed	Action Steps	Expected Long-Term Results	Performance Indicators
Efficient transition of support for access to early childhood resources and services in French (NB: this does not include any funding towards daycare programming which is financed under the Canada-Manitoba Early Learning and Child Care Agreement)	<ul style="list-style-type: none"> Needs assessment Transition plan development Implementation 	<ul style="list-style-type: none"> The CRÉEs are recognized as an essential partner in the delivery of early childhood resources and services in French 	# of participants # of visits

Strategic Objective Two: Support for the development, planning and delivery of French-language services			
Key Result Area: Economic Development			
<p>Baseline (Current State): Under the 2018-23 CMAFLS, funds were transferred to the World Trade Centre Winnipeg (WTCW) to support a variety of economic development initiatives centred on entrepreneurship and marketing. By the end of the agreement’s term in 2022-23, the WTCW was running 43 programs with 1,185 participants. While economic development remains a priority for the Francophone community, there are considerable funding opportunities available that community organizations are already accessing. Manitoba has decided to prioritize Francophone tourism initiatives that also support economic development in the province, and so the federal contributions under this key result area will be phased out over the course of the 2023-28 CMAFLS. The federal funds will instead be used to support tourism initiatives (see below).</p>			
<p>Provincial Investments: The provincial investments will match the federal amounts each year, for an overall provincial contribution of \$128.0 over the life of the agreement.</p>			
Work to be Completed	Action Steps	Expected Long-Term Results	Performance Indicators
Transition of WTCW from CMAFLS funding to other sources of revenue	<ul style="list-style-type: none"> • Needs analysis • Environmental scan • Transition plan development • Implementation 	<ul style="list-style-type: none"> • WTCW continues to function as an essential partner providing economic development services in French 	<ul style="list-style-type: none"> # of programs # of participants

Strategic Objective Two: Support for the development, planning and delivery of French-language services

Key Result Area: Health and Social Services

Baseline (Current State): The delivery of direct support services to designated bilingual healthcare agencies was funded under the previous CMAFLS, with 465,651 words translated in 2022-23 (377,605 in healthcare and 88,046 in social services). While it varies from one health office to another, an average of 60 % of web pages and print materials are bilingual. There were 263 course registrations (241 in healthcare and 22 in social services) and 61 evaluations (all healthcare) that year. Bilingual capacity (employees able and willing to provide services in French) in designated health offices was approximately 416 individuals in 2022-23. The increase in funding for this result area will allow for the enhanced use of technology and the optimization of resources to increase healthcare services, as well as a more centralized coordination of initiative development and implementation in this sector.

Provincial Investments: The province will continue to invest approximately \$360.0K/year in direct support services for designated bilingual healthcare and social services agencies. It will also contribute towards the establishment of a centralized FLS coordination unit from Year 2 (salary and operating costs – approximately \$60.0K/year), while providing ongoing support for FLS coordination within designated bilingual healthcare agencies (approximately \$600.0K/year). **TOTAL PROVINCIAL CONTRIBUTION = \$1,020.0K/year**

Work to be Completed	Action Steps	Expected Long-Term Results	Performance Indicators
Provision of support services to designated bilingual healthcare agencies	<ul style="list-style-type: none"> Needs assessment Service procurement Implementation Evaluation 	<ul style="list-style-type: none"> Francophones have readily available access to comparable healthcare information in French 	<ul style="list-style-type: none"> # words translated # evaluations % of bilingual websites and print information % positive feedback from patient surveys (availability and quality of information in French)
Provision of targeted language training for designated bilingual healthcare agencies	<ul style="list-style-type: none"> Needs assessment Service procurement Implementation Evaluation 	<ul style="list-style-type: none"> Francophones have readily available access to comparable healthcare services in French 	<ul style="list-style-type: none"> # course registrations % increase in bilingual capacity % positive feedback from patient surveys (availability and quality of services in French)
Development of centralized coordination unit for healthcare services in French (NEW INITIATIVE)	<ul style="list-style-type: none"> Needs assessment Staff recruitment Development of centralized coordination unit Development of shared standards Implementation Evaluation 	<ul style="list-style-type: none"> Standardized levels of service are available across the province Access to healthcare services in French is supported by a centralized strategic planning process 	<ul style="list-style-type: none"> # of new initiatives implemented % positive feedback from patient surveys (availability and quality of services in French) % positive feedback from partner surveys (access to resources, support provided, etc.)
Provision of direct services for designated bilingual social services agencies	<ul style="list-style-type: none"> Needs assessment Service procurement Implementation Evaluation 	<ul style="list-style-type: none"> Francophones have readily available access to comparable social services and information in French 	<ul style="list-style-type: none"> # words translated % positive feedback from patient surveys (availability and quality of services in French) % positive feedback from partner surveys (access to resources, support provided, etc.)
Provision of targeted language training for designated bilingual social services agencies	<ul style="list-style-type: none"> Needs assessment Service procurement Implementation Evaluation 	<ul style="list-style-type: none"> Francophones have readily available access to comparable social services in French 	<ul style="list-style-type: none"> # course registrations % increase in bilingual capacity % positive feedback from client surveys (availability and quality of services in French)

Strategic Objective Two: Support for the development, planning and delivery of French-language services

Key Result Area: Immigration

Baseline (Current State): Manitoba Immigration currently has 2 bilingual Immigration Officers and was able to process 273 Francophone applications under the Provincial Nominee Program in 2022-23 (out of a total of 7,664 files processed – 3.56 %). Processing standards are generally higher for French-language applications, but the capacity to deal with all the submissions is currently lacking (the pool of non-Invitation To Apply Francophone applications is approximately 1,471 files). Manitoba Immigration participated virtually in Destination Canada Mobility Forum IT and Hospitality editions (March 2023), as well as in the CDEM-led Destination Manitoba events in Abidjan and Douala, and it participated in-person at the 2023 Destination Canada Mobility Forum (Paris/Rabat), where representatives spoke with over 1,300 potential immigrants. The increased funding will allow the department to enhance its promotion and recruitment activities on the one hand (excluding overseas travel costs), and to process more Francophone applications on the other, thereby supporting Manitoba’s ability to attract more French-speaking immigrants.

Provincial Investments: Manitoba will provide the FTEs required to implement the enhanced staffing initiative, as well as contributing towards the salary, benefits and associated operating costs (approximately \$160.0K/year). Manitoba will at least match federal contributions for new promotion/recruitment initiatives (up to \$120.0K/year by Year 5). **TOTAL PROVINCIAL CONTRIBUTION = \$248.0K/year (average)**

Work to be Completed	Action Steps	Expected Long-Term Results	Performance Indicators
Creation of two four-year term Bilingual Immigration Officer positions (NEW INITIATIVE)	<ul style="list-style-type: none"> • Treasury Board approvals • Recruitment • Evaluation 	<ul style="list-style-type: none"> • The vitality of Manitoba’s Francophone community is assured as its demographic weight increases. 	<ul style="list-style-type: none"> # of Francophone files processed per year % of Francophone files processed (against all files processed) % increase of Francophone files processed
Support for promotion and recruitment (NEW INITIATIVE)	<ul style="list-style-type: none"> • Analysis of existing measures • Needs assessment • Initiative development • Implementation • Evaluation 	<ul style="list-style-type: none"> • Manitoba is seen as a destination of choice for Francophone immigrants • The vitality of Manitoba’s Francophone community is assured as its demographic weight increases. 	<ul style="list-style-type: none"> # initiatives implemented (ex. Interactive web portal creation, video production, development of enhanced targeted recruitment materials, etc.) % increase in Francophone expressions of interest received

Strategic Objective Two: Support for the development, planning and delivery of French-language services			
Key Result Area: Justice			
Baseline (Current State): No Justice initiatives were financed under the 2018-23 CMAFLS. Many areas have been making significant efforts to better support access to justice in French, and the department has worked hard to create and maintain designated bilingual positions, especially in the Family Law and Courts Divisions. While Manitoba has long made significant efforts to ensure the constitutional requirements regarding judicial services in French are always met, this is the first time Manitoba will be undertaking specific initiatives related to justice as part of the CMAFLS strategic plan. The target regarding language training registrations may be adjusted once the courses have been developed and the province has a better sense of how many employees could benefit from it. The first-year targets are based on the necessary preparation to establish the training options and projected participation.			
Provincial Investments: Manitoba will at least match the federal contribution. The provincial investment may increase based on assessed needs. TOTAL MINIMUM PROVINCIAL CONTRIBUTION = \$60.0K/year			
Work to be Completed	Action Steps	Expected Long-Term Results	Performance Indicators
Development of targeted language training options (NEW INITIATIVE)	<ul style="list-style-type: none"> • Environmental scan • Needs assessment • Request for proposals • Course development • Promotion • Course delivery • Evaluation 	<ul style="list-style-type: none"> • Manitoba’s Francophones can access readily available and comparable justice services in French 	<ul style="list-style-type: none"> # course registrations per year % positive employee feedback % increase in learners providing FLS % majority of clients are satisfied with services available
Support for enhanced access to justice in French (NEW INITIATIVE)	<ul style="list-style-type: none"> • Needs assessment • Initiative development • Implementation • Evaluation 	<ul style="list-style-type: none"> • The needs of Manitoba’s Francophones are considered in program and service development 	<ul style="list-style-type: none"> # new initiatives developed (creation of a bilingual judicial service hub at the St. Boniface courthouse, development of interactive online resources for Francophone clients, provision of lexicons and other supports for bilingual staff, etc.) % positive client feedback (availability and quality of services in French)

Strategic Objective Two: Support for the development, planning and delivery of French-language services

Key Result Area: Municipal Services

Baseline (Current State): The Department of Municipal Relations has an agreement with the Association des municipalités bilingues du Manitoba (AMBM) to support translation of municipal documents. This cost-shared agreement was established at \$115.0K per year, including \$57.5K/year from the previous CMAFLS. The bilingual municipalities themselves (including the City of Winnipeg) also support translation and services in French. Their investments were leveraged to access \$292.5K/year in federal funds under the previous CMAFLS, which enabled them to translate 1,287,248 words in 2022-23 and provide approximately 60 % of their services in French. The increase in funding for this result area will allow for increased translation (currently, the bilingual municipalities are obliged by statute to provide bilingual versions of their administrative documents; the objective is to increase the amount of general and program information in French); enhanced capacity to offer municipal services in French; normalization of French and enhanced ability to attract Francophone residents and investors.

Provincial/Municipal Investments: Bilingual municipalities currently invest approximately \$300.0K each year to deliver services in French, and the City of Winnipeg invests over \$210.0K annually in its provision of FLS. The Government of Manitoba invests \$57.5K/year and has committed to steadily increase this amount to \$200.0K/year in new targeted investments. Investments by the bilingual municipalities will be used to support the implementation of the Municipal Maturity Model, while the City of Winnipeg will continue its investments to enhance its delivery of services in French. **TOTAL MINIMUM PROVINCIAL/MUNICIPAL CONTRIBUTION = \$567.5/year**

Work to be Completed	Action Steps	Expected Long-Term Results	Performance Indicators
Support for the implementation of the Municipal Maturity Model for bilingual municipalities (excluding Winnipeg)	<ul style="list-style-type: none"> • Needs analysis • Consultations with residents and employees • Development of FLS policies and procedures • Development of training materials (ex., active offer, French-language training) • Evaluation 	<ul style="list-style-type: none"> • Manitobans have readily available, accessible and comparable municipal services in French in all bilingual municipalities 	<ul style="list-style-type: none"> # words translated (AMBM) # of training options developed % of employees registered for French language and active offer training opportunities % of programs and services available in French % of residents satisfied with access to services in French
Ongoing support for municipal services in French for the City of Winnipeg	<ul style="list-style-type: none"> • Needs analysis • Consultation with residents and employees • Prioritization of services required in French 	<ul style="list-style-type: none"> • Manitobans have readily available, accessible and comparable municipal services in French in the City of Winnipeg 	<ul style="list-style-type: none"> # words translated (City of Winnipeg) # of employees registered for language training # of client interactions at 311-St. Boniface

Strategic Objective Two: Support for the development, planning and delivery of French-language services

Key Result Area: Sport, Recreation and Wellness

Baseline (Current State): Under the 2018-23 CMAFLS, \$20.0K of the federal envelope was assigned each year to organizations promoting sports and recreation. This was included under the broader category of health and social services. The funding supported minor initiatives, particularly translation of web materials, as well as contributing towards the development of new activities in French. While access to recreation services in French remains a priority for the Francophone community, there are considerable funding opportunities available for this type of programming that community organizations are already accessing. Manitoba has decided to prioritize coordination initiatives that provide broad support for this sector across the province, and so the federal contributions to recipients previously funded under the CMAFLS under this key result area will be steadily transferred from the old initiatives to the new ones.

Provincial Investments: In 2022-23, the province invested \$65.0K directly to support French-language services in sports and recreation. Additional investments include salary budgets for six designated bilingual positions within Sport Manitoba (a Crown organization) (approximately \$480.0/year). All these positions will support the initiatives to facilitate access and participation in sports in French. **TOTAL PROVINCIAL CONTRIBUTION = \$545.0K/year**

Work to be Completed	Action Steps	Expected Long-Term Results	Performance Indicators
Support for structures that facilitate access and participation in sports at all levels in French (NEW INITIATIVE)	<ul style="list-style-type: none"> • Creation of bilingual grants packages • Development of bilingual coaching training materials • Establishment of strategy to bilingualize the Manitoba Sports Hall of Fame • Implementation of strategy • Impact assessment 	<ul style="list-style-type: none"> • The presence of information and services in French at Sports Manitoba is normalized • There is an increase in the participation of Francophones in sports and recreational activities in French at all levels 	<ul style="list-style-type: none"> % of grants packages translated # of recurrent training sessions translated # of French-language initiatives developed for the Hall of Fame % increase in visits to the Hall of Fame by Francophone groups
Transition of community recipients from CMAFLS funding to other sources of revenue	<ul style="list-style-type: none"> • Needs analysis • Environmental scan • Transition plan development 	<ul style="list-style-type: none"> • Francophones have access to recreation activities that meet their wellness needs 	<ul style="list-style-type: none"> # of activities in French # of participants

Strategic Objective Two: Support for the development, planning and delivery of French-language services

Key Result Area: Tourism

Baseline (Current State): Under the 2018-23 CMAFLS, \$20.0K of the federal envelope was assigned each year to the tourism sector, with ad hoc funding of up to \$25.0K annually for occasional initiatives (mainly translation of tourist resources). This has supported smaller targeted initiatives, enabling the province to meet its objective of developing two new initiatives each year. In 2022, Manitoba published its Provincial Francophone Tourism Strategy, the successful implementation of which requires a concerted approach between government, industry stakeholders and the community.

Provincial Investments: Most provincial investment in Francophone tourism is made by Travel Manitoba. It has five designated bilingual positions providing services in French (approximate investment of \$400.0K/year) and it transfers funds to two community organizations providing tourism services in French for the province (approximate investment of \$480.0K/year). Travel Manitoba has also committed to investing at least \$15.0K/year in additional funds for specific initiatives. **TOTAL MINIMUM PROVINCIAL CONTRIBUTION = \$895.0/year**

Work to be Completed	Action Steps	Expected Long-Term Results	Performance Indicators
Coordination of the Provincial Francophone Tourism Strategy (NEW INITIATIVE)	<ul style="list-style-type: none"> • Creation of tourism coordinator position • Consultations with stakeholders on priorities • Establish work plan • Implement work plan • Evaluation 	<ul style="list-style-type: none"> • Resources and structures are in place to support the implementation of Manitoba’s Francophone tourism strategy • Long-term management of Manitoba’s Francophone tourism experiences and destinations is in place 	<ul style="list-style-type: none"> % of work plan activities implemented # of new partners # of new products or initiatives developed
Support for the promotion and marketing of Francophone tourism (NEW INITIATIVE)	<ul style="list-style-type: none"> • Needs analysis • Creation of communications and marketing plan • Plan implementation • Evaluation 	<ul style="list-style-type: none"> • Manitoba is considered a premiere destination for Francophone tourism 	<ul style="list-style-type: none"> # of new marketing initiatives implemented % increase of impressions and engagements with promotional content % of web materials available in French
Support for the development of new Francophone tourism initiatives	<ul style="list-style-type: none"> • Needs analysis • Consultation with partners • Identification of priorities • Development of initiatives 	<ul style="list-style-type: none"> • New initiatives are developed that support increased Francophone tourism 	<ul style="list-style-type: none"> # of new priorities identified % of priorities supported

Strategic Objective Two: Support for the development, planning and delivery of French-language services			
Key Result Area: Other – Translation and Interpretation			
<p>Baseline (Current State): Under the 2018-23 CMAFLS, \$37.5K of the federal envelope was assigned each year to support various translation initiatives where funds were unavailable under the provincial Translation Services budget. These included translation and interpretation needs for Crown organizations, support for the development of bilingual web projects, and translations for arm’s length health agencies. This funding contributed to Manitoba’s capacity to translate approximately 80 % of its various websites. The province would like to create a new translation envelope to support the development of bilingual web tools and applications offering online government services.</p> <p>NOTE: Additional funds were spent by Manitoba in 2023-24 to support interpretation services following a change in the previous operating model (moving from a team of salaried interpreters to an outsourcing model). Funds were accessed under Year One of the CMAFLS to help cover the extraordinary expenditure. From 2024-25, the new operating model will be fully in place and financed through the Francophone Affairs Secretariat’s regular expenditure and salary budgets.</p>			
<p>Provincial Investments: In 2022-23, the province’s Translation Services branch spent approximately \$2,176.9K on translation and interpretation, including \$1,059.9K for direct costs to freelance contractors and a salary expenditure of \$1,117.0K. Crown organizations spent an additional \$153.0K on translation. Manitoba is putting aside a portion of its current expenditure – a total of approximately \$2,329.9K/year – in a dedicated fund for translating online services and applications. TOTAL PROVINCIAL CONTRIBUTION (translation of online services) = approximately \$80.0K/year. TOTAL PROVINCIAL CONTRIBUTION (50 % of interpretation services in 2023-24) = approximately \$310.0K</p>			
Work to be Completed	Action Steps	Expected Long-Term Results	Performance Indicators
Support of bilingual online services (including web portals and applications)	<ul style="list-style-type: none"> Needs assessment Policy development with IT partners Promotion of policy requirements to public bodies Development of tracking mechanism Implementation Evaluation and reporting 	<ul style="list-style-type: none"> Manitobans have readily available, accessible and comparable online services in French 	<ul style="list-style-type: none"> # of words translated % of online services available in French % of clients using French (based on percentage of the population that is bilingual)
Extraordinary support for interpretation costs (2023-24 only)	<ul style="list-style-type: none"> Request for proposals Procurement of interpretation services Development of interpretation coordination tools Implementation 	<ul style="list-style-type: none"> The Government of Manitoba can provide interpretation services for trials and other judicial audiences, public hearings, the Legislative Assembly, meetings and conferences Manitobans continue to have access to justice, administrative tribunals, the proceedings of the Legislative Assembly and other events in both official languages 	<ul style="list-style-type: none"> # of interpretation assignments completed

Strategic Objective Two: Support for the development, planning and delivery of French-language services

Key Result Area: Other – Government Communications

Baseline (Current State): While Manitoba produces all news releases and corporate advertising campaigns in both official languages and it has four designated bilingual positions, there is a lack of coordination that means the French versions often lag behind the original English-language publication by at least a day. Processes need to be developed and training provided so that all Communications staff are aware of the requirement to provide simultaneous bilingual versions of corporate public information. The creation of two new positions within the Division – one with responsibility to provide in-house translation services and the other responsible for applying a Francophone lens to promotion and advertising campaigns – will help Manitoba reach its goal for simultaneous publication of corporate public information.

Provincial Investments: Manitoba will provide the FTEs required to implement the two initiatives, as well as contributing towards the salary, benefits and associated operating costs for creating a Francophone unit within its Communications and Engagement Division (approximately \$174.5K/year). **TOTAL PROVINCIAL CONTRIBUTION = \$174.5K/year**

Work to be Completed	Action Steps	Expected Long-Term Results	Performance Indicators
Enhanced coordination and promotion of bilingual corporate communications (NEW INITIATIVE)	<ul style="list-style-type: none"> • Position filled • Needs assessment • Development of new procedures • Implementation • Evaluation 	<ul style="list-style-type: none"> • The presence of French in all corporate public communications is normalized 	<ul style="list-style-type: none"> % of simultaneous bilingual communication and engagement activities % positive public feedback
Translation support for corporate communications (NEW INITIATIVE)	<ul style="list-style-type: none"> • Position filled • Training (included on corporate translation memory tools) • Implementation • Evaluation 	<ul style="list-style-type: none"> • The presence of French in all corporate public communication is normalized 	<ul style="list-style-type: none"> # of words translated % of simultaneous bilingual news releases % positive public feedback

Strategic Objective Three: Consultation, communication and promotion

Key Result Area: Consultation

Baseline (Current State): Manitoba has created various mechanisms to facilitate consultation with its French-speaking population. Indeed, the need to ensure an ongoing dialogue between the government and the Francophone community is a key principle of the Francophone Community Enhancement and Support Act. Regular meetings and consultation exercises are being normalized across public bodies to such an extent that this sector no longer requires federal investment. Manitoba has developed a bilingual online engagement tool that allows Manitobans to present their opinions on a wide variety of general and specific subjects. Government departments now use Engage/Participation MB for most of their public consultations. A number of public bodies have included in-person consultation activities with Francophone stakeholders as an essential element of their multi-year strategic FLS plans, with commitments to meet at least once a year to discuss the needs and priorities of French-speaking clients. The plans also set out the requirement to ensure French-language supports are available at organized public engagement sessions. Others have actions steps in their plans related to exploring new partnerships with community organizations. Finally, the Francophone Affairs Advisory Council is a forum where senior executives from the province and community representatives can meet to talk about issues related to the enhancement and development of the community.

On top of general consultations activities, Manitoba will also consult with Francophones to determine whether the government’s services in French are meeting needs and expectations. The Francophone Affairs Secretariat is establishing focus groups and targeted surveys related to FLS to support this objective.

NOTE: Financial information is not included in this section given that the work to be completed is now a regular part of Manitoba’s operations. This table sets out the actions and expectations associated with consultation activities to allow Manitoba and the federal government to track progress and to make sure objectives continue to be met.

Work to be Completed	Action Steps	Expected Long-Term Results	Performance Indicators
General consultation through online Engage/Participation MB	<ul style="list-style-type: none"> • Policies on bilingual engagement developed • Implementation • Tracking • Evaluation 	<ul style="list-style-type: none"> • The perspective of the Francophone community is fully considered in service development • The Francophone community plays a full and equal engagement role in Manitoba 	<ul style="list-style-type: none"> % of simultaneous bilingual surveys % of French responses % of positive feedback on engagement opportunities
Targeted consultation with community stakeholders	<ul style="list-style-type: none"> • Policies on consultation developed • Implementation • Tracking • Evaluation 	<ul style="list-style-type: none"> • The perspective of the Francophone community is fully considered in service development 	<ul style="list-style-type: none"> # of stakeholder consultation sessions # of public consultations specifically for Francophones
Consultation through the Francophone Affairs Advisory Council (FAAC)	<ul style="list-style-type: none"> • Meetings organized • Discussion subjects developed • Structure for providing recommendations implemented • Evaluation 	<ul style="list-style-type: none"> • FAAC plays an essential role as a privileged forum for discussing the needs and priorities of the Francophone community 	<ul style="list-style-type: none"> # of meetings # of recommendations % of positive feedback (awareness of issues, relevance of documentation, satisfaction with role played, etc.)
Consultation regarding the availability and quality of services in French	<ul style="list-style-type: none"> • Focus groups created • Survey developed • Implementation • Evaluation 	<ul style="list-style-type: none"> • Francophones have readily available and easily accessible quality services in French that meet their needs 	<ul style="list-style-type: none"> # of meetings # of targeted surveys # of recommendations % of positive feedback (availability, pertinence and quality of FLS)

Strategic Objective Three: Consultation, communication and promotion

Key Result Area: Communication and Promotion

Baseline (Current State): While Manitoba continues to make significant efforts to promote the Active Offer of services among government employees, there is still work to do when it comes to encouraging French-speakers to make use of those services. There are many reasons why Francophones do not ask for services in French, including the presumption it will take longer to be served, the fear of being seen as ‘making a fuss’, linguistic insecurity, and lack of awareness. Working in collaboration with community organizations, the provincial government will develop new initiatives aimed at promoting the active participation of services in French (the active offer by the government + the active demand by the client = active participation). Manitoba also wants to explore ways to promote the participation of more Francophones in sectors where the use of English has traditionally dominated. Under the 2018-23 CMAFLS, funds were transferred to the 233-ALLO information service, which received 3,980 requests for information in 2022-23. Federal contributions will be phased out over the course of the 2023-28 CMAFLS.

Provincial Investments: Manitoba currently transfers \$72.5K annually to support the operation of the 233-ALLO information services. This contribution will continue over the course of the 2023-28 agreement. Manitoba will also invest a steadily increasing sum towards promotion and communication initiatives, up to \$20.K annually from Year Two. **TOTAL PROVINCIAL CONTRIBUTION = \$97.5K/year**

Work to be Completed	Action Steps	Expected Long-Term Results	Performance Indicators
Development of opportunities supporting Francophone participation (NEW INITIATIVE)	<ul style="list-style-type: none"> • Grant program development • Request for proposals • Opportunities identified • Implementation • Evaluation 	<ul style="list-style-type: none"> • The use of French is normalized across all sectors of activity 	<ul style="list-style-type: none"> # of proposals received % of positive feedback (impact of proposal, perceived increase in Francophone participation, etc.)
Collaboration to promote the use of services in French	<ul style="list-style-type: none"> • Environmental scan • Choice of potential activities • Partnerships developed • Implementation • Evaluation 	<ul style="list-style-type: none"> • The use of French for government services is normalized 	<ul style="list-style-type: none"> # of activities # of new partnerships % of positive feedback (participant satisfaction, impact and relevance, etc.)
Transition of 233-ALLO from CMAFLS funding to other sources of revenue	<ul style="list-style-type: none"> • Needs analysis • Environmental scan • Transition plan development • Implementation 	<ul style="list-style-type: none"> • 233-ALLO continues to function as an essential information service in and for the Francophone community 	<ul style="list-style-type: none"> # of requests for information

Schedule C

	PLANNED INVESTMENTS (in dollars)											
	2023-24		2024-25		2025-26		2026-27		2027-28		FIVE-YEAR TOTAL	
	Fed.	Prov.	Fed.	Prov.	Fed.	Prov.	Fed.	Prov.	Fed.	Prov.	Fed.	Prov.
STRATEGIC OBJECTIVE ONE	170,000	175,000	155,000	285,000	140,000	285,000	140,000	285,000	155,000	285,000	760,000	1,315,000
STRATEGIC OBJECTIVE TWO	1,724,204	4,024,200	1,742,829	4,020,700	1,772,329	3,999,950	1,785,454	3,958,700	1,801,704	3,811,200	8,826,520	19,814,750
STRATEGIC OBJECTIVE THREE	82,500	82,500	78,875	97,500	64,375	97,500	51,250	97,500	20,000	97,500	297,000	472,500