

Strategic Plan **for the Development of** **French Language Services in** **Ontario's Justice Sector**



**Prepared by the Office of the Coordinator of French Language
Services for the Justice Sector**

2006

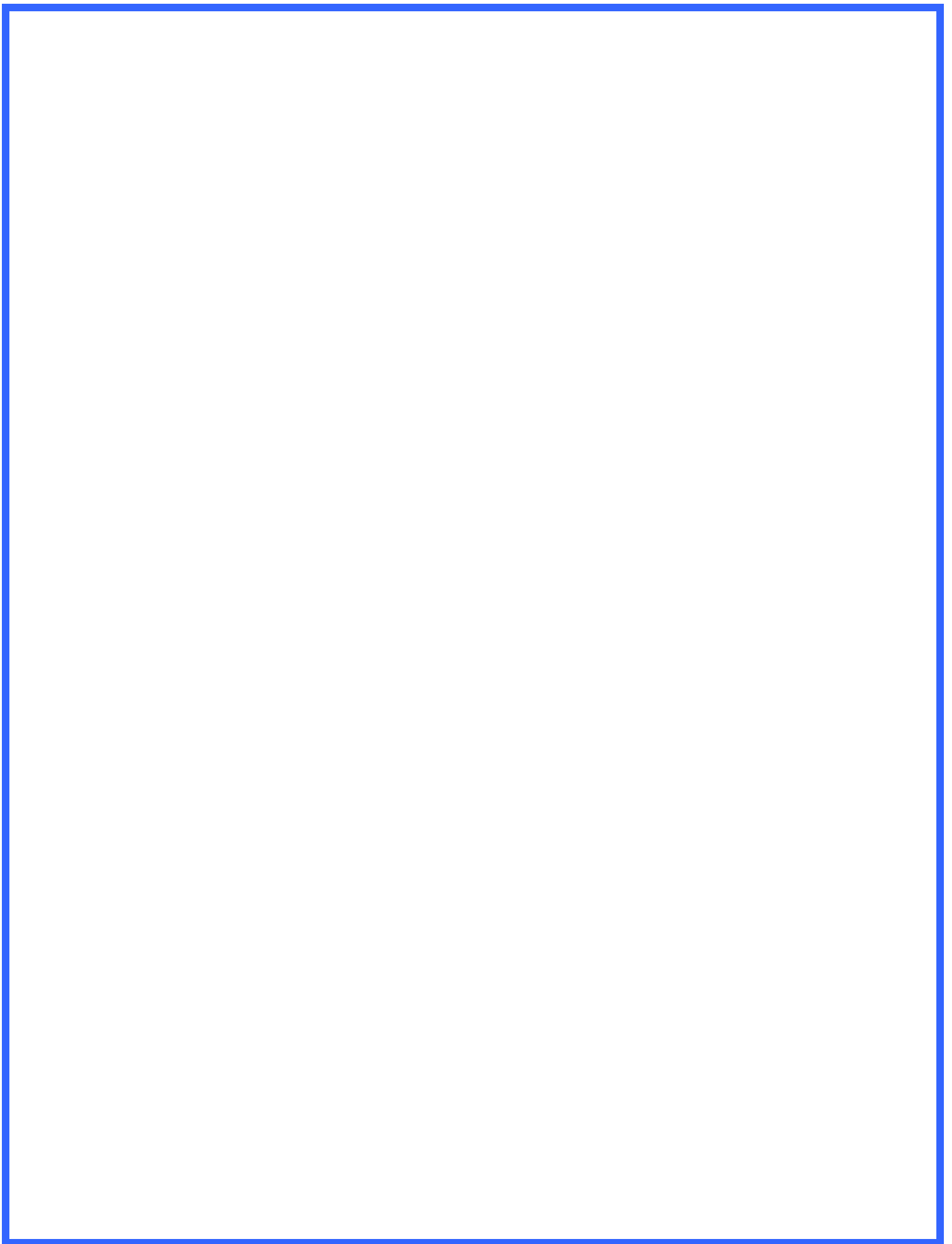


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Message from the Deputy Ministers

We are very proud of the work done by divisions in both the Ministry of the Attorney General and the Ministry of Community Safety and Correctional Services in the provision of French language services to the Ontario public. The Justice Sector has made tremendous strides the past few years in the development and delivery of quality French language services bringing together partners involved in the justice system.

The Strategic Plan for the Development of French Language Services in the Justice Sector has been a joint exercise between the major Justice francophone stakeholders of Ontario, the Research Chair in Canadian Francophonie and Public Policies from the University of Ottawa and staff from the Justice Sector. It reflects the high level of commitment by all to meet the spirit and letter of legislation encompassed in the *French Language Services Act*, as well as the *Courts of Justice Act* and to ensure access to justice to the francophone community.

As the Secretary of Cabinet, Tony Dean states in the *2006 Framework for Action Report on A Modern OPS*:

“High-quality modern public services also include an active offer and delivery of French language services to Ontario's Francophone citizens.

The OPS is effective at fulfilling its responsibility under the *French Language Services Act* when Francophone members of the public are informed about available services in French, have access to these services and are satisfied with the quality of these services.”

Just as important as its development is the implementation of the Strategic Plan and the subsequent operational plans of key divisions and branches. This will ensure the work done to date will result in tangible, measurable results that will continue to improve French language services for the next 5 years. Like every working document, this Strategic Plan will likely evolve through this period as the various divisions and community work together.

We are very pleased with the cooperation of all parties in the development of the Strategic Plan and we offer our full support in meeting its goals and objectives.

Regards,



Murray Segal
Deputy Attorney General



Deborah Newman
Deputy Minister of Community
Safety and Correctional Services

Message from the Coordinator of French Language Services for the Justice Sector

It gives me great pleasure to present this strategic plan for the development of French language services (FLS) in Ontario's justice sector.

For a number of years, provincial legislation has not only given Francophones access to justice services in French in designated areas of the province, it has also made French an official language of the courts of the Ministry of the Attorney General.

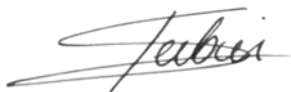
The Office of the Coordinator of French Language Services (OCFLS) for the ministries of the Attorney General and Community Safety and Correctional Services ensures that these obligations are respected by providing policy, management and program advice regarding the delivery of French language services in order to better serve the Francophone population. Under OCFLS leadership, the justice sector has become one of the most dynamic sectors in French language services. There have been many projects and achievements over the last few years across the ministries' various divisions, thanks to the creation of community-government partnerships that have generated an atmosphere of mutual trust that is conducive to the development of a cohesive vision of FLS.

Through our partnership with representatives of the community, the federal government and the University of Ottawa, we have found that, in order to achieve this objective, we must improve, expand and modernize FLS in the justice sector.

Ontario is proud to be a leader in public service delivery. In its most recent *Framework for Action*, the Ontario Public Service reiterated the importance of delivering high-quality services to all Ontarians and in this way meeting the expectations of the Francophone population.

This strategic plan is an integral part of efforts to modernize the Ontario Public Service. We are confident that this strategy will help not only to promote an active offer of services in the justice sector, which represents over half of the positions in the Public Service, but that it may also serve as a model for other ministries.

All of the elements needed for the improvement of FLS in the justice sector are in place and together, we can ensure that Ontario's Francophones have access to quality justice services in their own language.



Sabine Derbier
Acting Coordinator of French Language Services
Ministry of the Attorney General
Ministry of Community Safety and
Correctional Services

Message from the Advisory Committee

We are happy to present this strategic plan for the development of FLS in Ontario's justice sector. We were pleased to advise the research team that carried out the study *Environmental Scan: French Language Services in Ontario's Justice Sector* in preparation for developing this plan. It was our role to assist the research team in its ongoing work by defining issues, proposing solutions and validating the research as it progressed.

Through this partnership, we were able to combine our efforts and our energies to turn the committee into a true forum for dialogue that went beyond straight consultation. In this way, we helped to nurture the links between Ontario's Francophone community and the government. Moreover, the broad definition of justice adopted in the research elicited input from people from different sectors, namely the community sector represented by a variety of Ontario Francophone groups, the university sector and even the federal government. By taking the lead in promoting this broad definition of justice, the advisory committee had a positive influence on the development of this plan for improving FLS delivery across the province.

The consultation held in Toronto in March 2006 also had a number of positive effects. An expanded network of stakeholders and officials had an opportunity to participate in the validation of the research and the identification of major issues and potential solutions. The people present were able to interact and discuss the problems they encountered within their various constituencies.

We are confident that the relations established in developing this strategy will be maintained for some time to come and will enable us to pursue our work on FLS development in the same spirit of cooperation.

In closing, we are embarking on the next stage with great anticipation and we are happy to learn that the advisory committee will be enlarged in order to improve our ability to continue the work we have started.

Caroline Andrew, University of Ottawa
Marcel Castonguay, Centre de santé communautaire Hamilton/Niagara
Andrée Duchesne, Department of Justice Canada
Michèle Guay, FAFO
Richard Mayer, FAFO
Réjean Nadeau, AFMO
Sonia Ouellet, AJEFO
Ghislaine Sirois, AOcVF
Éric Stephenson, FESFO
David Truax, OPP

Background

In 2003, a stakeholder network suggested that a research project be conducted as the starting point for development of a FLS strategic plan for Ontario's justice sector.

A committee was set up to support the research team. The committee included the following governmental, paragonovernmental and community representatives: Marcel Castonguay, then the FLS Coordinator for Ontario's justice ministries; Sonia Ouellet of the *Association des juristes d'expression française de l'Ontario* (AJEFO); Réjean Nadeau of the *Association française des municipalités de l'Ontario* (AFMO); Ghislaine Sirois, of *Action ontarienne contre la violence faite aux femmes* (AOcVF); Michèle Guay and Richard Mayer of the *Fédération des aînés et des retraités de l'Ontario* (FAFO); Éric Stephenson of the *Fédération de la jeunesse franco-ontarienne* (FESFO); Jeanne-Françoise Mouè of the *Mouvement ontarien des femmes immigrantes francophones* (MOFIF); David Truax of the Ontario Provincial Police; Andrée Duchesne of the Department of Justice Canada; and Caroline Andrew of the University of Ottawa.

The research was conducted by the *Chaire de recherche sur la francophonie et les politiques publiques* [Research Chair in Francophonie and Public Policies] of the University of Ottawa, under the direction of Linda Cardinal, between January and October 2005. The study included an environmental scan, a statistical profile and an inventory of services.

In March 2006, at the Francophone stakeholders meeting, the research data were validated through consultation of an expanded network. It was deemed important to get stakeholders' reactions to the issues and priorities identified in the research and together, to define the principles on which the strategic plan should be based. A report on the consultation results was published in July 2006, and a number of strategic directions emerged from the consultation.

Finally, the directions presented in this strategic plan are aligned with those outlined in *A Modern Ontario Public Service*, announced by Tony Dean in February 2006. This document further states that quality FLS must be provided to Ontario's Francophone population. This FLS strategic development plan for the justice sector thus comes at a moment that is both key and timely.

"High-quality modern public services also include an active offer and delivery of French-language services to Ontario's Francophone citizens.

The OPS is effective at fulfilling its responsibility under the French Language Services Act when Francophone members of the public are informed about available services in French, have access to these services and are satisfied with the quality of these services. This includes electronic service delivery and various partnership arrangements to deliver services to the public." (OPS, 2006: 11).

Mission

The goal of the strategic plan for FLS development in the justice sector is to:

- Inform and educate the Francophone population about its FLS rights;
- Improve, expand and modernize access to FLS in Ontario's justice sector;
- Meet the FLS needs of various target groups within the Francophone community;
- Educate managers about FLS and increase the ministries' bilingual capacity;
- Develop new programs;
- Insert or include language provisions in service agreements or contracts with independent service providers;
- Implement a governance structure that incorporates both community participation and intra and inter ministry cooperation;
- Examine the priorities identified in the *Environmental Scan* and define additional research areas.

Vision

The guiding principles proposed by officials and community stakeholders at the consultation form the foundation of the strategic plan. Working from these guidelines, the Ontario government will be able to adjust and develop its services to better serve all of the Francophone population.

High-quality services, equal and universal access

One basis of the strategic plan is the principle that FLS must be high-quality services and that all Francophones must have equal and universal access. Delivery of high-quality FLS requires adequate financial and human resources. The principle of universal access brings with it the objective of reviewing the concept of designated areas, which is contrary to universal access.

“A modern public service keeps pace with the rising expectations of citizens for high-quality, cost-effective public services. It manages across boundaries and operates as one enterprise.” (OPS, 2006: 1).

Active offer

Another underlying principle of the strategic plan is an active offer of services. Demand must be stimulated, using oral communication and written materials in designated places in order to promote FLS use. Active offer also includes integration of FLS into policy development from the outset.

Inclusion

The strategic plan must also be based on the principle of inclusion, and hence the inclusion of all elements of the social diversity that makes up the Francophone community. It is therefore necessary to integrate FLS from the outset not only into policy development but also into program design.

Accountability

The strategic plan is predicated on the principle of accountability, ensuring that the FLS obligations imposed by a ministry will be evaluated. This will include an accountability mechanism that will be used to define the consequences of a lack of FLS or the delivery of lower quality FLS.

“This initiative signals the determination of the OPS to provide quality assurance in a very public and concrete way. It is one thing for government to monitor its own quality standards. It is quite another for users of government services to monitor the standard.” (OPS, 2006: 10).

Customized models, community-government partnerships

The strategic plan is built on an ongoing analysis of the needs of Ontario’s Francophone community in order to properly define the integrated or parallel service models that will best fit the circumstances. These models will be developed by the government and community groups working in partnership.

“Strategies involving partners, stakeholders and the public have provided new avenues, such as online conferencing and consultation, for meaningful input and engagement.” (OPS, 2006: 5).

Financial parity

One assumption of the strategic plan is the principle of financial parity. In other words, FLS must be of equal quality to services provided in English and hence must receive adequate funding to achieve this goal.

Social justice

The strategic plan favours a broad definition of justice. It defines justice in both legal and social terms.

Cultural change

The *Environmental Scan* showed that a change of culture was imperative. This means first that the existing FLS structure must be further strengthened and in some cases modernized. It is also necessary to develop service and governance models that meet Francophones' needs and that receive equitable funding. The objective of creating a strategy aligned with the concerns of Ontario's Francophones makes it necessary to take action that is more focused on cultural change and to build more sustained community-government partnerships.

"Changes are underway. To make sure that change continues, there must be leadership at all levels of the organization to monitor performance and progress. There must also be cultural change that embeds new approaches into everyday operations and engages every public servant in the effort to build a modern OPS." (OPS, 2006: 6).

Definitions

This document sets out guidelines for FLS development in Ontario's justice sector. It is made up of topics dividing the strategic plan into three broad themes: 1) training and information; 2) needs and services; 3) research. Each of these topics is made up of strategic directions. These strategic directions present, in a more precise and concrete fashion, various potential solutions, the divisions involved or the groups targeted. Finally, the performance indicators propose solutions to problems identified in the strategic directions.

Clientes

The strategic plan is based on a concept of social justice, which considerably broadens the scope of the services involved. Therefore, the divisions of the justice sector ministries will have to produce operational plans. All additional ministries and agencies that are involved in delivering justice services will also have to respond to the recommendations and issues raised in the *Environmental Scan* and the strategic plan.

Ministry of the Attorney General

- Court Services Division
- Criminal Law Division
- Legal Aid Ontario
- Ontario Victim Services Secretariat
- Family Law Division
- Office of the Public Guardian and Trustee
- Office of the Children's Lawyer

Ministry of Community Safety and Correctional Services

- Ontario Provincial Police
- Emergency Management Ontario
- Coroner's Office
- Fire Marshal
- Correctional services
- Probation and parole offices

Ministry of Children and Youth Services

- Child Protection (Children's Aid Societies)
- Youth Justice Services

Ministry of Community and Social Services

- Violence Against Women Program (The Ministry's Violence Against Women program is part of a coordinated network of services, which is delivered through 13 government ministries and coordinated by the Ontario Women's Directorate.)
- Aboriginal Healing and Wellness Strategy

Ministry of Health and Long-Term Care

- Addictions Program
- Emergency Services

Administrative tribunals*

- Ontario Civilian Commission on Police Services
- Ontario Police Arbitration Commission
- Fire Safety Commission
- Justices of the Peace Remuneration Commission
- Provincial Judges Remuneration Commission
- Provincial Judges Pension Board
- Assessment Review Board
- Ontario Municipal Board

* See also Appendix 1, which contains a list of all of Ontario's administrative tribunals.

- Criminal Injuries Compensation Board
- Ontario Human Rights Commission
- Ontario Parole and Earned Release Board
- Police Services Boards
- Human Rights Tribunal of Ontario

Training and Information

The training and information topic is of the utmost importance for FLS development in the justice sector.

The training component targets employees of the ministries, agencies and divisions in the justice sector. Its aim is to make FLS less alarming for officials and provide them with training so that they will be better able to provide high-quality services in French to Ontario's Francophone population. To help them, they will have at their disposal strategies and tools to be developed or improved by the Ontario government.

The initial thrust of this component will help to increase FLS availability and bilingual capacity within ministries through an internal strategy designed to enhance understanding of FLS obligations, an effective strategy for recruiting bilingual staff and a training and development strategy for OPS employees as well as staff of agencies subject to the *French Language Services Act*.

The information component is designed to inform Ontario's French-speaking residents of the services available in French from ministries and of their right to receive FLS by means of a communications plan. Another goal of the plan will be to demystify the concept of justice as well as the justice system for the Francophone population as well as stakeholders and officials.

As part of this component, we plan to develop a strategy to inform Francophone communities of their right to receive FLS from the programs and services delivered by the justice sector.

Increase bilingual capacity within ministries

Strategic Directions	Performance Indicators
<ul style="list-style-type: none"> Develop and implement an internal information strategy designed to enhance understanding of FLS obligations 	<ul style="list-style-type: none"> Strategy designed to educate provincial government officials and increase their awareness developed and accepted (check whether accepted by both ADMs or by the senior management committees of both ministries)
<ul style="list-style-type: none"> Develop and implement an effective strategy for the recruitment of bilingual program staff 	<ul style="list-style-type: none"> Key/strategic positions are identified in all programs Recruitment plan developed and implemented Guidelines for recruitment for designated positions and language evaluations are followed in 75% of cases
<ul style="list-style-type: none"> Develop and implement a training and development strategy for OPS employees subject to the <i>French Language Services Act</i> 	<ul style="list-style-type: none"> Program for senior managers and staff developed <ul style="list-style-type: none"> 50% of senior managers have taken the training in the next 3 years 50% of staff in designated bilingual positions have taken the training in the next 3 years 400 learners per year Language training needs added to performance plans of staff in designated positions Work tools developed and implemented strategically (2 per year) Specialized training developed and implemented for <ul style="list-style-type: none"> Ontario Provincial Police Detention centres, etc. Assist in developing specialized training/tools for agencies such as Legal Aid Ontario

Inform population of FLS rights

Strategic Directions

- Develop a strategy designed to:
 - Inform Francophone communities of their right to receive FLS from programs and services delivered by justice sector ministries
 - Demystify the justice system

Performance Indicators

- Partnerships with existing community organizations (AJEFO, AFMO, AOcVF, FAFO, FESFO, MOFIF, Law Society of Upper Canada, school boards) developed and implemented
- Partnerships with ministry divisions developed and implemented
 - Emergency Management Ontario
 - Legal Aid Ontario
 - Court Services Division
 - Ontario Victim Services Secretariat, etc.
- Tools for actively promoting FLS developed (posters, brochures and educational materials for a publicity campaign)
- Internet Site
 - Updated regularly
 - Tailored to needs of Francophones
- Actions taken by government and Francophone community groups to inform the Francophone population of available FLS (sharing of power, knowledge and resources)

Needs and Services

The needs and services topic takes into consideration the issues and priorities identified in the *Environmental Scan* and validated by stakeholders and division staff during the consultation process. Major gaps were identified and five groups were targeted: women, men, immigrants and/or ethno-cultural minorities, youth and seniors. The needs of these groups are quite compatible although they are sometimes very different. The consultation process allowed us to identify the specific needs of each of these groups as well as gaps in existing programs.

In order to meet the needs of all of Ontario's Francophone population, in all its diversity, the strategic plan proposes to enhance access to existing services in both justice sector ministries; to enhance access to FLS in other ministries and agencies delivering justice services; and to modernize institutions.

Enhance access to existing services

Strategic Directions

Performance Indicators

I) Accountability

- Develop a mechanism to ensure FLS accountability in government dealings with agencies

- FLS accountability mechanism approved and implemented
- Language provisions added to service agreements or contracts
- Evaluation process developed and implemented

- Conduct a systematic qualitative evaluation of FLS in ministry operational divisions

- FLS study carried out and needs/gaps identified
- Solutions developed and implemented to meet community expectations in different areas
 - Court Services Division
 - Criminal Law Division
 - Ontario Victim Services Secretariat
 - Family Law Division (Office of the Children's Lawyer, Office of the Public Guardian and Trustee)
 - Legal Aid Ontario
 - Community Safety (Ontario Provincial Police, Emergency Management Ontario, Office of the Chief Coroner, Office of the Fire Marshall)
 - Correctional Services (Probation and Parole Offices, Adult Institution Services)

II) Identified sectors and under-serviced areas

Ontario Provincial Police: Develop a strategy for active offer of enhanced FLS in front-line services	Priorities identified for 2006 to 2008
	Language training and professional development strategy implemented <ul style="list-style-type: none"> • Number of officers receiving specialized training • Number of new tools available • French language cultural component developed and implemented at OPP Academy and Ontario Police College
	Recruitment strategy implemented <ul style="list-style-type: none"> • Staffing levels defined in all regions • Key positions filled with bilingual staff • Linguistic capabilities verified and reported for new recruits • Number of French-language recruiting materials developed • Number of bilingual staff hired and assigned to designated areas
	Communication services improvement strategy implemented <ul style="list-style-type: none"> • Number of areas where services improved • Staffing levels in all Communications Centres identified and communicated to staff • Number of Communications Centres and general inquiry lines with bilingual capacity • Smaller number of complaints regarding FLS delivery by Communications Centres • Number of policing contracts with FLS levels defined
	Community partnerships established <ul style="list-style-type: none"> • List of outreach activities developed with community • Number of outreach activities conducted with community • Number of joint projects with stakeholders • Number of FL crime prevention activities undertaken • Number of FL public awareness campaigns undertaken
	Highway safety strategy <ul style="list-style-type: none"> • Internal strategy for enhancing the availability of bilingual services on the 401 and 400 corridors developed and implemented
All members assigned to Highway Safety are informed of the requirements of the <i>French Language Services Act</i>	

- **Detention Centres:** Develop a strategy for providing Francophone clients with enhanced FLS and programs

- FLS study carried out and needs/gaps identified
- Solutions developed and implemented in response to gaps
- Internal strategy designed to enhance FLS in institutions developed and implemented
 - Language training component for officers implemented
 - Recruitment plan implemented
- Strategy designed to improve programs for Francophone clients
 - Review of correctional institutions where all services would be available
 - Number of Francophone offenders identified in system
 - Number of special programs created for Francophone offenders (male and female)

- **Legal Aid Ontario:** Broaden access to LAO legal services in community and specialty clinics

- Strategy for improving FLS access in community and specialty clinics developed and implemented
- Solutions developed for dealing with absence of FLS in clinics with no bilingual capacity
 - Training component implemented
 - Staff deployment and recruitment plan developed and implemented
- Solutions developed for dealing with lack of specialty clinics in the Francophone community
 - For women (family law)
 - For seniors
- Action taken to enable CLEO to serve Ontario's Francophones and inform them of available services
- Work tools developed
- Strategy developed for increasing the number of French-speaking lawyers in clinics
- Strategy developed for increasing the number of French-speaking lawyers who accept certificates
- Review base rate
(Indicators to be defined with division)

- **Courts:** Develop an internal strategy for enhancing FL justice services

- Strategy designed to improve access to FLS in courts developed and implemented
 - Systematic qualitative evaluation of FLS conducted and needs/gaps identified
 - Solutions developed and implemented in response to gaps
- Internal strategy designed to enhance courts' capacity to deliver service developed and implemented
 - Staff language training component



- implemented
- Staff deployment and recruitment plan developed and implemented (Central East, Central West, Southwest, Toronto, Newmarket, Niagara-Welland, London-Windsor, Barrie)
- Improvements to rules and procedures
- Communication strategy
 - Number of brochures developed
- Strategy developed for increasing the number of judges able to hear cases in French
 - Review of judge and justice of the peace staffing levels conducted
 - Number of actions taken to persuade the federal government to appoint more French-speaking judges
- Strategy developed for translating regulations (Indicators to be defined with division)

- **Emergency Management Ontario:** Develop a strategy for active offer of enhanced FLS in front-line services

- Recruitment strategy implemented
 - Staffing levels defined for regions
 - Person responsible for FLS in each front-line emergency team
 - Number of bilingual staff hired and assigned to designated areas
 - Number of public awareness campaigns on programs and services conducted in French
 - Plan for communicating in French in emergencies
 - Partnerships with municipalities
 - Number of municipalities involved with EMO
- (Indicators to be defined with division)

Enhance access to FLS in Ontario Public Service

Strategic Directions	Performance Indicators
<ul style="list-style-type: none"> Develop a strategy for working with other ministries on meeting objectives identified 	<ul style="list-style-type: none"> Strategy for enhancing cooperation with other ministries put in place Meetings to discuss needs and objectives identified by community
<ul style="list-style-type: none"> Needs raised with the Office of Francophone Affairs 	<ul style="list-style-type: none"> Simplify the designation process and recognize the need to harmonize the areas designated under the <i>French Language Services Act</i> and the <i>Courts of Justice Act</i> Review the OFA complaints system Leadership of boards of directors of designated groups should be taken by a French-speaking person Ensure availability of services in designated agencies Appoint more bilingual officers to administrative tribunals Improve FLS in administrative tribunals Strategy for improving FLS access in OPS shared with OFA
<ul style="list-style-type: none"> Needs raised with ministries of Children and Youth Services and Community and Social Services 	<ul style="list-style-type: none"> Children's Aid Societies Number of providers able to deliver FLS More Francophone shelters and foster and group homes Young offender social reintegration program Youth Outreach Worker Program
<ul style="list-style-type: none"> Needs raised with Ministry of Health and Long-Term Care 	<ul style="list-style-type: none"> Ambulance services
<ul style="list-style-type: none"> Needs raised with municipalities 	<ul style="list-style-type: none"> Encourage municipalities to develop FLS education tools

Modernization of institutions

Strategic Directions

Performance Indicators

I) Integration and customized models

- Develop a strategy for integration of FLS in new program planning

- Integration of FLS in new program planning

- Develop a strategy for creating innovative models, i.e. FLS models tailored to Francophone needs

- FLS models tailored to Francophone needs identified and developed
 - Number of one-stop shopping points, multi-service centres, mobile teams and Francophone agencies providing services
- Shared service best practices

II) Target groups

- Develop a strategy for developing programs and services for **youth**

- Strategy for educating youth about their FLS rights developed and implemented
 - Partnerships developed between the *Réseau ontarien d'éducation juridique* and community organizations
 - Actions taken to have language rights included in secondary school civics courses
- Strategies for developing programs and services
 - Number of restorative justice programs set up in all areas
 - Number of bullying awareness programs
 - Number of programs developed in cooperation with stakeholders
- Mechanisms implemented for informing officials of the availability of FLS for target populations including youth
- Creation of Francophone foster and group homes

- Develop a strategy for developing programs and services for **women**

- Increased access to FLS in the area of domestic violence
 - Number of *SupportLink* programs available in French
 - New addictions programs and services developed
 - Mechanisms implemented for informing officials of the availability of FLS for target populations including women

Strategic Directions

Performance Indicators

- Develop a strategy for creating programs and services for **seniors**

- Strategy for educating seniors about their FLS rights developed and implemented
 - Number of presentations made to seniors to inform them of their rights
 - Number of legal education documents developed (real estate law, retirement cheques)
- Mechanisms implemented for informing officials of the availability of FLS for target populations including seniors
- Training of police officers and providers about elder abuse
 - Number of officers receiving specialized training
- Public awareness tools developed, e.g. adaptation of SOSV play, an abuse awareness project, finalized

- Develop a strategy for creating programs and services for **men**

- Develop a public awareness program for men
- Creation of programs in French
 - For male victims of sexual assault
 - For male batterers

- Develop a strategy for creating programs and services for **immigrants and/or ethno-cultural minorities**

- Inform immigrants of the possibility of living in French and the availability of FLS in Ontario
- Make information on FLS and FL schools available in embassies
- Improve settlement services for immigrants and hire visible minority staff in justice sector services
- Creation of Francophone foster and group homes

Strategic Directions

Performance Indicators

III) Governance

- Implementation of a strategy for developing community participation in program decision making

- Strategy for integrating community groups participation in public policy development created and implemented

- Implementation of strategic plan governance structure

- Enlarged advisory committee that reflects both the community and government
- Regional working groups set up
- Multi-year operating plans developed
- Organization of forums with ministers and deputy ministers in order to evaluate progress on strategic plan (annually at the provincial level)
- Evaluation of shared governance

Research

The third topic involves research. A number of research priorities were identified in the *Environmental Scan*. The strategic plan proposes to pursue this avenue and identify additional research areas that will make it possible to further develop FLS access in Ontario's justice sector at both the community and government levels.

Four strategic directions were identified. First, we need to learn more about the mechanisms of supply and demand as well about ways of making FLS demand more effective. Second, the report suggests that we assess the status of FLS provided by community-based services. A third research avenue is an examination of Francophones' perception of what constitutes a high-quality service. Fourth, it suggests that training needs of community agencies staff be investigated in order to identify potential areas for development of parallel services. Fifth and last, it proposes that we invest in a study of community needs so that officials may be informed of those needs.

Examine the research priorities identified in the *Environmental Scan* and define further research areas

Strategic Directions	Performance Indicators
<ul style="list-style-type: none"> Further examine the mechanisms of supply and demand as well as methods of making FLS demand more effective 	<ul style="list-style-type: none"> Identify factors that encourage or discourage Francophones from requesting FLS Target, study and test various supply and demand mechanisms Determine whether behaviours are the same for all groups in order to meet the needs of the Francophone population in all its diversity
<ul style="list-style-type: none"> Assess status of FLS provided by community-based services 	<ul style="list-style-type: none"> Benchmark the quality of FLS provided by designated and non-designated groups Identify the advantages and disadvantages for a community agency of being designated to provide FLS Determine whether designated agencies actually deliver quality FLS and propose an accountability mechanism for agencies that do not comply with requirements
<ul style="list-style-type: none"> Study Francophones' perception of what constitutes a high-quality service 	<ul style="list-style-type: none"> Conduct a survey of officials, providers and clients with a view to improving FLS quality and identifying required reforms
<ul style="list-style-type: none"> Examine the training needs of community agencies staff to determine whether it is possible to develop FLS managed by and for Francophones 	<ul style="list-style-type: none"> Recruitment and training strategy for bilingual providers developed Strategy identifying potential funding sources for specialized training for Francophone staff (possible budget envelopes) Determine under what circumstances government or community-based services should be managed by and for Francophones
<ul style="list-style-type: none"> Invest in a study of community needs so that officials may be informed of those needs 	<ul style="list-style-type: none"> Study Francophone community needs by group and region Set up regional forums made up of community representatives and senior government officials in order to create an on-going dialogue and propose ways of dealing with problems identified at these meetings

Appendix 1

These administrative tribunals are managed by different ministries but all are subject to the *French Language Services Act*.

Administrative tribunals*

- Environmental Commissioner of Ontario
- Information and Privacy Commissioner/Ontario
- Integrity Commissioner for the Province of Ontario
- Health Professions Appeal and Review Board
- Health Services Appeal and Review Board
- **Ontario Police Arbitration Commission**
- Ontario Farm Products Marketing Commission
- Ontario Film Review Board
- Lake of the Woods Control Board
- Civil Service Commission
- Workplace Safety and Insurance Board
- **Fire Safety Commission**
- Pay Equity Commission of Ontario (Pay Equity Office)
- Pay Equity Commission of Ontario (Pay Equity Hearings Tribunal)
- Niagara Escarpment Commission
- Board of Negotiation (Environment)
- Board of Negotiation (Expropriated Property)
- Ottawa River Regulation Planning Board
- Healing Arts Radiation Protection Commission
- Normal Farm Practices Protection Board
- Livestock Financial Protection Board
- Grain Financial Protection Board
- **Justices of the Peace Remuneration Commission**
- **Provincial Judges Remuneration Commission**
- **Provincial Judges Pension Board**
- Advertising Review Board
- Social Assistance Review Board
- **Assessment Review Board**
- Rent Review Hearings Board
- Custody Review Board
- Child and Family Services Review Board
- Selection Board (Ontario Graduate Scholarship Program)
- Ontario Northland Transportation Commission
- **Ontario Municipal Board**
- Alcohol and Gaming Commission of Ontario
- Conservation Review Board
- Ontario Racing Commission
- Public Service Grievance Board
- Languages of Instruction Commission of Ontario
- St. Clair Parks Commission
- Niagara Parks Commission

* Commissions in bold report through justice sector ministries.

- **Ontario Civilian Commission on Police Services**
- Soldiers' Aid Commission
- Ontario Energy Board
- Grievance Settlement Board
- Ontario Geographic Names Board
- St. Lawrence Parks Commission
- Ontario Labour Relations Board
- Education Relations Commission
- Financial Services Commission of Ontario
- **Police Services Boards¹**
- Ontario Highway Transport Board
- Ontario Securities Commission
- Animal Care Review Board
- Postsecondary Education Quality Assessment Board
- Building Materials Evaluation Commission
- Crown Timber Board of Examiners
- Consent and Capacity Board
- Ontario Food Terminal Board
- Fish and Wildlife Heritage Commission
- Niagara Falls Bridge Commission
- Ontario Municipal Employees Retirement Board
- Ontario Public Service Pension Board (Ontario Pension Board)
- **Ontario Human Rights Commission (Board of Inquiry)**
- **Ontario Parole and Earned Release Board**
- Ontario Review Board
- Licence Appeal Tribunal
- Financial Services Tribunal
- Social Benefits Tribunal
- Ontario Special Education Tribunal (English)
- Ontario Special Education Tribunal (French)
- Environmental Review Tribunal
- **Human Rights Tribunal of Ontario**
- Ontario Rental Housing Tribunal
- **Criminal Injuries Compensation Board**
- Building Code Commission
- Agriculture, Food and Rural Affairs Appeal Tribunal
- Workplace Safety and Insurance Appeals Tribunal

¹ We catalogued 158 police services boards, which are divided by city, town, township or county (see appendix 13 of the inventory).