



**UNLOCKING MUNICIPAL
POTENTIAL:
THE MUNICIPAL MATURITY
MODEL (3M)**

2026 MANITOBA PLANNING CONFERENCE

May 7th, 2026, Winnipeg



AGENDA

- AMBM Group Overview
- Overview of Manitoba's Bilingual Municipalities
- Municipal Maturity Model (3M) Regulatory Framework
- Intergovernmental Collaboration & Partnerships
- Future Directions & Strategic Outlook

AMBM GROUP OVERVIEW

- **Association of Manitoba Bilingual Municipalities (AMBM):** Serves as the political voice and representative body of bilingual municipal leadership in Manitoba
- **Economic Development Council for Manitoba Bilingual Municipalities (CDEM):** A wholly owned AMBM subsidiary dedicated to advancing economic development and growth
- **Eco-West Canada (EWC):** An AMBM subsidiary focused on climate change adaptation and sustainable community resilience
- **AMBM Group's Impact (2024-2025):** \$496 million



OVERVIEW OF MANITOBA'S BILINGUAL MUNICIPALITIES

- **16 bilingual municipalities, including the City of Winnipeg**
 - Encompasses 60% of Manitoba's population and nearly 80% of individuals proficient in both official languages
- **Unprecedented demographic growth**
 - Between 2016 and 2021: 8% growth compared to 5% provincially
- **Economic development**
 - \$2.8 billion projected for 2024, reflecting a 12% increase from 2023
- **Commitment to official languages**
 - \$1 million annually



OVERVIEW OF MANITOBA'S BILINGUAL MUNICIPALITIES

- Bilingual municipalities in Manitoba are governed by the *Municipal Act*, which outlines their responsibilities regarding official languages in section 147.1(1):

Meaning of “French-language services by-law”

147.1(1) In this section, a “French-language services by-law” means a by-law under which a municipality undertakes to ensure some or all of the following:

- a) that residents will be able to communicate with the municipality in the French language;
- b) that by-laws, minutes, agendas, public notices and other information and materials prepared by the municipality will be prepared and published in English and French;
- c) that the position of one or more municipal employees be designated as bilingual



MUNICIPAL MATURITY MODEL (3M) REGULATORY FRAMEWORK

- Article 147.1 of the *Municipal Act* provided a solid foundation for modernizing the regulatory framework concerning municipal bilingual services:
 - Introduction of the Municipal Maturity Model (3M)
 - 20 indicators covering 3 sectors of activity
 - Official recognition of the updated 3M regulatory framework by the provincial government in spring 2024
 - Adoption by all bilingual rural municipalities in Manitoba
 - 60% of Manitoba's bilingual municipalities have implemented an action plan aligned with the 3M.

MUNICIPAL MATURITY MODEL (3M) **REGULATORY FRAMEWORK**

- Cohort-based deployment to promote a phased, structured, and flexible approach
- Two guiding principles:
 - Municipality at the core of the planning process
 - Respect for municipal autonomy
 - Not a “French language enforcement authority”
- An additional lever for funding to support community development



INTERGOVERNMENTAL COLLABORATION & PARTNERSHIPS

- The 3M has completed the continuum of government services regarding official languages.
- Municipal leadership recognizes the added value that both official languages bring to their communities.
- The 3M supports the provincial government's initiatives related to *The Francophone Community Enhancement and Support Act* and its commitment to building a truly bilingual Manitoba
- This is a criterion within the Manitoba GRO funding program.



RESULTS RELATED TO THE MUNICIPAL MATURITY MODEL (3M)

- **Municipal Engagement Team**
 - Collaborating with municipal administration to gradually implement the 3M framework
- **Bilingual Municipal Signage Program (BMSP)**
 - \$400,000 annually allocated
 - Objective: 75 signs installed per year
 - Preliminary results (2025-2026): 786 signs



FUTURE DIRECTIONS & STRATEGIC OUTLOOK

- Proposed pilot program focused on enhancing municipal capacity in Manitoba's bilingual municipalities:
 - **Formula:** Funding sourced from the *Building Strong Communities Fund (BSCF)* – *Community Stream* × *Percentage of the Francophone and bilingual population in the municipality* = *Enhanced Funding Amount*
- Established as a separate fund distinct from the BSCF
- Anchored in the 3M framework and aligned with Part VII of Canada's *Official Languages Act* to facilitate more effective implementation

 **ANY QUESTIONS OR COMMENTS?**



THANK YOU

Justin Johnson
Chief Executive Officer
Association of Manitoba
Bilingual Municipalities (AMBM)

justin@ambm.ca

204 800 1736