BY-LAW NO. 2024-03	RÈGLEMENT N^O 2024-03

BY-LAW NO. 2024-03

By-Law adopting the Municipal Maturity Model for Bilingualism

WHEREAS a vibrant Francophone community has been present in Manitoba since the 18th century;

AND WHEREAS, under the authority of section 23 of the *Manitoba Act*, French and English enjoy equal status in the legislative and judicial spheres in Manitoba;

AND WHEREAS the Rural Municipality of Ste. Anne (hereinafter referred to as "the Municipality") recognizes the role that various linguistic and cultural communities have played in its foundation, growth, and prosperity;

AND WHEREAS the Municipality recognizes the special and essential role that the English and French linguistic communities have played in its founding, growth, and prosperity, and the special and essential role that the English and French linguistic communities will play in its future growth and prosperity;

AND WHEREAS the Municipality has always been concerned with respecting the English and French linguistic communities and their particular linguistic needs, particularly with respect to the delivery of its services and communications, its governance and the integration of English and French in its strategies and priorities, and the engagement and efficient use of its human resources;

AND WHEREAS the Municipality wishes to take greater account of the respect of French and English, and of its commitments to both languages, when delivering services to and communicating with the public;

AND WHEREAS the Municipality always wishes to improve the quality of its service delivery and its communications with the public;

RÈGLEMENT N^O 2024-03

Règlement adoptant le Modèle de maturité municipal en matière de bilinguisme

ATTENDU QU'il existe une communauté francophone dynamique au Manitoba depuis le XVIIIe siècle;

ATTENDU QU'en vertu de l'article 23 de la *Loi de 1870 sur le Manitoba*, le français et l'anglais jouissent d'un statut égal dans les domaines législatif et judiciaire au sein de la province;

ATTENDU QUE la Municipalité rurale de Ste. Anne (ci-après « la Municipalité ») reconnaît le rôle qu'ont joué diverses communautés linguistiques et culturelles dans sa fondation, sa croissance et sa prospérité;

ATTENDU QUE la Municipalité reconnaît le rôle particulier et essentiel qu'ont joué les communautés francophone et anglophone dans sa fondation, sa croissance et sa prospérité, ainsi que le rôle particulier et essentiel des communautés francophone et anglophone dans sa croissance et sa prospérité dans l'avenir;

ATTENDU QUE la Municipalité s'est toujours souciée de respecter les communautés francophone et anglophone et leurs besoins linguistiques particuliers, notamment quant à la prestation de ses services et à ses communications, sa gouvernance et l'intégration du français et de l'anglais dans ses stratégies et priorités, et la mobilisation et l'utilisation efficace de ses ressources humaines;

ATTENDU QUE la Municipalité souhaite toujours mieux tenir compte du respect du français et de l'anglais, et de ses engagements en matière des deux langues, dans sa prestation de services et dans ses communications avec le public;

ATTENDU QUE la Municipalité souhaite toujours rehausser la qualité de sa prestation de services et de ses communications avec le public;

AND WHEREAS the Municipality wishes to embed the provision of services in English and French in its governance and integrate it into its strategies and priorities;

AND WHEREAS the Municipality wishes its leaders to further promote and support English and French as a fundamental value of the Municipality;

AND WHEREAS the Municipality wishes to better reflect the respect of French and English in its bilingualism commitments for an efficient use of human resources and an increased engagement of its employees;

AND WHEREAS the Municipality wishes to better ensure the learning, training and development of its human resources in both French and English;

AND WHEREAS subsection 147.1 (1) of the *Municipal Act* grants council the authority to pass by-laws respecting French-language services;

THEREFORE, the Council of the Rural Municipality of Ste. Anne recognize the Municipality as an official bilingual municipality and enacts as follows:

Definitions
1.	In this by-law,

"Municipal Maturity Model for Bilingualism" means the document in Schedule I of this by-law; (« Modèle de maturité municipal en matière de bilinguisme »)

"French-language services by-law" means French-language services by-law as defined in *The Municipal Act*. (« règlement sur les services en français »)

Purpose
2.	The purpose of this by-law is to:

(a) ensure that the Municipality respects both English and French in its delivery of services to the public and in its communications with the public;

ATTENDU QUE la Municipalité souhaite enchâsser la prestation de services en français et en anglais dans sa gouvernance et l'intégrer à ses stratégies et priorités;

ATTENDU QUE la Municipalité souhaite que ses dirigeants assurent toujours mieux la promotion et le soutien du français et de l'anglais en tant que valeur fondamentale de la Municipalité;

ATTENDU QUE la Municipalité souhaite mieux tenir compte du respect du français et de l'anglais de ses engagements en matière de bilinguisme pour une utilisation efficace des ressources humaines et une mobilisation accrue de ses employés

ATTENDU QUE la Municipalité souhaite toujours mieux assurer l'apprentissage, la formation et le perfectionnement de ses ressources humaines en français et en anglais;

ATTENDU QUE le paragraphe 147.1 (1) de la *Loi sur les municipalités* accorde au conseil le pouvoir d'adopter des règlements sur les services en français;

PAR CONSÉQUENT, le conseil de la Municipalité rurale de Ste. Anne reconnait la Municipalité en tant que municipalité officiellement bilingue et adopte ce qui suit :

Définitions
1.	Les définitions suivantes s'appliquent au présent règlement.

« Modèle de maturité municipal en matière de bilinguisme » document à l'annexe I du présent règlement. ("Municipal Maturity Model for Bilingualism")

« règlement sur les services en français » règlement sur les services en français au sens de la *Loi sur les municipalités* ("French-language services by-law")

Objet
2.	Le présent règlement a pour objet :

a) d'assurer le respect par la Municipalité du français et de l'anglais dans sa prestation de services au public et dans ses communications avec le public;

(b) ensure respect by the Municipality of English and French in its governance, leadership and strategic direction;

(c) ensure that the Municipality respects both English and French in the management of its human resources;

(d) enhance the vitality of Manitoba's Francophone community and support and assist its development.

Adoption of the Municipal Maturity Model for Bilingualism
3. The Municipality adopts the Municipal Maturity Model for Bilingualism in Schedule I as a guide to achieving the purposes set out in Section 2.

Minutes published in French and English

4. The minutes of each regular meeting of Council shall be kept in English and French and shall be printed and published in English and French within 30 days of the regular meeting.

By-laws published in French and English

5. By-laws of the Municipality shall be kept in English and French and shall be printed and published in English and French within 30 days of the passing of the by-law.

Equal prominence
6. Where a document is printed pursuant to sections 4 and 5, it shall be given equal prominence in French and in English.

Initial process
7. Pursuant to the Municipal Maturity Model for Bilingualism, the Municipality shall prepare and publish a report in the form prescribed in Schedule II within 120 days of the adoption of this by-law, or, after adoption of this by-law, within 120 days after the Association of Manitoba Bilingual Municipalities (hereinafter "AMBM") confirms its support in terms of human and financial resources for the implementation of the Municipal Maturity Model for Bilingualism.

b) d'assurer le respect par la Municipalité du français et de l'anglais dans sa gouvernance, son leadership et son orientation stratégique;

c) d'assurer le respect par la Municipalité du français et de l'anglais dans la gestion de ses ressources humaines;

d) de favoriser l'épanouissement de la francophonie manitobaine et d'appuyer son développement.

Adoption du Modèle de maturité municipal en matière de bilinguisme
3. La Municipalité adopte le Modèle de maturité municipal en matière de bilinguisme à l'annexe I comme guide dans l'atteinte des objets nommés à l'article 2.

Procès-verbaux publiés en français et en anglais
4. Les procès-verbaux de chaque réunion ordinaire du conseil sont tenus en français et en anglais, et sont imprimés et publiés en français et en anglais dans les 30 jours qui suivent la tenue de la réunion ordinaire.

Règlements publiés en français et en anglais
5. Les règlements de la Municipalité sont tenus en français et en anglais, et sont imprimés et publiés en français et en anglais dans les 30 jours qui suivent l'adoption du règlement.

Importance
6. Dans les textes visés aux articles 4 et 5, il est donné égale importance au français et à l'anglais.

Démarche initiale
7. En application du Modèle de maturité municipal en matière de bilinguisme, la Municipalité rédige et publie un rapport en la forme prescrite à l'annexe II dans les 120 jours qui suivent l'adoption du présent règlement, ou, après l'adoption du présent règlement, dans les 120 jours qui suivent la confirmation par l'Association des municipalités bilingues du Manitoba (ci-après "AMBM") de son appui en ressources humaines et financières à l'application du Modèle de maturité municipal en matière de bilinguisme.

Annual report

8. The Municipality shall prepare and submit a report annually, on the anniversary date of the passing of this by-law, in the form prescribed in Schedule III, on the matters dealt with in the previous year, the targets set by the Municipality in the previous year, and the targets to be achieved in the next year, including the following capabilities:

(a) service delivery and communications with the public;

(b) governance, leadership and strategic direction;

(c) people management.

Rapport annuel

8. La Municipalité rédige et présente un rapport tous les ans, à la date anniversaire de l'adoption du présent règlement, en la forme prescrite à l'annexe III, portant sur les questions traitées durant l'année précédente, sur les cibles visées par la Municipalité durant l'année précédente, et sur les cibles à atteindre au cours de la prochaine année, notamment quant aux capacités suivantes :

a) la prestation de services et les communications avec le public;

b) la gouvernance, le leadership et l'orientation stratégique;

c) la gestion de personnes.

DONE AND PASSED as a by-law of the Rural Municipality of Ste Anne in the Province of Manitoba this 12th day of June, 2024.

FAIT ET ADOPTÉ comme règlement de la Municipalité rurale de Ste. Anne, dans la province du Manitoba ce 12e jour de juin 2024.

_____
Reeve/Préfet

_____
Chief Administrative Officer/Directeur générale

Read a first time this 14th day of February, 2024, by Resolution #2024-54.

Read a second time this 28th day of February, 2024, by Resolution #2024-81.

Read a third time this 12th day of June, 2024, by Resolution #2024-244.

Adopté en première lecture le 14e jour de février, 2024, par résolution #2024-54.

Adopté en deuxième lecture le 28e jour de février, 2024, par résolution #2024-80.

Adopté en troisième lecture le 12e jour de juin, 2024, par résolution #2024-244.

Municipal Maturity Model (3M)

Background and basic principles

Manitoba's bilingual municipalities want to fully embrace their commitment to official languages[1]. To support them, the AMBM has developed this Municipal Maturity Model (3M) for the delivery of municipal services in Canada's two official languages.

The Model[2] is a practical tool that includes three levels of maturity that correspond to different stages of organizational maturity of a municipality in the delivery of services in both official languages. In addition to measuring a municipality's current level of maturity, the 3M allows the municipality to identify its strengths and challenges and to determine what it needs to do to continue to move forward and improve based on its own official languages commitments.

Areas of activity

The Manitoba Bilingual Municipalities Maturity Model is structured into three different areas of activity:

1. Service delivery and communications with the public
    ⇒ The municipality takes into account its official languages commitments when delivering services to and communicating with the public.

2. Governance, leadership and strategic direction
    ⇒ The municipality's commitment to provide services in both official languages is embedded into the governance of the municipality and integrated into its strategic direction. Leaders foster, support and promote official languages as a core value of the municipality, and ensure compliance with its official languages commitments.

3. People management
    ⇒ The municipality takes into account its official languages commitments to enable the effective use of human resources and increased employee engagement.

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[1] The Canada-Manitoba Agreement on French Language Services (CMAFLS) 2018-2019 - 2022-23 calls for increased targets for bilingual municipalities in Manitoba to provide services in both official languages.
[2] This Maturity Model is based on the Official Languages Maturity Model as created and deployed by the Office of the Commissioner of Official Languages (OCOL) in 2021.

1. Service delivery and communications with the public

The municipality takes into account its official languages commitments when delivering services to and communicating with the public.

CAPABILITIES	INDICATORS	LEVELS OF MATURITY		
		LEVEL 1 **Initial stage of maturity.** **There are inequalities in the processes in place.** **The municipality's capacity to deliver services in both official languages needs to be developed.**	**LEVEL 2** **Intermediate stage of maturity.** **Processes are defined, but there are inconsistencies in their application.** **The municipality has developed some level of capacity to deliver services in both official languages.**	**LEVEL 3** **Advanced stage of maturity.** **Processes are defined and standardized.** **The municipality has developed a significant level of capacity to deliver services in both official languages.**
A1. SERVICE DELIVERY	**A1.1 Availability of services in both official languages** The municipality provides services in both official languages.	Employees are informed of the municipality's commitment to provide services in both official languages. Service in both official languages is delivered inconsistently by employees.	Level 1 met + The municipality has established a partially structured approach to support its employees in providing services in both official languages.	Level 2 met + The municipality has established a structured approach to support its employees in providing services in both official languages. Employees are assessed thereon.
	A1.2 Active offer The municipality makes an active offer of service in both official languages.	Employees are informed of the municipality's commitment to make an active offer of service in both official languages. The active offer of service in both official languages is made inconsistently by employees.	Level 1 met + The municipality has established a partially structured approach to support its employees in making an active offer of service in both official languages.	Level 2 met + The municipality has established a structured approach to support its employees in making an active offer of service in both official languages. Employees are assessed thereon.

CAPABILITIES	INDICATORS	LEVELS OF MATURITY		
		LEVEL 1 **Initial stage of maturity.** **There are inequalities in the processes in place.** **The municipality's capacity to deliver services in both official languages needs to be developed.**	**LEVEL 2** **Intermediate stage of maturity.** **Processes are defined, but there are inconsistencies in their application.** **The municipality has developed some level of capacity to deliver services in both official languages.**	**LEVEL 3** **Advanced stage of maturity.** **Processes are defined and standardized.** **The municipality has developed a significant level of capacity to deliver services in both official languages.**
	A1.3 Capacity to provide services in both official languages The municipality ensures that it has adequate capacity in terms of human resources to provide services in both official languages in accordance with its commitments.	The municipality makes an informal assessment of its overall capacity to provide services in both official languages.	Level 1 met + The municipality has the necessary evidence to: 1) objectively assess its overall capacity to provide services in both official languages; and 2) determine the number of bilingual positions (including the linguistic profile of those positions) required to ensure sufficient bilingual capacity to meet the municipality's commitments.	Level 2 met + The municipality has the necessary evidence to: 1) objectively assess its overall capacity to provide services in both official languages, 2) determine the number of bilingual positions (including the linguistic profile of those positions) required to ensure sufficient bilingual capacity to meet the municipality's commitments, and 3) schedule and assign employees taking into account their linguistic profile and the capacity necessary to meet its commitments.

CAPABILITIES	INDICATORS	LEVELS OF MATURITY		
		LEVEL 1 **Initial stage of maturity.** **There are inequalities in the processes in place.** **The municipality's capacity to deliver services in both official languages needs to be developed.**	**LEVEL 2** **Intermediate stage of maturity.** **Processes are defined, but there are inconsistencies in their application.** **The municipality has developed some level of capacity to deliver services in both official languages.**	**LEVEL 3** **Advanced stage of maturity.** **Processes are defined and standardized.** **The municipality has developed a significant level of capacity to deliver services in both official languages.**
	A1.4 Understanding of the public's official languages needs The municipality understands the public's official languages needs and takes them into account when providing services.	The municipality conducts an informal assessment of the official languages needs of its population, particularly the OLMCs[3] it serves.	Level 1 met + The municipality has the necessary evidence to objectively assess the official languages needs of its population. It takes the needs of the public into account in its service delivery, where capacity allows.	Level 2 met + The municipality has the necessary evidence to objectively assess the official language needs of its population. This data is updated regularly. It takes these needs into account in its service delivery. The municipality considers the needs of the public when planning its service delivery.

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[3] Official Language Minority Community (OLMC).

CAPABILITIES	INDICATORS	LEVELS OF MATURITY		
		LEVEL 1 **Initial stage of maturity.** **There are inequalities in the processes in place.** **The municipality's capacity to deliver services in both official languages needs to be developed.**	**LEVEL 2** **Intermediate stage of maturity.** **Processes are defined, but there are inconsistencies in their application.** **The municipality has developed some level of capacity to deliver services in both official languages.**	**LEVEL 3** **Advanced stage of maturity.** **Processes are defined and standardized.** **The municipality has developed a significant level of capacity to deliver services in both official languages.**
A2. PUBLIC COMMUNICATIONS: The municipality provides communications and information to the public in both official languages.	**A2.1 Media environment** The municipality considers its official languages commitments in its relations with the media.	The municipality respects its official languages commitments in its relations with the media in an informal and inconsistent manner.	Level 1 met + The municipality is engaged in meeting its official languages commitments in its media relations, within its capacity and resources (choice of messages, media and formats that allow the municipality to inform the public in both official languages).	Level 2 met + The municipality has processes and resources in place to meet its official languages commitments in its media relations, based on its capacity and resources (choice of messages, media and formats that allow the municipality to inform the public in both official languages). It has monitoring mechanisms in place to ensure that defined processes are used effectively.

CAPABILITIES	INDICATORS	LEVELS OF MATURITY		
		LEVEL 1 **Initial stage of maturity.** **There are inequalities in the processes in place.** **The municipality's capacity to deliver services in both official languages needs to be developed.**	**LEVEL 2** **Intermediate stage of maturity.** **Processes are defined, but there are inconsistencies in their application.** **The municipality has developed some level of capacity to deliver services in both official languages.**	**LEVEL 3** **Advanced stage of maturity.** **Processes are defined and standardized.** **The municipality has developed a significant level of capacity to deliver services in both official languages.**
	A2.2 Special events The municipality considers its official languages commitments when organizing special events for the public (annual general meetings, official openings, etc.)	The municipality respects its official languages commitments when it organizes or participates in special events in an informal and inconsistent manner.	Level 1 met + The municipality is engaged in meeting its official languages commitments when it organizes or participates in special events and has developed a certain level of capacity in this regard.	Level 2 met + The municipality has processes and resources in place to meet its official languages commitments when it organizes or participates in special events and has developed a high level of capacity in this regard. It has monitoring mechanisms in place to ensure that defined processes are used effectively.

CAPABILITIES	INDICATORS	LEVELS OF MATURITY		
		LEVEL 1 **Initial stage of maturity.** **There are inequalities in the processes in place.** **The municipality's capacity to deliver services in both official languages needs to be developed.**	**LEVEL 2** **Intermediate stage of maturity.** **Processes are defined, but there are inconsistencies in their application.** **The municipality has developed some level of capacity to deliver services in both official languages.**	**LEVEL 3** **Advanced stage of maturity.** **Processes are defined and standardized.** **The municipality has developed a significant level of capacity to deliver services in both official languages.**
	A2.3 Publications The municipality considers its official languages commitments when developing or delivering information to the public. This includes minutes of council meetings, assessment rolls, municipal plans, various reports, guides, public notices, forms, job postings, calls for tenders, tweets, chats, etc., whether in paper or electronic form (Web sites, social media, newspapers, etc.).	The municipality respects its official languages commitments when developing or delivering information to the public in an informal and inconsistent manner.	Level 1 met + The municipality is engaged in meeting its official languages commitments when developing or delivering information to the public, within its capacity and resources (choice of messages and distribution channels that allow the municipality to inform the public in both official languages).	Level 2 met + The municipality has processes and resources in place to meet its official languages commitments when developing or delivering information to the public, within its capacity and resources (choice of messages and distribution channels that allow the municipality to inform the public in both official languages). It has monitoring mechanisms in place to ensure that defined processes are used effectively.

CAPABILITIES	INDICATORS	LEVELS OF MATURITY		
		LEVEL 1 **Initial stage of maturity.** **There are inequalities in the processes in place.** **The municipality's capacity to deliver services in both official languages needs to be developed.**	**LEVEL 2** **Intermediate stage of maturity.** **Processes are defined, but there are inconsistencies in their application.** **The municipality has developed some level of capacity to deliver services in both official languages.**	**LEVEL 3** **Advanced stage of maturity.** **Processes are defined and standardized.** **The municipality has developed a significant level of capacity to deliver services in both official languages.**
	A2.4 Advertising The municipality considers its official languages commitments in its advertising campaigns (e.g., advertisements, purchasing ad space or airtime in any media).	The municipality respects its official languages commitments in its advertising campaigns in an informal and inconsistent manner.	Level 1 met + The municipality is engaged in meeting its official languages commitments in its advertising campaigns, within its capacity and resources (choice of messages and distribution channels that allow the municipality to inform the public in both official languages).	Level 2 met + The municipality has processes and resources in place to meet its official languages commitments in its advertising campaigns, within its capacity and resources (choice of messages and distribution channels that allow the municipality to inform the public in both official languages). It has monitoring mechanisms in place to ensure that defined processes are used effectively.

2. Governance, leadership and strategic direction

The municipality's commitment to provide services in both official languages is embedded into the governance of the municipality and integrated into its strategic direction. Leaders foster, support and promote official languages as a core value of the municipality, and ensure compliance with its official languages commitments.

CAPABILITIES	INDICATORS	LEVELS OF MATURITY		
		LEVEL 1 **Initial stage of maturity.** **There are inequalities in the processes in place.** **The municipality's capacity to deliver services in both official languages needs to be developed.**	**LEVEL 2** **Intermediate stage of maturity.** **Processes are defined, but there are inconsistencies in their application.** **The municipality has developed some level of capacity to deliver services in both official languages.**	**LEVEL 3** **Advanced stage of maturity.** **Processes are defined and standardized.** **The municipality has developed a significant level of capacity to deliver services in both official languages.**
B1. LEADERSHIP AND ORGANIZATIONAL CULTURE: Official languages are fully integrated into the organizational culture, and leadership is strong.	**B1.1 Commitment to official languages** The municipality has an up-to-date by-law formalizing its commitment to official languages. It ensures that all elected officials understand its implications and adhere to them.	The municipality has a summary and comprehensive by-law in place that is over 10 years old.	Level 1 met + The municipality has a detailed and specific by-law in place that is reviewed at least every 10 years. This by-law is shared inconsistently with newly elected officials.	Level 2 met + The municipality has a detailed and specific by-law in place that is reviewed at least every 5 years. This by-law is shared and explained systematically to newly elected officials.

CAPABILITIES	INDICATORS	LEVELS OF MATURITY		
		LEVEL 1 **Initial stage of maturity.** **There are inequalities in the processes in place.** **The municipality's capacity to deliver services in both official languages needs to be developed.**	**LEVEL 2** **Intermediate stage of maturity.** **Processes are defined, but there are inconsistencies in their application.** **The municipality has developed some level of capacity to deliver services in both official languages.**	**LEVEL 3** **Advanced stage of maturity.** **Processes are defined and standardized.** **The municipality has developed a significant level of capacity to deliver services in both official languages.**
	B1.2 Leadership and activation of commitment to official languages The municipality's leaders[4] lead by example and demonstrate their commitment to official languages in order to promote and foster respect for official languages within the municipal government and to ensure their proper management.	The municipality has put in place basic mechanisms to manage its official languages commitments. This is done informally and inconsistently, depending on the capacity in place.	Level 1 met + The municipality has an official languages champion within its administration.[5] The champion works to promote official languages within the municipal government and supports the implementation of the municipality's official languages commitments within the resources available to it.	Level 2 met + The municipality has an official languages champion within its administration.[6] The champion works to promote official languages within the municipal government and supports the implementation of the municipality's official languages commitments through defined processes and mechanisms. An official languages vision has been developed and communicated to all employees.

[4] In the present context, municipal leaders include both elected officials and municipal administrative staff.
[5] This is a part-time position.
[6] This is a part-time or full-time position.

CAPABILITIES	INDICATORS	LEVELS OF MATURITY		
		LEVEL 1 **Initial stage of maturity.** **There are inequalities in the processes in place.** **The municipality's capacity to deliver services in both official languages needs to be developed.**	**LEVEL 2** **Intermediate stage of maturity.** **Processes are defined, but there are inconsistencies in their application.** **The municipality has developed some level of capacity to deliver services in both official languages.**	**LEVEL 3** **Advanced stage of maturity.** **Processes are defined and standardized.** **The municipality has developed a significant level of capacity to deliver services in both official languages.**
	B1.3 Action plan for the delivery of municipal services in both official languages The municipality has an action plan for the delivery of municipal services in both official languages that allows it to implement its municipal by-law and meet its official languages commitments.	The municipality would like to develop an action plan for the delivery of municipal services in both official languages but does not have the capacity or resources to do so.	Level 1 met + The municipality has a two-year action plan identifying objectives for the delivery of municipal services in both official languages but is not always able to fully implement it due to lack of capacity and resources.	Level 2 met + The municipality has an annual action plan that identifies objectives for the delivery of municipal services in both official languages. It has the capacity and resources to implement the plan. It has accountability mechanisms in place to ensure that the plan is achieved.
B2. <u>STRATEGIC AND OPERATIONAL PLANNING</u>: Official languages commitments are incorporated into the municipality's priorities and long-term planning.	**B2.1 Resource allocation** The municipality ensures that sufficient resources (e.g., financial, human) have been allocated to comply with its official languages commitments.	The municipality allocates resources for official languages informally, and any planning is informal and ad hoc.	Level 1 met + The municipality ensures that resources for official languages are formally allocated in the municipality's annual budget, based on available capacity and resources.	Level 2 met + The municipality ensures that resources for official languages are formally allocated in the municipality's annual budget. Formal links exist between the official languages objectives and the allocation of resources to achieve those objectives.

CAPABILITIES	INDICATORS	LEVELS OF MATURITY		
		LEVEL 1 **Initial stage of maturity.** **There are inequalities in the processes in place.** **The municipality's capacity to deliver services in both official languages needs to be developed.**	**LEVEL 2** **Intermediate stage of maturity.** **Processes are defined, but there are inconsistencies in their application.** **The municipality has developed some level of capacity to deliver services in both official languages.**	**LEVEL 3** **Advanced stage of maturity.** **Processes are defined and standardized.** **The municipality has developed a significant level of capacity to deliver services in both official languages.**
	B2.2 Planning processes and alignment with activities The municipal plan and annual action plan take official languages fully into account. Official languages commitments are adapted and incorporated into the strategic planning process, such as the budget, operational planning, resource allocation, and performance measurement.	The municipality does not have an action plan for the delivery of municipal services in both official languages.	Level 1 met + An action plan for the delivery of municipal services in both official languages is in place, but is not integrated into the municipal plan or annual action plan due to lack of resources.	Level 2 met + The action plan for the provision of municipal services in both official languages is integrated into the municipal plan, the annual action plan or both. The municipality has the necessary resources.

CAPABILITIES	INDICATORS	LEVELS OF MATURITY		
		LEVEL 1 **Initial stage of maturity.** **There are inequalities in the processes in place.** **The municipality's capacity to deliver services in both official languages needs to be developed.**	**LEVEL 2** **Intermediate stage of maturity.** **Processes are defined, but there are inconsistencies in their application.** **The municipality has developed some level of capacity to deliver services in both official languages.**	**LEVEL 3** **Advanced stage of maturity.** **Processes are defined and standardized.** **The municipality has developed a significant level of capacity to deliver services in both official languages.**
B3. INFRASTRUCTURE AND ECONOMIC DEVELOPMENT: Official languages commitments are integrated into the municipality's infrastructure priorities and economic development initiatives.	**B3.1 Physical and service infrastructure** The municipality renews and maintains its infrastructure (sustainable development, tourism and digital) in a manner that takes into account its official languages commitments.	The municipality takes into account its official languages commitments in the renewal and maintenance of its infrastructure in an informal and inconsistent manner.	Level 1 met + The municipality takes into account its official languages commitments in the renewal and maintenance of its infrastructure where it has the capacity and resources to do so.	Level 2 met + The municipality develops and implements an infrastructure renewal and maintenance plan that takes into account its official languages commitments, meets the needs of its official language minority population, and promotes its enhancement.

CAPABILITIES	INDICATORS	LEVELS OF MATURITY		
		LEVEL 1 **Initial stage of maturity.** **There are inequalities in the processes in place.** **The municipality's capacity to deliver services in both official languages needs to be developed.**	**LEVEL 2** **Intermediate stage of maturity.** **Processes are defined, but there are inconsistencies in their application.** **The municipality has developed some level of capacity to deliver services in both official languages.**	**LEVEL 3** **Advanced stage of maturity.** **Processes are defined and standardized.** **The municipality has developed a significant level of capacity to deliver services in both official languages.**
	B3.2 Economic development initiatives The municipality initiates and participates in economic development initiatives (tourism, community economic development, entrepreneurship, green economy) within its territory, taking into account its official languages commitments.	The municipality takes into account its official languages commitments in economic development on an informal and inconsistent basis.	Level 1 met + The municipality takes into account its official languages commitments in economic development and invests resources to build capacity.	Level 2 met + The municipality develops and implements an economic development plan[7] that takes into account its official languages commitments, meets the needs of its official language minority population, and promotes its enhancement.

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[7] The AMBM encourages the municipality to develop this plan in collaboration with its two subsidiaries: the Economic Development Council for Manitoba Bilingual Municipalities (CDEM) and Eco-West Canada (EWC).

3. People management

The municipality takes into account its official languages commitments to enable the effective use of human resources and increased employee engagement.

CAPABILITIES	INDICATORS	LEVELS OF MATURITY		
		LEVEL 1 **Initial stage of maturity.** **There are inequalities in the processes in place.** **The municipality's capacity to deliver services in both official languages needs to be developed.**	**LEVEL 2** **Intermediate stage of maturity.** **Processes are defined, but there are inconsistencies in their application.** **The municipality has developed some level of capacity to deliver services in both official languages.**	**LEVEL 3** **Advanced stage of maturity.** **Processes are defined and standardized.** **The municipality has developed a significant level of capacity to deliver services in both official languages.**
C1. HUMAN RESOURCES PRACTICES: Official languages are integrated into human resources practices.	**C1.1 Language capabilities** The municipality establishes the language proficiency profile required to perform the duties of each position in the municipal government in order to ensure that it has the necessary staffing in place to meet its official languages commitments.	The language proficiency profile required for each position is established in an informal and inconsistent manner.	Level 1 met + The municipality is able to establish the required language proficiency profile for each position to meet its official languages commitments. However, there are inconsistencies and inequities in the application of the related processes.	Level 2 met + The municipality has the capacity, tools and procedures to establish the language proficiency profile required for each position to meet its official languages commitments. Processes are rigorously applied.

CAPABILITIES	INDICATORS	LEVELS OF MATURITY		
		LEVEL 1 **Initial stage of maturity.** **There are inequalities in the processes in place.** **The municipality's capacity to deliver services in both official languages needs to be developed.**	**LEVEL 2** **Intermediate stage of maturity.** **Processes are defined, but there are inconsistencies in their application.** **The municipality has developed some level of capacity to deliver services in both official languages.**	**LEVEL 3** **Advanced stage of maturity.** **Processes are defined and standardized.** **The municipality has developed a significant level of capacity to deliver services in both official languages.**
	C1.2 Recruitment measures The municipality takes measures to promote the recruitment of human resources able to speak both official languages.	The municipality takes measures informally and on an ad hoc basis to promote the recruitment of human resources who are able to speak both official languages.	Level 1 met + The municipality promotes and values the recruitment of human resources who are able to speak both official languages, primarily for designated bilingual positions but also for all positions in the municipal administration.	The municipality systematically posts all its positions in both official languages. The municipality systematically encourages and promotes the recruitment of human resources capable of speaking both official languages for all positions in the municipal administration.
	C1.3 Administrative management succession The municipality takes measures to promote the recruitment of administrative managers who are able to speak both official languages.	The municipality takes measures informally and on an ad hoc basis to plan for succession and to promote the recruitment of administrative managers who are able to speak both official languages.	Level 1 met + The municipality takes measures to plan for succession and to encourage and promote the recruitment of administrative managers who are able to speak both official languages.	Level 2 met + The municipality implements rigorous succession planning mechanisms and systematically recruits administrative managers who are able to speak both official languages.

CAPABILITIES	INDICATORS	LEVELS OF MATURITY		
		LEVEL 1 **Initial stage of maturity.** **There are inequalities in the processes in place.** **The municipality's capacity to deliver services in both official languages needs to be developed.**	**LEVEL 2** **Intermediate stage of maturity.** **Processes are defined, but there are inconsistencies in their application.** **The municipality has developed some level of capacity to deliver services in both official languages.**	**LEVEL 3** **Advanced stage of maturity.** **Processes are defined and standardized.** **The municipality has developed a significant level of capacity to deliver services in both official languages.**
C2. LEARNING, TRAINING AND DEVELOPMENT: Learning, training and development activities take the needs of the municipality and its employees into account in order to meet language commitments	**C2.1 Language training and language maintenance** The municipality understands its needs in terms of language training and language maintenance takes the necessary measures to meet them[8].	The municipality is aware of its language training and language maintenance needs, but lacks the capacity to meet them.	Level 1 met + The municipality is able to determine its language training and maintenance needs as well as the measures to address them informally and on an ad hoc basis.	Level 2 met + The municipality takes a formal approach to identifying its language training and maintenance needs and to putting the necessary measures in place to meet those needs.

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[8] The municipality's language training needs are not necessarily the same as those of its employees (e.g., employees' professional development for career advancement purposes vs. the municipality's need to fulfill its language commitments).

CAPABILITIES	INDICATORS	LEVELS OF MATURITY		
		LEVEL 1 **Initial stage of maturity.** **There are inequalities in the processes in place.** **The municipality's capacity to deliver services in both official languages needs to be developed.**	**LEVEL 2** **Intermediate stage of maturity.** **Processes are defined, but there are inconsistencies in their application.** **The municipality has developed some level of capacity to deliver services in both official languages.**	**LEVEL 3** **Advanced stage of maturity.** **Processes are defined and standardized.** **The municipality has developed a significant level of capacity to deliver services in both official languages.**
	C2.2 Training on the active offer of municipal services in both official languages The municipality is cognizant of its training needs regarding the active offer of municipal services in both official languages (and maintenance), and is taking the necessary steps to meet them.	The municipality is aware of its training needs in the active offer of municipal services in both official languages (and maintenance), but does not have the capacity to meet them.	Level 1 met + The municipality is able to identify its training needs in the active offer of municipal services in both official languages (and maintenance) and the measures to meet them informally and on an ad hoc basis.	Level 2 met + The municipality takes a formal approach to identifying its training needs for the active offer of municipal services in both official languages (and maintenance), and to putting the necessary measures in place to meet those needs.

Schedule II:
LEVEL OF MUNICIPAL MATURITY AT THE TIME OF ADOPTION OF THE MUNICIPAL MATURITY MODEL FOR BILINGUALISM

PART 1: CURRENT LEVEL OF MATURITY AND TARGETED LEVEL OF MATURITY

A. Service delivery and communications with the public

CAPABILITY	INDICATOR	CURRENT LEVEL OF MATURITY				TARGETED LEVEL OF MATURITY			
A1.	A1.1	0	1	2	3	0	1	2	3
	A1.2	0	1	2	3	0	1	2	3
	A1.3	0	1	2	3	0	1	2	3
	A1.4	0	1	2	3	0	1	2	3
A2.	A2.1	0	1	2	3	0	1	2	3
	A2.2	0	1	2	3	0	1	2	3
	A2.3	0	1	2	3	0	1	2	3
	A2.4	0	1	2	3	0	1	2	3

B. Governance, leadership and strategic direction

CAPABILITY	INDICATOR	CURRENT LEVEL OF MATURITY				TARGETED LEVEL OF MATURITY			
B1.	B1.1	0	1	2	3	0	1	2	3
	B1.2	0	1	2	3	0	1	2	3
	B1.3	0	1	2	3	0	1	2	3
B2.	B2.1	0	1	2	3	0	1	2	3
	B2.2	0	1	2	3	0	1	2	3
ÀB3.	B3.1	0	1	2	3	0	1	2	3
	B3.2	0	1	2	3	0	1	2	3

C. People management

CAPABILITY	INDICATOR	CURRENT LEVEL OF MATURITY				TARGETED LEVEL OF MATURITY			
C1.	C1.1	0	1	2	3	0	1	2	3
	C1.2	0	1	2	3	0	1	2	3
	C1.3	0	1	2	3	0	1	2	3
C2.	C2.1	0	1	2	3	0	1	2	3
	C2.2	0	1	2	3	0	1	2	3

PART 2: ANNUAL ACTION PLAN

For each of the indicators in the Municipal Maturity Model for Bilingualism, the Municipality intends to take the following actions to achieve its targets.

A. Service delivery and communications with the public

CAPABILITY	INDICATOR	ACTIONS TO BE TAKEN TO ACHIEVE TARGET FOR EACH INDICATOR
A1.	A1.1	
	A1.2	
	A1.3	
	A1.4	
A2.	A2.1	
	A2.2	
	A2.3	
	A2.4	

B. Governance, leadership and strategic direction

CAPABILITY	INDICATOR	ACTIONS TO BE TAKEN TO ACHIEVE TARGET FOR EACH INDICATOR
B1.	B1.1	
	B1.2	
	B1.3	
B2.	B2.1	
	B2.2	
B3.	B3.1	
	B3.2	

C. People management

CAPABILITY	INDICATOR	ACTIONS TO BE TAKEN TO ACHIEVE TARGET FOR EACH INDICATOR
C1.	C1.1	
	C1.2	
	C1.3	
C2.	C2.1	
	C2.2	

Date: _____

_____   _____
Reeve   Chief Administrative Officer

Schedule III:
ANNUAL REPORT ON THE LEVEL OF MATURITY UNDER THE MUNICIPAL MATURITY MODEL FOR BILINGUALISM

PART 1: LEVEL OF MATURITY

A. Service delivery and communications with the public

CAP.	IND.	LAST YEAR'S LEVEL OF MATURITY				CURRENT LEVEL OF MATURITY				TARGETED LEVEL OF MATURITY			
A1.	A1.1	0	1	2	3	0	1	2	3	0	1	2	3
	A1.2	0	1	2	3	0	1	2	3	0	1	2	3
	A1.3	0	1	2	3	0	1	2	3	0	1	2	3
	A1.4	0	1	2	3	0	1	2	3	0	1	2	3
A2.	A2.1	0	1	2	3	0	1	2	3	0	1	2	3
	A2.2	0	1	2	3	0	1	2	3	0	1	2	3
	A2.3	0	1	2	3	0	1	2	3	0	1	2	3
	A2.4	0	1	2	3	0	1	2	3	0	1	2	3

B. Governance, leadership and strategic direction

CAP.	IND.	LAST YEAR'S LEVEL OF MATURITY				CURRENT LEVEL OF MATURITY				TARGETED LEVEL OF MATURITY			
B1.	B1.1	0	1	2	3	0	1	2	3	0	1	2	3
	B1.2	0	1	2	3	0	1	2	3	0	1	2	3
	B1.3	0	1	2	3	0	1	2	3	0	1	2	3
B2.	B2.1	0	1	2	3	0	1	2	3	0	1	2	3
	B2.2	0	1	2	3	0	1	2	3	0	1	2	3
B3.	B3.1	0	1	2	3	0	1	2	3	0	1	2	3
	B3.2	0	1	2	3	0	1	2	3	0	1	2	3

C. People management

CAP.	IND.	LAST YEAR'S LEVEL OF MATURITY				CURRENT LEVEL OF MATURITY				TARGETED LEVEL OF MATURITY			
C1.	C1.1	0	1	2	3	0	1	2	3	0	1	2	3
	C1.2	0	1	2	3	0	1	2	3	0	1	2	3
	C1.3	0	1	2	3	0	1	2	3	0	1	2	3
C2.	C2.1	0	1	2	3	0	1	2	3	0	1	2	3
	C2.2	0	1	2	3	0	1	2	3	0	1	2	3

PART 2: ANNUAL ACTION PLAN

If last year's targets were met, indicate how they were met.

If last year's targets were not met, indicate why, and how this could be remedied.

The Municipality will achieve the targets identified in Part 1 by taking the following actions:

A. Service delivery and communications with the public

CAPABILITY	INDICATOR	OBSERVATIONS ON LAST YEAR'S TARGETS	ACTIONS TO BE TAKEN TO ACHIEVE TARGET BY NEXT YEAR
A1.	A1.1		
	A1.2		
	A1.3		
	A1.4		
A2.	A2.1		
	A2.2		
	A2.3		
	A2.4		

B. Governance, leadership and strategic direction

CAPABILITY	INDICATOR	OBSERVATIONS ON LAST YEAR'S TARGETS	ACTIONS TO BE TAKEN TO ACHIEVE TARGET BY NEXT YEAR
B1.	B1.1		
	B1.2		
	B1.3		
B2.	B2.1		
	B2.2		
B3.	B3.1		
	B3.2		

C. People management

CAPABILITY	INDICATOR	OBSERVATIONS ON LAST YEAR'S TARGETS	ACTIONS TO BE TAKEN TO ACHIEVE TARGET BY NEXT YEAR
C1.	C1.1		
	C1.2		
	C1.3		
C2.	C2.1		
	C2.2		