

AMO CONFERENCE 2026 - BREAKFAST WORKSHOP

Shaping the Future of AMO Business Services.

Building the next generation of services, partnerships, and municipal solutions

Today's Discussion

1

Municipal
Operating
Reality

2

How LAS-AMO
Business Services
Creates Value for You

3

Let's Talk
About The
Future

4

Let's Validate
the Findings
Together

LIVE POLL

Which breakfast workshop mode are you in this morning?



Slido Code:
BREAKFAST26

- Fully caffeinated, ready to contribute
- Still loading, please wait
- Here for the breakfast, open to learning
- Ask me after coffee



Which breakfast workshop mode are you in this morning?

The background of the slide is a photograph of a modern, open-plan office. Several people are seated at long white desks, working on laptops. The office has a high ceiling with exposed structural elements and large windows in the background. In the top right corner, there is a decorative graphic consisting of three overlapping circular segments in shades of blue, teal, and yellow.

The Municipal Operating Reality

Municipalities are facing a widening gap between expectations and capacity

Expectations and **complexity** are rising faster than **capacity**.



Community expectations



RISING



Regulatory complexity



RISING



Available capacity & expertise



STATIC

The Capacity Gap

More complex work, fewer resources, and rising service expectations are widening the gap.

▲ MORE WORK

- + Procurement
- + Regulatory Compliance
- + System Integration
- + Improved Reporting
- + Filling vacancies
- + Managing Assets
- + Emergency Relief
- + Infrastructure
- + Community Service



STATIC CAPACITY ■

- Limited specialists
- Turnaround Times
- Rising expectations
- Increased Procurement Needs
- Budgetary Pressure

**The
Result?**



Municipalities must deliver more with less, while maintaining service quality.

Municipal Pressure Index (Top 5)

Rank		Pressure	% of Responses	Pressure Category
01		Infrastructure and asset management	76%	GROWTH PRESSURE
02		Rising costs and fiscal sustainability	72%	FISCAL PRESSURE
03		Service Delivery; doing more with less	44%	CAPACITY PRESSURE
04		Housing and development	28%	GROWTH PRESSURE
05		Workforce Recruitment & Retention	24%	RESOURCE PRESSURE

Percentage of respondents selecting each pressure, n=31

The background of the image is a blurred, high-angle view of a modern office space. Numerous employees are seated at long, light-colored desks, working on laptops. The office has a clean, industrial feel with visible ceiling lights and structural beams. In the top right corner, there is a large, abstract graphic consisting of several overlapping circular and semi-circular shapes in shades of teal, blue, and yellow-green.

**How LAS-AMO
Business Services
Creates Value for You.**

Helping communities work better.



- Proudly serving Ontario Municipalities since 1992, AMO Business Services (LAS) has been a preferred provider of competitively-priced and sustainable co-operative business services for Ontario municipalities and the broader public sector.
- Revenues generated from LAS services and events cover all corporate operating costs and assist LAS in developing new services and offerings that help Ontario municipalities work better.

The LAS Portfolio Offerings



**MUNICIPAL
OPERATIONS**



**DIGITAL
SERVICES**



ENERGY



**FINANCIAL
SERVICES**



ADMINISTRATIVE

Where municipalities already see value in LAS

FY25 top 10 programs by participating members¹

Total active members: 568



- **Group buying partnerships deliver the broadest value** through economies of scale.

- **Financial Services** offerings like ONE Investment **supports stronger financial returns** and prudent municipal investing.

- **Energy offerings** like Electricity hedging also see strong uptake, **reflecting sustained demand for cost control** and budget predictability.

Source: FY25 program participation data, LAS members (n=568)

The pressures facing municipalities are evolving.

AMO Business Service must evolve with them.

What we've heard so far...



Pressures are increasing



Capacity is not keeping pace



The highest-value solutions help municipalities do more with less

These realities are why we launched **LAS Forward.**

What LAS Forward Is Delivering



Develop a comprehensive **group purchasing and procurement strategy** to **assesses the current state**, identifies stakeholder needs, and defines a **future-state program with recommended services** and value propositions for the municipal sector.

We are here.



Strengthen Existing Services

- **Improve** programs municipalities already use
- **Enhance** member experience and value
- **Scale** and optimize delivery models

Explore Future Opportunities

- **Identify** emerging municipal needs
- **Explore** partnership and delivery opportunities
- **Validate** new service concepts
- **Prioritize** services to implement

Develop & Implement

- **Develop RFP and RFBs** to ensure vendors are procured competitively
- **Begin implementation** of services and programs (as early as Q1 2027)

37 opportunities across 6 themes

Themes / Portfolio	Example Service Categories
Advisory & Governance	AI, Consulting, Economic Development
Data and Technology	ERP, Cybersecurity, Records Management
Energy	EVs, Solar, Fleet Transition
Financial	Financing, Payment Solutions
Workforce and People	Surge Capacity, HR Services
Operations	Procurement, Asset Management, Grant Support

Our **objective** is to understand where municipalities see the greatest value.

The background image shows a bright, modern office space with large windows and high ceilings. Numerous people are seated at long white desks, working on laptops. The scene is dimmed with a dark teal overlay. In the top right corner, there is a large, abstract graphic consisting of overlapping circular shapes in shades of blue, green, and yellow.

**Let's talk about the
future.**

Role	% of Respondents
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Helps municipalities save money through group purchasing & procurement	58%
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Helps access services municipalities couldn't deliver alone	27%
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Source of Ontario-specific expertise and knowledge hub	10%
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How municipalities see LAS today.

If AMO Business Service expands service offerings, how should we measure success?



Save time



Save money



Reduce risk



Build capacity

MUNICIPAL INSIGHTS SURVEY RESULTS (1)



What municipalities want next from LAS – **Services generating the most interest.**

Rank	Service Offering		% High Interest	Average Rating
01	Procurement-as-a-Service	➡	61%	3.68 / 5
02	Grant-writing and funding support	➡	48%	3.42 / 5
03	AI Policy & Governance	➡	45%	3.29 / 5
04	Municipal code and by-law modernization	➡	45 %	3.26 / 5
05	ERP and financial management support	➡	42 %	3.16 / 5
06	Surge Capacity (HR/Finance Advisory)	➡	42 %	3.10 / 5

High interest combines “interested” (4) and “very interested” (5). Score uses a five-point scale from “not interested” to “very interested,” n=31.

What does this tell us?

Build from a proven strength



Address the municipal capacity gap



Expand around outcomes, not just services



Let's Validate the Findings Together.

SCAN THE QR CODE AND LOG INTO SLIDO.COM



#BREAKFAST26

LIVE POLL

If LAS could launch only **3**
new services next year...

Which ones should it be?



Slido Code:
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If LAS-AMO Business Services could launch only 3 new services next year...Which 3 should it be?

LIVE POLL – 3 Votes Each

If LAS-AMO Business Services were to narrow its focus to **3 portfolio areas**, which three would you prioritize?



Slido Code:
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Procurement

○ ○ ○

Advisory

○ ○ ○

Workforce

○ ○ ○

Operations

○ ○ ○

Technology

○ ○ ○



If AMO Business Services were to narrow its focus to three portfolio areas, which three would you prioritize?

TABLE TALK – COMPLETE THE SENTENCE (3 mins)

**“My municipality would be (even)
more successful **if...**”**

Instructions:

1. Discuss the statement for 90 seconds with your table
2. Identify the one important theme that emerges.
3. Be ready to share!

LIVE POLL

If LAS-AMO Business Services could help your municipality address **one challenge** over the next three years, what should it be?



Slido Code:
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If AMO Business Services could help your municipality address one challenge over the next three years, what should it be?

Thank You for Helping Shape the Future of LAS-AMO Business Services.



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Want to help shape the future of municipal services?

Ask us about the
**Municipal User
Research Group
(MURG)**

Website:
<https://www.las.on.ca/>

LinkedIn:
<https://www.linkedin.com/in/localauthorityservice>

Before You Go...

We're refreshing the LAS-AMO Business Services brand and would value your perspective.

Scan the QR code to participate in our short survey.

