

**The THIRD Meeting  
Of the 2024-2025 AMCTO Management Committee  
Friday, January 24, 2025 – 10:00 a.m.  
Via Zoom Meeting Platform**

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**AGENDA**

- 18-24-25 Chair’s Opening Remarks and Land Acknowledgements**
- We would like to acknowledge and recognize that the work of our members takes place on traditional Indigenous land across Ontario. We acknowledge that the AMCTO office is located on the traditional Indigenous territory of the Huron-Wendat, Haudenosaunee, Anishinabek and the Mississaugas of the Credit.*
- 19-24-25 Declarations of Interest**
- 20-24-25 Identification of Matters of New Business**
- 21-24-25 Report of the October 25, 2024 AMCTO Management Committee Meeting – For Information (Pg 3-6 attached)**
- 22-24-25 Finance and Administration Reports**
- i) Report of the Preliminary Unaudited Financial Statements for the year ending December 31<sup>st</sup> 2024 (Pg 7-28 attached)
- 23-24-25 Membership and Accreditation Reports**
- i) Applications for Member in Transition Status (Pg 29-30 attached)
- 24-24-25 Executive Director Reports**
- i) 2025 Strategic Initiatives Proposal (Pg 31-40 attached)
- 25-24-25 Other Business**



**26-24-25      Date for Next Meeting**

**Thursday, April 17, 2025 – 10:00 a.m.  
Via Zoom Meeting Platform**

**27-24-25      Adjournment**



**The SECOND Meeting  
Of the 2024-2025 AMCTO Management Committee  
Friday, October 25, 2024 – 10:00 AM  
Via Zoom Meeting Platform**

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**Members Present:**

**Paul Shipway, CMO, AOMC, Dipl.M.A.**, General Manager of Strategic Initiatives & Innovation, County of Middlesex, President

**Stephen O'Brien AOMC**, General Manager – City Clerk's Office/City Clerk, City of Guelph, Immediate Past-President

**Annette Gilchrist, CMO, AOMC, Dipl.M.M.**, CAO/Clerk/Treasurer, Township of Bonnechere Valley

**Kyle Pratt, MPA, CMM III, CHRL, CMO, Dipl.M.A.**, Chief Administrative Officer, Town of Tillsonburg

**Staff:**

**David Arbuckle, MPA**, Executive Director

**Dan Nguyen, CPA, CGA**, Manager, Finance & Administration

**Regrets:**

**Danielle Manton, AOMC, Dipl.M.M.**, City Clerk, City of Cambridge, Vice-President

**9-24-25 Chair's Opening Remarks and Land Acknowledgements**

P. Shipway welcomed members to the meeting and provided land acknowledgement.

**10-24-25 Declarations of Interest**

No Declarations of Interest were identified.

**11-24-25 Identification of Matters of New Business**

No Matters of New Business Identified.

**12-24-25 Report of the August 29, 2024 AMCTO Management Committee Meeting**



Minutes previously approved at the September 27, 2024 Board Meeting and are here for information purposes.

**13-23-24 Financial Reports**

- i. Report: Highlights of Proposed 2025 Operating Budget
- ii. Report: Proposed 2025-2027 Operating Budget

D. Nguyen provided highlights of the Operating Budget across various portfolios and touched on items that were not in the report but were reflected in the budget and explained some items for next year. Overall, revenues are increasing significantly compared to last year, this increase in revenue is being driven by the internship program.

D. Nguyen provide portfolio details for membership, education, conference and communications and marketing.

D. Nguyen briefed the committee members on a few administration items including the Cost of Living (COLA) increase of 3.07% for staff salary, as approved through the Annual Indexing report. Due to the forecasted surplus, the performance base merit increase from the AMCTO personnel policy will apply at an average of approximately 2% per employee.

AMCTO employee benefits will be increasing for 2025. Staff will be working with our broker and looking to improve access to mental health services.

D. Nguyen outlined budget for a few major projects including iMis system upgrades as well as funding for external consulting services. Staff will seek to amortize the funding for these projects over multiple years.

D. Nyugen briefed our committee members that we are in a good position on the expected draw from reserves for 2025. The Municipal Elections training program will bring in additional revenue, which will pay for items such as program revisions, which are typically drawn from the reserves.

A Gilchrist questioned if we currently use Board/Management Committee software and what the benefits are. D. Arbuckle explains that we don't currently use, but because we are expanding the committee structure, he feels it appropriate to move forward with something more structured.

We will have discussions with various vendors and try to find the best value that will support both staff and membership.

D. Arbuckle provided some more context to our members on some of the



# AMCTO

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work around the Strategic Plan as well as AMCTO rebranding.

P. Shipway thanked D. Nguyen and J. Folville and the team for their outstanding work.

It was moved by K. Pratt and seconded by A. Gilchrist:

“THAT items i-ii under 13-24-25 Financial Reports be received”

**RECEIVED**

## **14-24-25 Closed session**

- i. Issue related to a confidential partnership agreement

It was moved by K. Pratt and seconded by S. O'Brien

“THAT the AMCTO Management Committee go into a closed session to discuss a confidential partnership agreement related to the Association”

**CARRIED**

It was moved by A. Gilchrist and seconded by K. Pratt:

“THAT the AMCTO Management Committee move into open session”

**CARRIED**

## **15-24-25 Other Business**

D. Arbuckle advised our committee members that we have finalized our lease agreement with Manulife regarding our new property and the long-term agreement with them.

## **16-24-25 Date for Next Meeting Friday, January 24, 2025 – 10:00 a.m. (if necessary) Via Zoom Meeting Platform**

## **17-24-25 Adjournment**

It was moved by A. Gilchrist and seconded by K. Pratt



**AMCTO**  
THE MUNICIPAL EXPERTS

“THAT the SECOND Meeting of the 2024-2025 AMCTO Management Committee be adjourned”

**CARRIED**

**AMCTO Unaudited Statement of Financial Position  
As at December 31, 2024**

	Current YTD Actual	Previous YTD Actual
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash	\$623,518	\$652,521
Accounts Receivable	\$124,961	\$29,877
Prepaid Expenses	\$155,660	\$67,374
	\$904,139	\$749,772
<b>Rent Inducement Receivable</b>	\$0	\$0
<b>Long-term Investments</b>	\$2,308,959	\$2,090,451
<b>Capital and Intangible Assets</b>	\$150,179	\$110,816
	<b>\$3,363,277</b>	<b>\$2,951,040</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Current Liabilities</b>		
Accounts Payable and Accrued Liabilities	\$342,902	\$258,058
Deferred Revenue	\$719,040	\$692,787
	\$1,061,941	\$950,844
<b>Deferred Rent Inducement</b>	\$0	\$11,741
<b>CEBA Loan</b>	\$0	\$0
	\$1,061,941	\$962,586
<b>Net Assets</b>		
Invested in Capital and Intangible Assets	\$150,179	\$110,816
Internally Restricted Funds		
Education & Innovation	\$301,253	\$301,253
Strategic Initiatives	\$243,305	\$243,305
Government Relations	\$184,765	\$184,765
Operations	\$1,120,538	\$1,120,538
Unrestricted	-\$11,585	\$27,777
Net Surplus/(Deficit) to-date	\$312,882	\$0
	\$2,301,336	\$1,988,454
	<b>\$3,363,277</b>	<b>\$2,951,040</b>

**AMCTO Unaudited Statement of Operations  
for the period ending December 31, 2024**

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
<b>Revenue</b>				
Membership	\$758,960	\$762,810	-0.50%	\$706,373
Accreditation	\$3,523	\$5,319	-33.77%	\$5,039
Education Programs	\$1,272,075	\$1,113,017	14.29%	\$1,156,502
Professional Development Programs	\$631,673	\$613,280	3.00%	\$591,831
Annual Conference	\$689,027	\$552,405	24.73%	\$541,509
Publications	\$32,960	\$42,219	-21.93%	\$41,212
Legislative Services	\$0	\$0		\$0
Communications & Marketing	\$364,209	\$381,300	-4.48%	\$343,028
Administration	\$143,863	\$56,498	154.63%	\$143,096
<b>Total Revenues</b>	<b>\$3,896,290</b>	<b>\$3,526,847</b>	<b>10.48%</b>	<b>\$3,528,590</b>
<b>Expenditures</b>				
Membership	\$135,410	\$127,545	6.17%	\$106,329
Accreditation	\$33,167	\$35,715	-7.13%	\$33,604
Education Programs	\$590,842	\$589,227	0.27%	\$525,239
Professional Development Programs	\$265,475	\$278,180	-4.57%	\$254,505
Annual Conference	\$531,652	\$485,089	9.60%	\$493,684
Publications	\$15,137	\$14,021	7.96%	\$13,797
Legislative Services	\$211,918	\$192,845	9.89%	\$170,880
Communications & Marketing	\$127,618	\$153,168	-16.68%	\$135,437
Administration	\$1,672,188	\$1,651,059	1.28%	\$1,560,654
<b>Total Expenditures</b>	<b>\$3,583,409</b>	<b>\$3,526,847</b>	<b>1.60%</b>	<b>\$3,294,129</b>
<b>Surplus/Deficit</b>	<b>\$312,882</b>	<b>\$0</b>		<b>\$234,461</b>

**AMCTO Unaudited Statement of Operations  
for the period ending December 31, 2024**

**Membership**

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
<b>Annual Membership Revenues</b>				
<b>Membership Fees</b>				
Full	\$661,052	\$670,050	-1.34%	\$624,163
Associate	\$29,736	\$24,788	19.96%	\$20,737
Other (incl. Retired, Student, MIT & NP)	\$68,172	\$67,452	1.07%	\$61,423
<b>Total Membership Fees</b>	<b>\$758,960</b>	<b>\$762,290</b>	<b>-0.44%</b>	<b>\$706,323</b>
Membership - Other	\$0	\$520	-100.00%	\$50
<b>Total Annual Membership Revenues</b>	<b>\$758,960</b>	<b>\$762,810</b>	<b>-0.50%</b>	<b>\$706,373</b>
<b>Annual Membership Expenditures</b>				
Membership Administration	\$2,276	\$3,500	-34.97%	\$3,660
Credit Card Service Fee	\$11,994	\$16,019	-25.13%	\$9,283
Membership Broadcast Services	\$3,342	\$2,200	51.93%	\$2,202
Career Transition Counselling Service	\$0	\$500	-100.00%	\$0
Awards Programs (non-education)	\$5,246	\$400	1211.50%	\$95
Membership Recognition	\$207	\$2,000	-89.67%	\$1,002
<b>Total Annual Membership Expenditures</b>	<b>\$23,065</b>	<b>\$24,619</b>	<b>-6.31%</b>	<b>\$16,242</b>
<b>Annual Membership - Gross</b>	<b>\$735,894</b>	<b>\$738,191</b>	<b>-0.31%</b>	<b>\$690,131</b>
Staff Costs	\$112,345	\$102,926	9.15%	\$90,087
<b>MEMBERSHIP NET</b>	<b>\$623,550</b>	<b>\$635,264</b>	<b>-1.84%</b>	<b>\$600,044</b>

**AMCTO Unaudited Statement of Operations  
for the period ending December 31, 2024**

**Accreditation**

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
<b>Accreditation Program Revenues</b>				
CMO Fees	\$1,576	\$985	60.00%	\$925
AMP Fees	\$765	\$985	-22.34%	\$1,122
AOMC Fees	\$1,182	\$3,349	-64.71%	\$2,992
<b>Total Accreditation Program Revenues</b>	<b>\$3,523</b>	<b>\$5,319</b>	<b>-33.77%</b>	<b>\$5,039</b>
<b>Accreditation Program Expenditures</b>				
Administration	\$1,167	\$2,000	-41.63%	\$0
Credit Card Service Fee	\$40	\$144	-72.20%	\$125
Accreditation Program Marketing	\$0	\$1,500	-100.00%	\$1,806
<b>Total Accreditation Program Expenditures</b>	<b>\$1,207</b>	<b>\$3,644</b>	<b>-66.87%</b>	<b>\$1,931</b>
<b>Accreditation Programs - Gross</b>	<b>\$2,316</b>	<b>\$1,675</b>	<b>38.24%</b>	<b>\$3,108</b>
Staff Costs	\$31,960	\$32,071	-0.35%	\$31,673
<b>ACCREDITATION - NET</b>	<b>(\$29,644)</b>	<b>(\$30,396)</b>	<b>-2.47%</b>	<b>(\$28,565)</b>

**AMCTO Unaudited Statement of Operations  
for the period ending December 31, 2024**

**Education -- MAP**

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
<b>Revenues</b>				
Course Fees	\$322,109	\$280,957	14.65%	\$238,334
Challenge Exam	\$1,300	\$2,760	-52.90%	\$750
In-Class Administration	\$143,940	\$73,525	95.77%	\$116,100
	<u>\$467,349</u>	<u>\$357,242</u>	30.82%	<u>\$355,184</u>
Binders	\$7,155	\$6,570	8.90%	\$9,815
<b>Total MAP Revenues</b>	<b><u>\$474,504</u></b>	<b><u>\$363,812</u></b>	<b>30.43%</b>	<b><u>\$364,999</u></b>
<b>Expenditures</b>				
Professional Fees - Instructor/Trainer/Speaker	\$22,400	\$26,600	-15.79%	\$18,270
Trainer/Facilitator Expenses		\$0		
Marker Fees	\$73,243	\$70,411	4.02%	\$57,031
Catering		\$0		
Other	\$703	\$1,450	-51.50%	\$405
General Program Administration	<u>\$96,347</u>	<u>\$98,461</u>	-2.15%	<u>\$75,706</u>
Learning Mgmt System Admin. Fees	\$0	\$0	0.00%	\$0
Revision of Course Materials	\$0	\$0	0.00%	\$25
Contr. From Education & Innovation Reserve	\$0	\$0	0.00%	\$0
Binders	\$6,273	\$6,049	3.70%	\$7,325
<b>Total MAP Expenditures</b>	<b><u>\$102,619</u></b>	<b><u>\$104,510</u></b>	<b>-1.81%</b>	<b><u>\$83,056</u></b>
<b>MUNICIPAL ADMINISTRATION PROGRAM -- NET</b>	<b><u>\$371,885</u></b>	<b><u>\$259,302</u></b>	<b>43.42%</b>	<b><u>\$281,943</u></b>

**AMCTO Unaudited Statement of Operations  
for the period ending December 31, 2024**

**Education -- MAFP**

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
<b>Revenue</b>				
Course Fees	\$94,472	\$99,225	-4.79%	\$80,474
Challenge Exam	\$0	\$440	-100.00%	\$500
In-Class Administration	\$39,804	\$32,500	22.47%	\$40,375
	<u>\$134,276</u>	<u>\$132,165</u>	1.60%	<u>\$121,349</u>
Binders	\$2,070	\$2,700	-23.33%	\$3,670
<b>Total MAFP Revenues</b>	<b><u>\$136,346</u></b>	<b><u>\$134,865</u></b>	<b>1.10%</b>	<b><u>\$125,019</u></b>
<b>Expenditures</b>				
Professional Fees - Instructor/Trainer/Speaker Trainer/Facilitator Expenses	\$3,325	\$6,650	-50.00%	\$6,300
Marker Fees	\$23,084	\$23,893	-3.38%	\$19,698
Catering				
Other	\$214	\$500	-57.13%	\$247
General Program Administration	<u>\$26,624</u>	<u>\$31,043</u>	-14.24%	<u>\$26,245</u>
Learning Mgmt System Admin. Fees	\$0	\$0	0.00%	\$0
Revision of Course Materials	\$0	\$0	0.00%	\$0
Contr. From Education & Innovation Reserve	\$0	\$0	0.00%	\$0
Binders	\$2,297	\$2,553	-10.02%	\$2,501
<b>Total MAFP Expenditures</b>	<b><u>\$28,921</u></b>	<b><u>\$33,596</u></b>	<b>-13.92%</b>	<b><u>\$28,746</u></b>
<b>MUNICIPAL ACCOUNTING &amp; FINANCE-- NET</b>	<b><u>\$107,425</u></b>	<b><u>\$101,269</u></b>	<b>6.08%</b>	<b><u>\$96,273</u></b>

**AMCTO Unaudited Statement of Operations  
for the period ending December 31, 2024**

**Education -- Municipal Law**

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
<b>Revenue</b>				
Course Fees	\$98,733	\$99,225	-0.50%	\$77,983
In-Class Administration	\$43,354	\$42,000	3.22%	\$42,550
Binders	\$2,520	\$1,755	43.59%	\$3,200
<b>Total MLP Revenues</b>	<b>\$144,607</b>	<b>\$142,980</b>	<b>1.14%</b>	<b>\$123,733</b>
<b>Expenditures</b>				
Professional Fees - Instructor/Trainer/Speaker Trainer/Facilitator Expenses	\$7,980	\$10,880	-26.65%	\$10,080
Marker Fees	\$17,503	\$25,209	-30.57%	\$20,504
Catering Other	\$426	\$1,000	-57.35%	\$685
General Program Administration	\$25,910	\$37,089	-30.14%	\$31,269
Learning Mgmt System Admin. Fees	\$0	\$0	0.00%	\$0
Revisions	\$25,656	\$31,000	-17.24%	\$2,644
Contribution from Education & Innovation Reserve	\$0	(\$31,000)	0.00%	\$0
Binders	\$2,670	\$1,640	62.78%	\$2,579
<b>Total MLP Expenditures</b>	<b>\$54,236</b>	<b>\$38,729</b>	<b>40.04%</b>	<b>\$36,491</b>
<b>MUNICIPAL LAW-- NET</b>	<b>\$90,371</b>	<b>\$104,251</b>	<b>-13.31%</b>	<b>\$87,242</b>

**AMCTO Unaudited Statement of Operations  
for the period ending December 31, 2024**

**Education - Other Programs**

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
<b>Exec. Diploma in Municipal Management</b>				
Program Registration	<b>\$179,440</b>	<b>\$148,850</b>	<b>20.55%</b>	<b>\$168,048</b>
<b>Expenditures</b>				
Professional Fees - Instructor/Trainer/Speaker	\$47,200	\$46,850	0.75%	\$42,400
Trainer/Facilitator Expenses	\$2,467	\$4,500	-45.19%	\$3,198
Marker Fees	\$3,882	\$9,480	-59.05%	\$4,692
Venue	\$0	\$0	0.00%	\$0
Catering	\$0	\$0	0.00%	\$0
Other	\$975	\$675	44.45%	\$146
General Program Administration	\$54,524	\$61,505	-11.35%	\$50,435
Revisions/Program Development	\$0	\$2,000	-100.00%	\$500
Contr. From Education & Innovation Reserve	\$0	(\$2,000)	-100.00%	\$0
<b>Total EDMM Program - Expenditure</b>	<b>\$54,524</b>	<b>\$61,505</b>	<b>-11.35%</b>	<b>\$50,935</b>
<b>EXECUTIVE DIPLOMA PROGRAM - NET</b>	<b>\$124,917</b>	<b>\$87,345</b>	<b>43.02%</b>	<b>\$117,113</b>

**AMCTO Unaudited Statement of Operations  
for the period ending December 31, 2024**

**Education - Other Programs**

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
<b>Human Resources Certificate Program</b>				
Program Registration	<b>\$123,940</b>	<b>\$97,200</b>	<b>27.51%</b>	<b>\$101,640</b>
<b>Expenditures</b>				
Professional Fees - Instructor/Trainer/Speaker	\$15,400	\$15,378	0.14%	\$15,400
Trainer/Facilitator Expenses	\$0	\$0	0.00%	\$0
Marker Fees	\$2,676	\$3,000	-10.80%	\$2,140
Venue	\$0	\$0	0.00%	\$0
Catering	\$0	\$0	0.00%	\$0
Other	\$0	\$0	0.00%	\$0
General Program Administration	\$18,076	\$18,378	-1.64%	\$17,540
Program Revisions	\$6,500	\$8,000	0.00%	\$0
Contr. From Education & Innovation Reserve	\$0	(\$8,000)	0.00%	\$0
<b>Total HRCP - Expenditure</b>	<b>\$24,576</b>	<b>\$18,378</b>	<b>33.72%</b>	<b>\$17,540</b>
<b>HUMAN RESOURCES PROGRAM - NET</b>	<b>\$99,364</b>	<b>\$78,822</b>	<b>26.06%</b>	<b>\$84,100</b>



**AMCTO Unaudited Statement of Operations  
for the period ending December 31, 2024**

**Education -- Miscellaneous**

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
<b>Revenue</b>				
Primer on Planning Program Registration	\$70,555	\$49,950	41.25%	\$58,645
Parliamentary Procedures Course Reg'n	\$26,523	\$22,275	19.07%	\$22,800
Education - Miscellaneous	\$1,270	\$200	535.00%	\$715
Education Awards - Sponsorship Revenues	\$0	\$1,500	-100.00%	\$9,600
<b>Total Education-Miscellaneous Revenues</b>	<b>\$98,348</b>	<b>\$73,925</b>	<b>33.04%</b>	<b>\$91,760</b>
<b>Expenditures</b>				
Primer on Planning General Program Administration	\$27,897	\$23,306	19.70%	\$18,788
Parliamentary Procedures General Program Administration	\$6,834	\$9,922	-31.12%	\$6,767
Credit Card Service Fee (for All Education Programs)	\$31,149	\$23,472	32.71%	\$22,277
Education Program Broadcasts	\$3,437	\$2,800	22.76%	\$2,834
Education - Miscellaneous	\$1,377	\$1,700	-18.98%	\$872
Education - LMS	\$20,114	\$22,500	-10.61%	\$22,668
Education Awards	\$1,760	\$2,500	-29.60%	\$2,876
<b>Total Education - Miscellaneous Expenditures</b>	<b>\$92,569</b>	<b>\$86,199</b>	<b>7.39%</b>	<b>\$77,083</b>
<b>EDUCATION - MISCELLANEOUS -- NET</b>	<b>\$5,779</b>	<b>(\$12,274)</b>	<b>-147.09%</b>	<b>\$14,677</b>
Staff Costs (all Education)	\$199,688	\$209,795	-4.82%	\$199,066
<b>ALL EDUCATION PROGRAMS -- NET</b>	<b>\$681,233</b>	<b>\$523,790</b>	<b>30.06%</b>	<b>\$631,263</b>

**AMCTO Unaudited Statement of Operations  
for the period ending December 31, 2024**

**Professional Development Programs**

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
<b>Workshop &amp; Webinar Revenues</b>				
Program Registration - Workshops	\$165,688	\$154,370	7.33%	\$139,735
Program Registration - Webinars	\$35,356	\$46,750	-24.37%	\$42,830
<b>Total Workshop &amp; Webinar Revenues</b>	<b>\$201,044</b>	<b>\$201,120</b>	<b>-0.04%</b>	<b>\$182,565</b>
<b>Expenditures</b>				
Professional Fees - Instructor/Trainer/Speaker	\$10,200	\$12,700	-19.69%	\$10,400
Trainer/Facilitator Expenses	\$0	\$0	0.00%	\$0
Venue	\$0	\$0	0.00%	\$0
Catering	\$0	\$0	0.00%	\$0
Other	\$321	\$500	-35.73%	\$297
General Administration - Workshops	\$10,521	\$13,200	-20.29%	\$10,697
Program Development	\$900	\$7,800	-88.46%	\$3,400
Contribution from Educ & Innov Reserves	\$0	(\$7,800)	-100.00%	\$0
<b>Total Workshop &amp; Webinar Expenditures</b>	<b>\$11,421</b>	<b>\$13,200</b>	<b>-13.47%</b>	<b>\$14,097</b>
<b>WORKSHOP &amp; WEBINARS - NET</b>	<b>\$189,623</b>	<b>\$187,920</b>	<b>0.91%</b>	<b>\$168,468</b>

**AMCTO Unaudited Statement of Operations  
for the period ending December 31, 2024**

**Professional Development Programs**

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
<b>Annual Forums</b>				
Program Registration	<b>\$195,474</b>	<b>\$221,535</b>	<b>-11.76%</b>	<b>\$190,868</b>
<b>Expenditures</b>				
Professional Fees - Instructor/Trainer/Speaker	\$3,195	\$10,500	-69.57%	\$7,232
Trainer/Facilitator Expenses	\$0	\$6,040	-100.00%	\$841
Venue	\$6,184	\$8,000	-22.70%	\$5,000
Catering	\$4,114	\$6,000	-31.44%	\$1,840
Other	\$2,375	\$2,265	4.84%	\$1,459
General Administration - Forums	\$15,867	\$32,805	-51.63%	\$16,372
<b>Total Annual Forums - Expenditure</b>	<b>\$15,867</b>	<b>\$32,805</b>	<b>-51.63%</b>	<b>\$16,372</b>
<b>ANNUAL FORUMS - NET</b>	<b>\$179,607</b>	<b>\$188,730</b>	<b>-4.83%</b>	<b>\$174,496</b>

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
<b>Corporate Training Program</b>				
Program Registration	<b>\$234,655</b>	<b>\$188,625</b>	<b>24.40%</b>	<b>\$217,898</b>
<b>Expenditures</b>				
Professional Fees - Instructor/Trainer/Speaker	\$64,600	\$63,350	1.97%	\$63,887
Trainer/Facilitator Expenses	\$9,292	\$15,750	-41.00%	\$7,636
Catering		\$0		\$0
Other	\$865	\$0	0.00%	\$0
General Administration - Corporate Training	\$74,757	\$79,100	-5.49%	\$71,523
<b>Total Corporate Training - Expenditure</b>	<b>\$74,757</b>	<b>\$79,100</b>	<b>-5.49%</b>	<b>\$71,523</b>
<b>CORPORATE TRAINING - NET</b>	<b>\$159,898</b>	<b>\$109,525</b>	<b>45.99%</b>	<b>\$146,374</b>



**AMCTO Unaudited Statement of Operations  
for the period ending December 31, 2024**

**AGM & Professional Development Institute**

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
<b>Revenues</b>				
Delegate Registration	\$418,830	\$331,700	26.27%	\$319,913
Trade Show & Exhibit	\$102,658	\$79,275	29.50%	\$84,419
Corporate Sponsorship	\$109,654	\$89,000	23.21%	\$90,415
Golf Tournament	\$0	\$0	0.00%	\$2,520
Optional Event / Virtual PD	\$57,885	\$52,430	10.40%	\$44,242
Sale of Extra Tickets	\$0	\$0	0.00%	\$0
<b>Total AGM Revenues</b>	<b>\$689,027</b>	<b>\$552,405</b>	<b>24.73%</b>	<b>\$541,509</b>
<b>Expenditures</b>				
Credit Card Service Fee	\$7,982	\$7,983	-0.01%	\$7,882
Annual Meeting	\$0	\$200	-100.00%	\$150
Courier/Postage	\$36	\$500	-92.82%	\$326
Marketing/Printing	\$8,414	\$10,000	-15.86%	\$9,587
Fees & Expenses - Instructor/Trainer/Speaker	\$21,665	\$25,000	-13.34%	\$23,677
Audiovisual	\$59,816	\$65,000	-7.98%	\$53,036
Guests/President's Expenses	\$13,986	\$13,000	7.59%	\$13,043
Staff Travel/Accommodation	\$15,660	\$13,000	20.46%	\$9,774
Supplies/Sundry	\$11,800	\$10,000	18.00%	\$12,086
Trade Show	\$17,189	\$16,000	7.43%	\$17,092
Companions Program	\$0	\$0	0.00%	\$0
Entertainment	\$44,832	\$19,000	135.96%	\$17,140
Golf Tournament	\$0	\$0	0.00%	\$5,825
Food and Beverage	\$178,130	\$165,000	7.96%	\$179,577
Optional Event	\$25,420	\$28,310	-10.21%	\$34,842

**AMCTO Unaudited Statement of Operations  
for the period ending December 31, 2024**

**AGM & Professional Development Institute**

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Conference Charity	\$7,000	\$5,000	40.00%	\$8,100
Conference Committee	\$69	\$0	0.00%	\$0
Conference Presentation Review/Refresh	\$0	\$0	0.00%	\$0
Consultant's Fee - Conference Management	\$0	\$5,000	-100.00%	\$0
Contribution from E&I Reserve - Scholarships	\$0	(\$4,950)	-100.00%	\$0
<b>Total AGM Expenditures</b>	<b>\$412,000</b>	<b>\$378,043</b>	<b>8.98%</b>	<b>\$392,138</b>
<b>Annual General Meeting -- Gross</b>	<b>\$277,027</b>	<b>\$174,362</b>	<b>58.88%</b>	<b>\$149,371</b>
Staff Costs	\$119,652	\$107,046	11.78%	\$101,546
<b>ANNUAL GENERAL MEETING - NET</b>	<b>\$157,375</b>	<b>\$67,316</b>	<b>133.78%</b>	<b>\$47,825</b>

**AMCTO Unaudited Statement of Operations  
for the period ending December 31, 2024**

**Publications**

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
<b>Revenue</b>				
Municipal Minute - Advertising Share	\$10,425	\$14,000	-25.53%	\$22,300
Municipal Directory	\$22,535	\$28,219	-20.14%	\$18,912
<b>Total Publications Revenues</b>	<b>\$32,960</b>	<b>\$42,219</b>	<b>-21.93%</b>	<b>\$41,212</b>
<b>Expenditures</b>				
Credit Card Service Fee	\$587	\$845	-30.47%	\$1,040
Shipping & Handling	\$0	\$0	0.00%	\$0
Publications Broadcasts	\$0	\$500	-100.00%	\$0
<b>Total Publications Expenditures</b>	<b>\$587</b>	<b>\$1,345</b>	<b>-56.32%</b>	<b>\$1,040</b>
<b>PUBLICATIONS -- GROSS</b>	<b>\$32,373</b>	<b>\$40,875</b>	<b>-20.80%</b>	<b>\$40,172</b>
Staff Costs	\$14,550	\$12,676	14.78%	\$12,757
<b>PUBLICATIONS -- NET</b>	<b>\$17,823</b>	<b>\$28,199</b>	<b>-36.80%</b>	<b>\$27,415</b>

**AMCTO Unaudited Statement of Operations  
for the period ending December 31, 2024**

**Legislative Services**

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
<b>Expenditures</b>				
Communication & Technology	\$1,676	\$1,000	67.57%	\$1,746
Government Relations Expenses	\$805	\$6,500	-87.62%	\$2,544
Legislative & Policy Advisory Committee	\$223	\$8,700	-97.44%	\$0
Policy & Advocacy Program Research	\$800	\$5,000	-84.00%	\$4,800
<b>Total Legislative Services Expenditures</b>	<b>\$3,503</b>	<b>\$21,200</b>	<b>-83.48%</b>	<b>\$9,091</b>
Staff Costs	\$208,415	\$171,645	21.42%	\$161,789
<b>LEGISLATIVE SERVICES -- NET</b>	<b>(\$211,918)</b>	<b>(\$192,845)</b>	<b>9.89%</b>	<b>(\$170,880)</b>

**AMCTO Unaudited Statement of Operations  
for the period ending December 31, 2024**

**Communications and Marketing**

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
<b>Revenues</b>				
Broadcast Services	\$359,209	\$370,300	-3.00%	\$339,690
Sponsored PD	\$5,000	\$10,000	-50.00%	\$3,000
Merchandise	\$0	\$1,000	-100.00%	\$338
<b>Total Communications &amp; Marketing Revenues</b>	<b>\$364,209</b>	<b>\$381,300</b>	<b>-4.48%</b>	<b>\$343,028</b>
<b>Expenditures</b>				
Trade Shows/Sponsorships	\$9,745	\$11,000	-11.41%	\$13,452
Credit Card Service Fee	\$11,315	\$7,952	42.30%	\$11,941
Job Ad Broadcasts	\$6,133	\$4,500	36.28%	\$4,496
Website Maintenance	\$4,081	\$1,000	308.15%	\$2,543
Media Relations	\$0	\$1,000	-100.00%	\$0
Market Research	\$1,680	\$1,680	0.00%	\$1,680
Annual Awards Inserts	\$0	\$0	0.00%	\$0
Digital Marketing	\$244	\$1,080	-77.44%	\$418
Merchandise	\$1,035	\$0	0.00%	\$0
<b>Total Communications &amp; Marketing Expenditures</b>	<b>\$34,233</b>	<b>\$28,212</b>	<b>21.34%</b>	<b>\$34,531</b>
<b>Communications &amp; Marketing - Gross</b>	<b>\$329,976</b>	<b>\$353,088</b>	<b>-6.55%</b>	<b>\$308,497</b>
Staff Costs	\$93,385	\$124,956	-25.27%	\$100,906
<b>COMMUNICATIONS &amp; MARKETING - NET</b>	<b>\$236,591</b>	<b>\$228,132</b>	<b>3.71%</b>	<b>\$207,591</b>

**AMCTO Unaudited Statement of Operations  
for the period ending December 31, 2024**

**Administration**

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
<b>Revenues</b>				
Investment Income	\$85,361	\$55,898	52.71%	\$81,898
Change in Investment FMV	\$58,502	\$0		\$61,158
Other Revenue	\$0	\$600	-100.00%	\$40
<b>Total Administration Revenues</b>	<b>\$143,863</b>	<b>\$56,498</b>	<b>154.63%</b>	<b>\$143,096</b>
<b>Expenditures - Administration</b>				
Supplies & Sundry	\$3,243	\$4,000	-18.93%	\$3,269
Zones	\$450	\$1,000	-55.00%	\$12
Equipment Rental - Copying & Printing	\$3,846	\$5,000	-23.08%	\$5,014
Telephone and Internet	\$15,988	\$16,500	-3.10%	\$18,751
Equipment Rental - Postage	\$5,106	\$5,100	0.12%	\$5,091
Postage	\$3,687	\$1,000	268.66%	\$3,006
Base Rent	\$51,997	\$67,760	-23.26%	\$75,480
Office Operating Costs	\$70,845	\$84,601	-16.26%	\$99,034
Contract Services - Operations	\$38,874	\$8,200	374.08%	\$5,310
Audit	\$24,136	\$15,000	60.91%	\$16,240
Publications & Memberships	\$1,575	\$1,200	31.29%	\$625
Insurance	\$13,986	\$13,500	3.60%	\$13,499
Legal	\$23,772	\$8,000	197.15%	\$7,043
Couriers	\$1,673	\$815	105.30%	\$842
Staff Training	\$10,104	\$20,000	-49.48%	\$13,329
Payroll Processing Fees	\$2,279	\$1,820	25.25%	\$2,248
Bank Charges	\$1,130	\$610	85.24%	\$648
Investments - Management Fee	\$13,266	\$14,000	-5.24%	\$14,179
Depreciation - IT Software/Hardware	\$38,355	\$36,709	4.48%	\$25,830
Depreciation - Furniture and Fixtures	\$3,814	\$8,000	-52.32%	\$3,009
Depreciation - General	\$1,028	\$1,146	-10.28%	\$573
Amortization of Leasehold improvement	\$0	\$12,047	0.00%	\$0

**AMCTO Unaudited Statement of Operations  
for the period ending December 31, 2024**

**Administration**

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Contract Services - Information Technology	\$90,791	\$87,000	4.36%	\$93,859
Board Elections - Alternative Voting	\$0	\$4,000	-100.00%	\$4,000
Bad Debt	\$0	\$200	-100.00%	\$0
Salaries	\$1,679,927	\$1,651,397	1.73%	\$1,542,668
Employee Benefits	\$406,392	\$394,656	2.97%	\$360,747
Staff Costs Allocated	(\$923,656)	(\$899,602)	2.67%	(\$825,993)

**AMCTO Unaudited Statement of Operations  
for the period ending December 31, 2024**

**Administration**

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
IT Technology Strategy	\$0	\$10,000	-100.00%	\$0
Contr. From Strategic Initiative Reserve	\$0	(\$10,000)	-100.00%	\$0
HR/Performance Management Consulting	\$0	\$0	0.00%	
Contribution from General Operating Reserve	\$0	(\$3,000)	-100.00%	\$0
<b>Total Administration Expenditures</b>	<b>\$1,582,609</b>	<b>\$1,560,659</b>	<b>1.41%</b>	<b>\$1,488,311</b>
<b>Expenditures - Administrative Meetings</b>				
Board of Directors - Regular Meetings	\$28,958	\$39,000	-25.75%	\$30,496
Board of Directors - Strategic Priorities (Org & Zone Reviews)	\$18,000	\$20,000	-10.00%	\$0
Contr from Strategic Init. Reserve	\$0	(\$20,000)	-100.00%	\$0
Management Committee	\$0	\$1,400	-100.00%	\$0
Zone Meetings	\$6,096	\$14,000	-56.46%	\$9,295
Board/Zone/Committee Training	\$1,428	\$5,000	-71.45%	\$2,411
Staff/Board Business Meetings	\$7,165	\$6,000	19.41%	\$8,704
Conference Attendance	\$27,933	\$25,000	11.73%	\$21,438
<b>Total Administrative Meetings Expenditures</b>	<b>\$89,579</b>	<b>\$90,400</b>	<b>-0.91%</b>	<b>\$72,344</b>
<b>ADMINISTRATION -- NET</b>	<b>(\$1,528,324)</b>	<b>(\$1,594,561)</b>	<b>-4.15%</b>	<b>(\$1,417,558)</b>

**MEMBERSHIP MATTERS  
MEMBERS IN-TRANSITION**

**TO THE AMCTO MANAGEMENT COMMITTEE MEETING  
Friday, January 24, 2025**

**MEMBERS-IN-TRANSITION**

1<sup>st</sup> Year Approvals

**ZONE 1**

Abigail Marchildon  
Council and Committee Coordinator  
Municipality of Leamington

Tena Michiels  
Former, Clerk/Manager of Legislative Services  
Municipality of Thames Centre

**ZONE 2**

Jessica Armstrong  
Committee & Council Coordinator  
County of Simcoe

Greg Borduas, CMO  
Former, Chief Administrative Officer  
Municipality of West Perth

Heidi Dorscht, Dipl.M.A.  
Former, Interim Deputy Clerk/Committee Coordinator  
Municipality of North Perth

Kyra Dunlop  
Deputy Clerk  
Town of The Blue Mountains

Jessica McLean  
Manager Strategic Initiatives  
Municipality of North Perth

Nelson Santos  
Former, Chief Administrative Officer  
Township of Adjala Tosorontio

Matt Smith, Dipl.M.A.  
Former, Clerk / Director of Community Services  
Municipality of Meaford

Julia Warwick  
Director of Financial Services/Treasurer  
Municipality of South Huron

**ZONE 3**

Julia Ricottone, Dipl.M.A.  
Policy and Training Coordinator  
City of Hamilton

Brian Treble  
Former, Director of Planning & Building  
Township of West Lincoln

**ZONE 4**

Janice Adshead, Dipl.M.M.  
Former, Deputy Clerk  
City of Brampton

**ZONE 6**

Kaitlin Mallory  
Deputy Clerk  
Town of Prescott

**ZONE 7**

Stasia Elana Carr  
Former, Clerk  
Town of Gore Bay

**ZONE 9**

Gabrielle Lecuyer, AOMC, Dipl.M.A.  
Former, Clerk  
Town of Fort Frances

2<sup>nd</sup> Year Approvals

**ZONE 1**

Deborah Daub, Dipl.M.A.  
Partner  
BEDMAS Bookkeeping Services

**ZONE 3**

Kristen Brown  
Customer Service Clerk  
City of Niagara Falls

**ZONE 4**

Christine Leduc, CMO  
Supervisor, Collections  
City of Mississauga

Sahar Naseer  
Former, Access and Privacy Coordinator  
City of Brampton

**MEMBERSHIP MATTERS  
MEMBERS IN-TRANSITION**

**TO THE AMCTO MANAGEMENT COMMITTEE MEETING  
Friday, January 24, 2025**

**ZONE 6**

Alison Merkley, AMP, Dipl.M.A.  
Development Services Analyst  
Township of Rideau Lakes

3<sup>RD</sup> Year Approvals

**ZONE 2**

Jessica Gunby, Dipl.M.A., Dipl.M.M.  
Committee of Adjustments  
Township of Severn

**ZONE 3**

Holly Marie Willford  
Town Clerk  
Town of Pelham

5<sup>TH</sup> Year Approvals

**ZONE 3**

Nancy Fiorentino, Dipl.M.M.  
Council and Committee Services Coordinator  
Town of Oakville



## AMCTO STAFF REPORT

**TO:** Management Committee  
**RE:** 2025 Strategic Initiatives Proposal  
**FROM:** David Arbuckle, MPA - Executive Director  
**REPORT DATE:** January 24, 2025

### **PURPOSE:**

To provide Management Committee with information related to staff prioritized strategic initiatives and activities for 2025.

### **RECOMMENDATION/S:**

THAT the proposed activities to be undertaken in 2025 to advance the Association's Strategic Goals, as identified in Appendix I to this report be approved and advanced to the AMCTO Board of Directors in February 2025 for final approval.

### **HISTORICAL BACKGROUND:**

#### Strategic Initiatives

The Association's 2022-2026 Strategic Plan sets out a list of eight (8) Strategic Goals, under four (4) Strategic Pillars, which are to be pursued during the term of the Plan. These eight Goals are:

#### Professional Growth:

1. AMCTO's education and accreditation programs are recognized tools for career advancement and growth in the municipal sector.
2. AMCTO provides high quality, forward-thinking education and professional development programs that reflect the needs of a range of aspiring, new, and established municipal professionals.

#### Network and Community

1. AMCTO events and platforms are an essential space for municipal professionals to grow their networks within the municipal sector and the association.
2. AMCTO is a community built on the shared experiences and knowledge of municipal professionals.



#### Membership

1. AMCTO retains members throughout and beyond their careers in the municipal sector.
2. AMCTO has a growing and diversified membership base from municipal professionals across Ontario.

#### Advocacy

1. AMCTO informs and influences public policy in its capacity as the respected voice of municipal professionals.
2. AMCTO is the leading resource for municipal professionals to stay abreast and up-to-date on issues related to municipal public policy and administration.

To succeed in achieving these Goals, the Plan also identified a number of key strategic actions to be undertaken over the term of the Plan.

On an annual basis, staff are requested to identify projects or activities that can be undertaken in the upcoming year to advance these key strategic actions.

#### **ANALYSIS OF ISSUE/S:**

##### Strategic Initiatives

Appendix I outlines a number of strategic initiatives planned for 2025. If approved, the Executive Director will work with individual portfolio managers to identify appropriate timelines and milestones for implementation.

#### **FINANCIAL IMPACT:**

The 2024 Operating Budget includes allowances for any financial impacts that might arise from the pursuit of the identified key strategic initiatives in 2024. Any significant variances in those allowances that impact the overall budget will be identified to the Board for review and approval.

#### **LINK TO STRATEGIC GOALS/PRIORITIES:**

The identification and approval of key strategic actions is directly related to the advancement of the AMCTO 2022-2026 Strategic Plan goals.



**Appendix I**  
**Key Strategic Actions and Related 2025**  
**Projects or Activities**

Professional Growth - Goal 1: AMCTO’s education and accreditation programs are recognized tools for career advancement and growth in the municipal sector.

<b>Key Strategic Actions</b>	<b>Specific Projects or Activities for 2025</b>
1. Promote the market value of AMCTO’s professional accreditation programs to both municipal professionals and employers.	<ul style="list-style-type: none"> <li>• Completion and promotion of individual accreditation videos</li> <li>• Completion and promotion of improved application and review through AMCTO Connect</li> </ul>
2. Define and develop a “career path” service offering that will provide end-to-end supports for municipal professionals as they advance through their careers.	<ul style="list-style-type: none"> <li>• Promotion plan to increase Career Development Plan participation in 2025</li> </ul>



**Appendix I**  
**Key Strategic Actions and Related 2025**  
**Projects or Activities**

Professional Growth - Goal 2: AMCTO provides high quality, forward-thinking education and professional development programs that reflect the needs of a range of aspiring, new, and established municipal professionals.

<b>Key Strategic Actions</b>	<b>Specific Projects or Activities for 2025</b>
1. Continue to develop and update AMCTO’s education and professional development programs to ensure relevance and responsiveness of programming to sector trends and member needs.	<ul style="list-style-type: none"> <li>• Continue with course revisions/updates as scheduled (contingent on SME availability and budget)</li> </ul>
2. Evaluate partnership opportunities with other professional associations and post-secondary institutions for shared service delivery.	<ul style="list-style-type: none"> <li>• Continue to explore enhanced/new partnership opportunities with association and post-secondary institutions</li> </ul>



**Appendix I**  
**Key Strategic Actions and Related 2025**  
**Projects or Activities**

Network and Community - Goal 1: AMCTO events and platforms are an essential space for municipal professionals to grow their networks within the municipal sector and the association.

<b>Key Strategic Actions</b>	<b>Specific Projects or Activities for 2025</b>
1. Increase supports and resources to Zones to deliver valuable and relevant content and events to members.	<ul style="list-style-type: none"> <li>• Establish regular annual meeting with Zone Chairs and staff to solicit advice and feedback</li> </ul>
2. Continue to invest in and leverage technology to connect and engage members and customers.	<ul style="list-style-type: none"> <li>• Institute new platform to assist with Board and new committee structure</li> </ul>
3. Develop flexible engagement and participatory models for networking that support user choice.	<ul style="list-style-type: none"> <li>• PD to pilot networking session addition as part of forum programming</li> </ul>



**Appendix I**  
**Key Strategic Actions and Related 2025**  
**Projects or Activities**

Network and Community - Goal 2: AMCTO is a community built on the shared experiences and knowledge of municipal professionals.

<b>Key Strategic Actions</b>	<b>Specific Projects or Activities for 2025</b>
1. Continue to create opportunities for municipal professionals to connect and build interpersonal relationships and a “community of practice.”	<ul style="list-style-type: none"> <li>• Execute plan for virtual engagement opportunities for members of municipalities with like populations</li> </ul>
2. Review mentorship services, including opportunities for peer-to-peer mentorship, to support new and experienced professionals in the municipal sector.	



**Appendix I**  
**Key Strategic Actions and Related 2025**  
**Projects or Activities**

Membership - Goal 1: AMCTO retains members throughout and beyond their careers in the municipal sector.

<b>Key Strategic Actions</b>	<b>Specific Projects or Activities for 2025</b>
1. Leverage data analysis to better define and understand member and customer segments and “customer journeys.”	<ul style="list-style-type: none"> <li>• Determine what reporting tools and information is available to assist with member retention, attrition and engagement in updated iMIS platform</li> </ul>
2. Develop tailored value propositions for AMCTO member segments and customers.	
3. Identify opportunities to offer more “member-only” benefits, promotions, and/or affinity programs.	<ul style="list-style-type: none"> <li>• Introduce “Leadership Hub”</li> </ul>



**Appendix I**  
**Key Strategic Actions and Related 2025**  
**Projects or Activities**

Membership - Goal 2: AMCTO has a growing and diversified membership base from municipal professionals across Ontario.

<b>Key Strategic Actions</b>	<b>Specific Projects or Activities for 2025</b>
1. Enhance marketing, communications, and outreach initiatives to target markets to ensure continued awareness of AMCTO and the value of membership.	<ul style="list-style-type: none"> <li>• Begin review of opportunities to better target entire municipal sector in Ontario.</li> </ul>
2. Engage in targeted outreach in geographical areas that are underrepresented in AMCTO membership and/or engagement.	<ul style="list-style-type: none"> <li>• Review success of 2024 roadshows and report back to Board in June 2025 with next steps</li> </ul>
3. Explore AMCTO rebranding options to make membership more accessible and attractive to all municipal professionals.	<ul style="list-style-type: none"> <li>• Report to Board on rebranding considerations and recommendations for next steps</li> </ul>
4. Review options for AMCTO's membership model.	



**Appendix I**  
**Key Strategic Actions and Related 2025**  
**Projects or Activities**

Advocacy - Goal 1: AMCTO informs and influences public policy in its capacity as the respected voice of municipal professionals.

<b>Key Strategic Actions</b>	<b>Specific Projects or Activities for 2025</b>
1. Build the advocacy capacity of AMCTO, including strengthened relationships with other municipal associations to support advocacy on areas of shared interest.	<ul style="list-style-type: none"> <li>• Continue to pursue engagement opportunities with new contacts at the federal and provincial level as informed by the Issue Profile (carry over from last years)</li> </ul>
2. Identify and develop content to support key advocacy priorities.	
3. Build and maintain relationships with government and sector stakeholders and grow AMCTO’s profile and reputation for substantive policy expertise.	<ul style="list-style-type: none"> <li>• Continue to identify key decision-makers (political and public service) as they pertain to advocacy priorities and initiate connection</li> </ul>
4. Empower municipal professionals to undertake their own advocacy efforts on AMCTO priorities.	<ul style="list-style-type: none"> <li>• Continue to develop tools to support members with advocacy (eg. Issues at a Glance)</li> </ul>



**Appendix I**  
**Key Strategic Actions and Related 2025**  
**Projects or Activities**

Advocacy - Goal 2: AMCTO is the leading resource for municipal professionals to stay abreast and up-to-date on issues related to municipal public policy and administration.

<b>Key Strategic Actions</b>	<b>Specific Projects or Activities for 2025</b>
1. Continue to deliver timely and relevant legislative and policy updates.	
2. Expand research and data analysis capacity to develop policy content that addresses emerging and evolving issues in the municipal sector.	<ul style="list-style-type: none"> <li>• Investigate opportunities to expand research and data access</li> </ul>