

# 2015 Annual Report



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# Message from the President



This past year has been another busy one for the Municipal Service Delivery Officials Association (MSDO) as we continue to grow and transition as an organization. Here are some highlights:

- Hosted the MSDO Annual Conference in Brampton/Peel Region/Toronto which brought together service delivery leaders from across Canada to a conference that featured the theme, 'Working and Learning Together'. Seventy leaders participated in the three day conference which featured a virtual presentation with Janet Hughes presenting the UK Government Digital Strategy, Service Ontario's Digital Strategy, digital presentations from City of Mississauga, Region of Peel, City of Hamilton, Region of Waterloo and City of Kitchener, City of London counter service, an update on data from Citizens First 7 and tours of Peel Art Gallery, Museum and Archive, Service Brampton and Toronto 311.
- Facilitated a half-day planning meeting with our membership to translate the MSDO vision into a reality through identifying opportunities for members to participate actively in their association.
- Continued to grow the MSDO website with over 150 registered members and good usage of the member's forum.
- Participated at the federal and provincial level through the Public Sector Service Delivery Council at meetings held in Toronto, Ontario and St. John's, Newfoundland and Labrador which provided opportunities to showcase innovations in municipal service delivery and MSDO.

As an association, we continued to grow in 2015 and welcomed three new members – City of Ottawa, (ON), City of Sarnia (ON) and City of St. Albert (AB). We hope our new members will take full advantage of the benefits of their membership.

It continues to be an exciting time to be in public sector service delivery and we want MSDO to shine a spot light on the innovations, new directions and areas of focus of our members. In 2016, we will experiment with virtual meetings to connect our members throughout the year and develop new affiliate members with federal and provincial service delivery organizations. Our national conference in St. John's will highlight not just service delivery innovations at a municipal level, but also learn from the great work of other organizations in the service delivery field. We hope you will be energized by some of these new areas of focus.

I want to thank our active board for their ongoing involvement and passion in advancing MSDO. As a volunteer driven organization, we have relied on the support and efforts of the board for much of the heavy lifting, but this isn't sustainable. As part of our planning session with our members, we heard many of you want to become more involved, you just don't know how. In 2016, you will see a greater emphasis on providing opportunities for our members to participate actively in our association – through sharing your knowledge at virtual meetings or the conference, assisting with conference planning, mentoring new members, board member shadowing, etc. Other ideas are welcomed. Our success as an organization will be based on the active participation of our members. I encourage each of you to take a moment in this coming year and find ways to become more involved. You will be not only strengthening yourself personally and professionally but will also be contributing to better outcomes in Canadian service delivery.

A handwritten signature in black ink, appearing to read 'Glenn Brunetti'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Glenn Brunetti  
MSDO President

# 2015/2016 MSDO Board of Directors



**Glenn Brunetti**

President  
glenn.brunetti@peelregion.ca



**Rhonda Tsingos**

Vice President  
rhonda.tsingos@brampton.ca



**Michelle Herder**

Secretary  
michelle.herder@york.ca



**Deb Bergey**

Treasurer  
dbergey@regionofwaterloo.ca



**Janine Haliday**

Director at Large  
jhaliday@stjohns.ca



**Karla Hale**

Director at Large  
karla.hale@peelregion.ca



**Shelley Darlington**

Conference Liaison  
shelley.darlington@norfolkcounty.ca



**Kate Johnston**

Past President  
kate.johnston@halton.ca

# 2015/2016 Committees and Groups

## 2015 National Conference Committee

**Shelley Darlington**

Norfolk County

**Shelby Verkindt**

Norfolk County

**Karen Judd**

Norfolk County

**Amanda Papadopoulos**

Norfolk County

**Gary Yorke**

City of Toronto

**Sandra John-Baptiste**

City of Toronto

**Ban Banister**

City of Brampton

**Shawna McNally**

City of Brampton

**Lyndsey Bass**

City of Brampton

**Dean Quinnett**

City of Brampton

**Marty Brent and the staff of PAMA**

Region of Peel

**Michelle Orth**

Region of Peel

**Brenda Ball**

Region of Peel

**MSDO Board of Directors**

## Internal Communications Committee

**Rhonda Tsingos**

City of Brampton

**Karla Hale**

Region of Peel

**Shelley Darlington**

Norfolk County

**Michelle Orth**

Region of Peel

**Judy Salisbury**

City of Hamilton

**Tamara Carlson**

Town of Whitchurch-Stouffville

**Mauricio Plato**

City of Prince George

## Common Interest Groups

### Social Media

Chair:

**Ashley Sokal, City of Winnipeg**

[asokal@winnipeg.ca](mailto:asokal@winnipeg.ca)

MSDO Board Liaison:

**Melanie Swenarchuk**

[mswenarchuk@winnipeg.ca](mailto:mswenarchuk@winnipeg.ca)

### Self-Service/ Channel Management

Chair:

**Rosanna Wilcox, City of London**

[rosanna.wilcox@london.ca](mailto:rosanna.wilcox@london.ca)

MSDO Board Liaison:

**Glenn Brunetti**

[glenn.brunetti@peelregion.ca](mailto:glenn.brunetti@peelregion.ca)

### Contact Centres

Chair:

**Michelle Solski, City of Brampton**

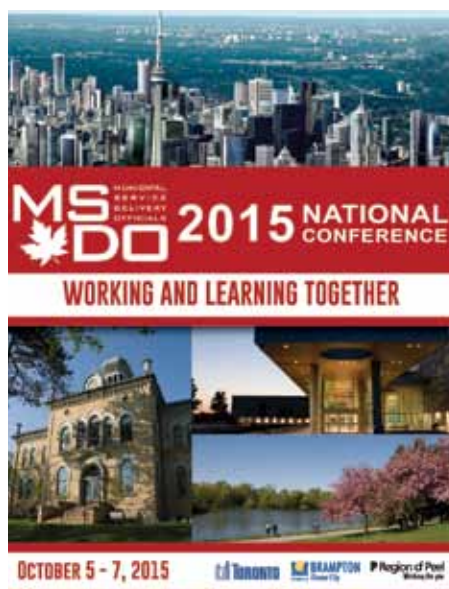
[michelle.solski@brampton.ca](mailto:michelle.solski@brampton.ca)

MSDO Board Liaison:

**Michelle Herder**

[michelle.herder@york.ca](mailto:michelle.herder@york.ca)

## 2015 Conference Theme



# Connections to Other Organizations

## Municipal Information Systems Association Canada



Municipal Information Systems Association of Canada/Association des Systèmes d'Information Municipale du Canada is a not-for-profit association composed of provincial, inter-provincial or territorial associations of municipal government representatives and others, engaged in, or interested in, the development and operation of municipal information systems. The members of MISA/ASIM Canada are the five regional chapters.

## Public Sector Service Delivery Council

The PSSDC was created in 1998 to bring together service leaders from the federal, provincial and territorial governments to share information and best practices. Subsequently, regional representatives of municipal governments also joined the Council who are currently appointed through the Municipal Service Delivery Officials organization.



The PSSDC has supported a research agenda to gain a better understanding of what drives excellence in public service. There is a sharing of best practices that has led to a number of service integration initiatives which have improved public service delivery across Canada.

The PSSDC and its sister organization, the Public Sector Chief Information Officer Council (PSCIOC) meet and work on initiatives together. Collectively, they are referred as the Joint Councils.

## Institute for Citizen-Centred Service



The Institute for Citizen-Centred Service, an innovative not-for-profit organization built by and for the broader public sector, continues to be recognized as the leading centre of expertise in citizen-centred service delivery. Formed and funded by all orders of government across Canada, its mission is to support public-sector organizations in achieving high levels of citizen and business satisfaction.

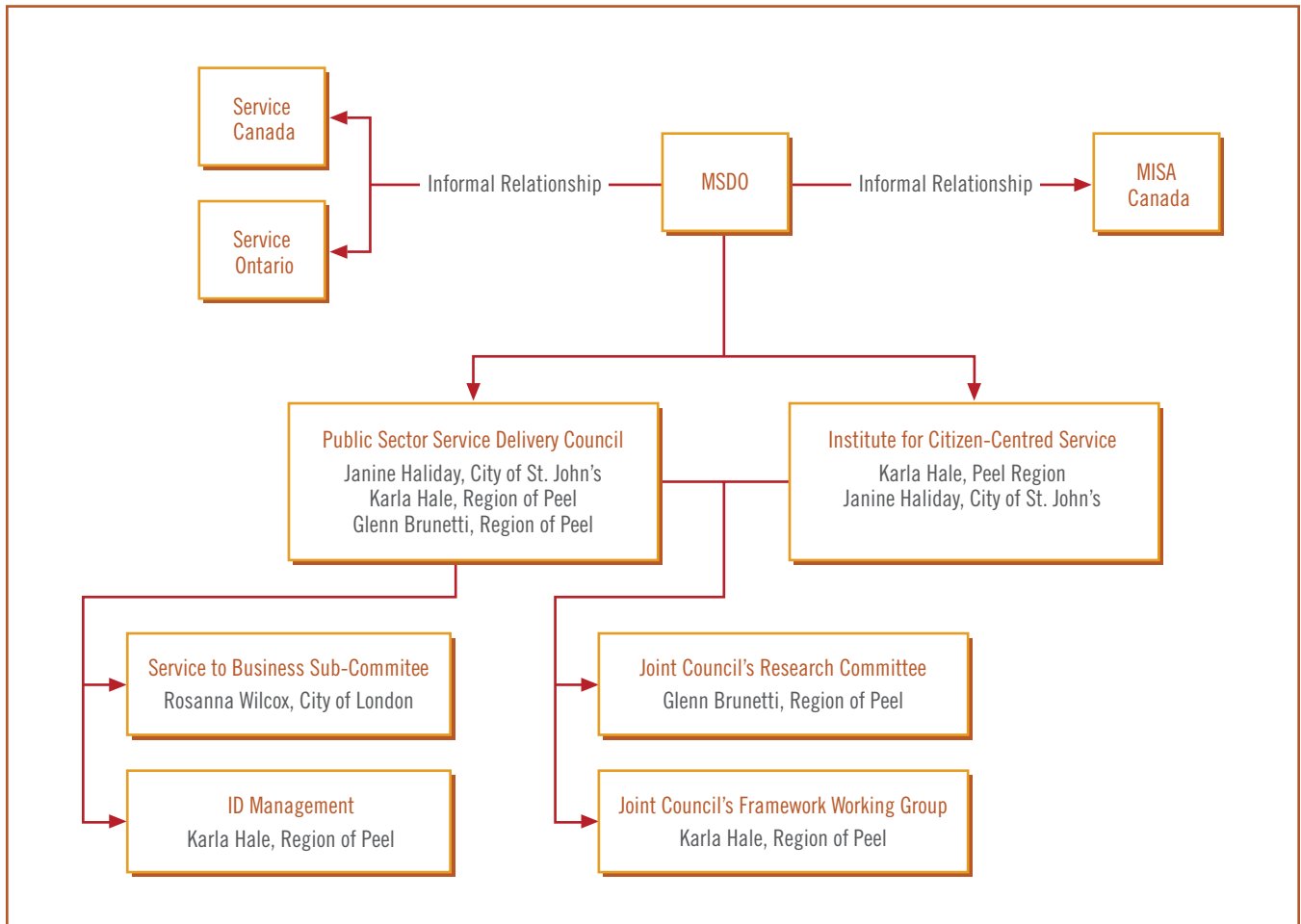
The ICCS provides a neutral place through which inter-jurisdictional collaboration takes place, sharing research, tools, resources and knowledge with jurisdictions to increase their understanding of citizen-centred service.

# Interjurisdictional Activities



**One of the objectives of MSDO is to represent members in discussions with other levels of government and other associations in matters affecting municipal or inter-jurisdictional delivery of government services.**

The below chart shows the relationships that MSDO has had and indicates those who were primarily managing those relationships. Lines connecting the organizations represent two-way communications affording opportunities for MSDO to contribute information and insights of value to other organizations in formulating their policies, operating practices and activities, and vice versa.



# MSDO at a Glance

42

**Total number  
of municipal  
members**

**The following provinces have  
municipalities who are members**

- British Columbia
- Alberta
- Saskatchewan
- Manitoba
- Ontario
- Nova Scotia
- Newfoundland and Labrador

## Number of members by geography

 9

West and North all provinces west of Ontario plus the Territories

 31

Central this is Ontario and Quebec

 2

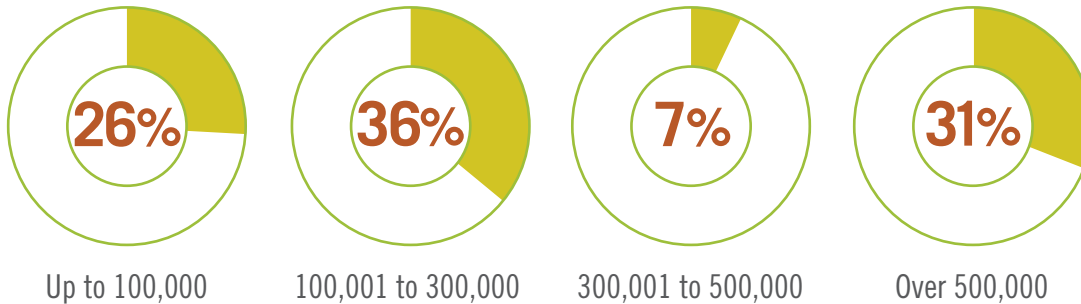
East all provinces east of Quebec

 1

Other non-municipal



### Number of members by population size of municipality



### Previous Conference Locations



## 2004

The year an informal network of municipal service delivery leaders was born which would eventually grow and evolve into MSDO.

## 2008

The year MSDO was officially launched and registered as a non-profit association.

# Strategic Plan

## Our Vision

**To be a highly visible, sustainable and recognized association of engaged members collaborating to promote municipal service delivery excellence in Canada.**

## Our Mission

To promote municipal service delivery excellence for Canadians by providing members with:

- access to information, resources, best practices and like-minded municipal service professionals;
- a strong municipal voice in broader public service improvement initiatives; and
- a sustainable association that meets their needs.

## Member Benefits

### Promising Practice Sharing and Networking

- Access to members and their vast knowledge and experience through the members' forum, an excellent resource to have your questions answered and best practices shared
- Annual national conference for member learning and networking
- Regular virtual meetings with our members
- Access to membership survey results and collaborative information sharing
- Access to specialized MSDO information on a secure portion of the MSDO website
- Endless networking opportunities with a great group of individuals

### Advocacy

- Opportunity to support the growth and professionalism of municipal service delivery
- Ability to participate in discussions with federal, provincial and municipal counterparts involving service delivery improvements including identity management and authentication, business numbers and self service
- Ability to influence and offer your voice on service delivery issues at a national level through organizations such as the Institute for Citizen-Centred Service (ICCS) and the Public Sector Service Delivery Council (PSSDC)

### Other

- Discounted price for MSDO annual conference and ICCS products and courses

# Goals and Performance Indicators

Measure Type	Performance Indicator	Result
<b>Process Measures</b>	# of items completed from Strategic Plan	n/a
	% of items completed from Strategic Plan	n/a
<b>Customer Measures</b>	% of increase in total membership	<b>7%</b>
	% of members satisfied/very satisfied with membership	n/a
<b>Financial Measures</b>	% increase in revenue	<b>10.7%</b>
	spent budget vs actual	<b>27.5%</b> positive variance
<b>Engagement Measures</b>	# of registered users on MSDO website	<b>176</b>
	# of online information requests amongst members	<b>149</b>
	# of online responses from members	<b>418</b>
	% of items of municipal interest included at FTP (Federal/Territorial/Provincial) meetings	<b>98%</b>

# 2015 MSDO Operating Statement

## 2015 MSDO Operating Statement

### Revenues

Membership Fees	\$26,750.00
Conference Registrations	\$35,210.00
2015 Conference Sponsorship	\$9,084.86
Misc. Revenue	\$2,980.77

<b>Total Revenues</b>	<b>\$74,025.63</b>
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### Expenses

#### Membership Benefits

MSDO Website	\$2,715.31
PSSDC Board Members Costs	\$10,439.65
Member Communications	\$1,778.08

#### 2015 MSDO Conference

2015 Conference Expenses	\$27,227.15
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#### Administration & Finance

Strategic Planning	\$2,371.58
Legal Fees + Insurance	\$1,139.92
Book Keeping	\$350.00
Bank Charges	\$2,143.97

<b>Total Expenses</b>	<b>\$48,165.66</b>
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<b>Net Revenues</b>	<b>\$25,859.97</b>
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# 2015 MSDO Balance Sheet

## 2015 MSDO Balance Sheet

### Assets

Cash and Cash Equivalents	\$77,478.28
Accounts Receivable	\$4,000.00
Reserve Fund	\$20,000.00
<b>Total Assets</b>	<b>\$102,497.28</b>

### Liabilities

Accounts Payable	0
HST Payable	\$4,710.34
Pending HST Refund	(6,838.36)
<b>Total Liabilities</b>	<b>\$2,128.02</b>

### Equity

Opening Balance	\$66,671.97
Unrestricted Net Assets	\$12,093.36
Net Income	\$25,859.97
<b>Total Equity</b>	<b>\$104,625.30</b>

### **Total Liabilities and Equity**

**\$102,497.28**

Note: HST amounts may not pertain to the year shown as refunds are not necessarily received in the same year.







[MSDO.CA](http://MSDO.CA)