

# 2017

## Annual Report



**msdo**

**RETHINKING  
MUNICIPAL  
SERVICE**

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# Message from the President



**Michelle Herder**

*MSDO President*

This past year has strengthened the foundation to support the continued growth and evolution of the Municipal Service Delivery Officials Association (MSDO). Significant work has been done to bring member value in an evolving service delivery landscape while respecting fundamentals. Highlights include:

### **MSDO 2017 (Hosted by Hamilton)**

Ninety-five service delivery leaders from across Canada participated in the three day conference, focusing on all aspects of service delivery:

- **Inclusion** with Hamilton and Waterloo speaking about the Truth and Reconciliation Calls to Action and Ajax sharing their plan for #AjaxForAll. Peel and Waterloo engaged attendees in a session on how to best serve vulnerable communities.
  - **Contact Centre Evolution** was a hot topic with a well-attended breakout session hosted by MSDO members (Oshawa, York, Kingston, Barrie and Peel).
  - **Digital/web/mobile service delivery** was well represented with presentations from Vaughan, Peel, Saskatoon, and Calgary.
  - Hamilton shared their **training strategy** in support of sensational service.
- Our valued sponsors hosted a **panel discussion on artificial intelligence** and Mohawk College and Pearson Airport spoke about **security and emergency preparedness**.

### **Keeping in Touch- Webinars (Well attended and informative)**

- Customer Journey Mapping (Service Ontario)
- Behavioural Insights (Deloitte)

### **Public Sector Service Delivery Council**

- Board members represented municipalities at two annual meetings and on working groups. The PSSDC sponsored Digital Playbook was shared with members
- Work is underway to share research newsletters and the Service Network Collaboration Playbook

As part of strengthening our foundation, governance was a focus with the board with a review of policies, practices and procedures. MSDO also welcomed new members from Lethbridge and Strathcona (AB), Fredericton (NB), and Caledon (ON).

Looking forward, our board will be engaging members on the creation of a new website to make it easier to collaborate and share best practices. The strength of MSDO lies in the expertise of our member network. We encourage members to participate in forum discussions and share their best practices through presentations at the conference and webinars.

Since MSDO is a volunteer led board, it is their participation and passion that provide direction and support. I want to thank the board for their vision, dedication and hard work to make it all happen. In 2017, we had changes with the departure of Glenn Brunetti and Rhonda Tsingos. Both were long serving members who provided valuable leadership and contribution. We wish both of them well. We welcomed Carroll Francis from Brantford to the role of Treasurer.

If you are interested in offering your talents, developing skills or opportunities to network in support of municipal service delivery excellence, we would love to hear from you.

See you at the annual conference in Kawartha Lakes!

**Michelle Herder**

## 2017 MSDO Board of Directors



**Michelle Herder**

President  
York Region, ON  
michelle.herder@york.ca



**Carroll Francis**

Treasurer  
City of Brantford, ON  
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**Tanya Nelson**

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**Shelley Darlington**

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Shelley.Darlington@norfolkcounty.ca



**Deb Bergey**

Director at Large  
Region of Waterloo, ON  
dbergey@regionofwaterloo.ca



**Karla Hale**

Director at Large  
Peel Region, ON  
karla.hale@peelregion.ca

## 2017 Committees and Events



### 2017 National Conference Committee

**Shelley Darlington**  
Norfolk County

**Kirsten Marples**  
City of Hamilton

**Shelby Verkindt**  
Norfolk County

**Vicki Lockhart**  
City of Hamilton

**Angela Butcher**  
Norfolk County

**Sam McFarlane**  
Norfolk County

### “Keeping You Connected” All Members Calls

Two ‘Keeping You Connected’ events were held in 2017.

<b>Date</b>	<b>Topic</b>
March 21, 2017	Customer Journey Mapping (Service Ontario)
May 2, 2017	How Behavioural Insights Can Be Used to Improve Programs for Citizens (Deloitte Consulting)

## 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.

### PSSDC

### 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, 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 Institute

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.

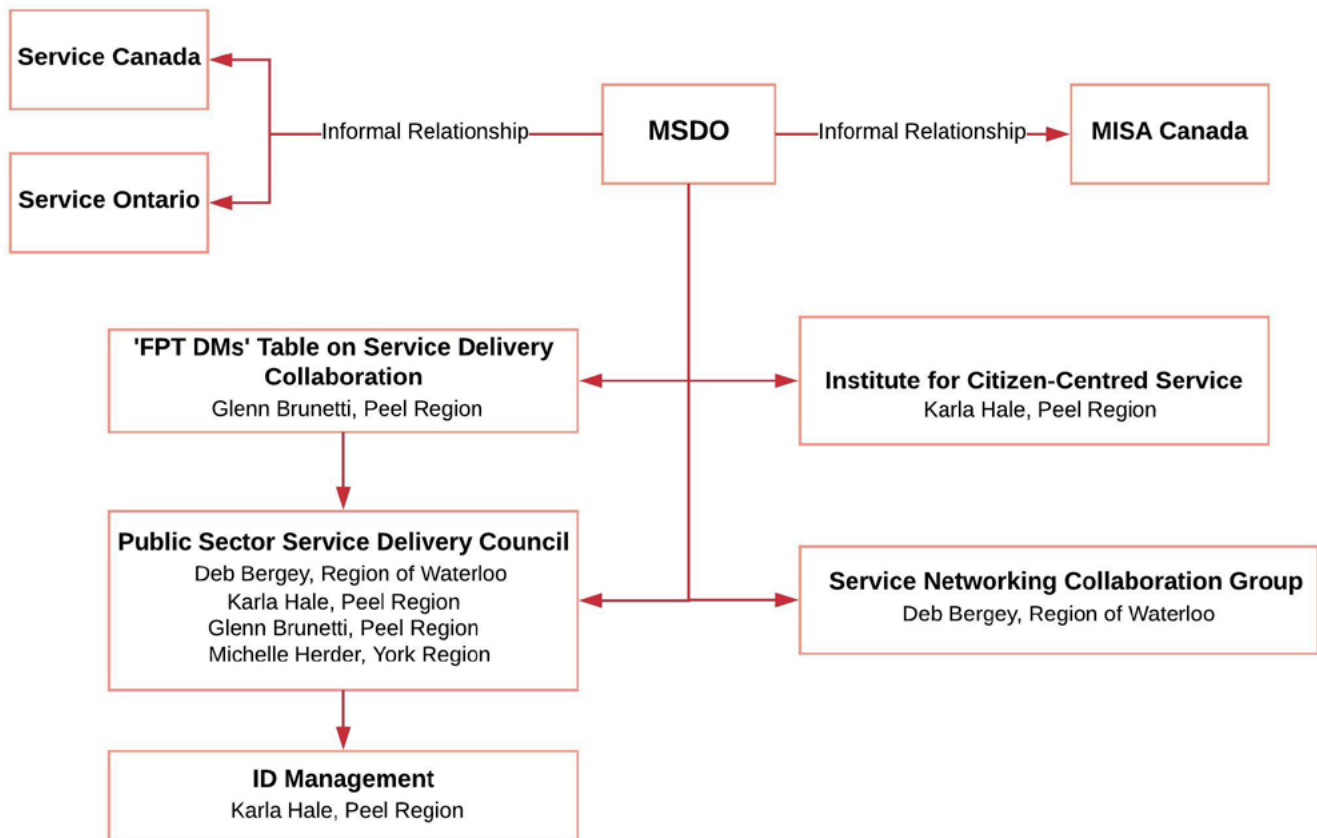
The ICCS provides a neutral place through which inter-jurisdictional collaboration takes place, sharing research, tools, resources and knowledge with jurisdictions to increase their understanding of citizen-centred service.

# Interjurisdictional Activities

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.



**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.**



MSDO also had representatives on the following committees of the Joint Councils of the Public Sector Service Delivery Council and the Public Sector Chief Information Officers Council:

Digital Strategy Working Group - Glenn Brunetti, Peel Region

Framework Working Group - Karla Hale, Peel Region

Research Committee - Glenn Brunetti, Peel Region

# MSDO at a Glance

**50**

**Total number of municipal members**

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



*British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Nova Scotia, Newfoundland and Labrador, and New Brunswick.*

## Number of members by geography



*West and North - All provinces west of Ontario plus the territories*



*Central - Ontario and Quebec*



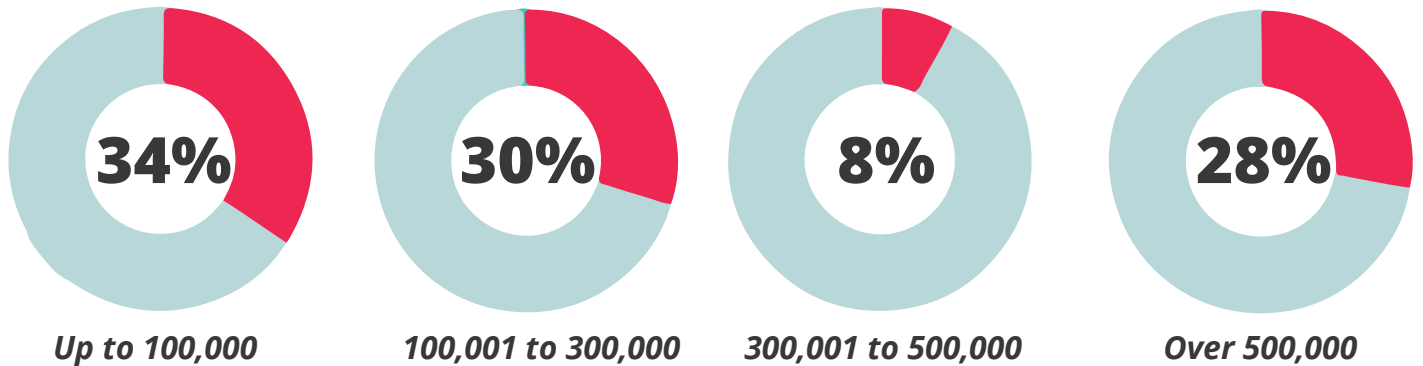
*East - All provinces east of Quebec*



*Other - Non-municipal*



## Number of members by population size of municipality



## Previous Conference Locations

<b>2017</b> Hamilton	<b>2016</b> St. John's	<b>2015</b> Brampton Peel Region Toronto	<b>2014</b> Norfolk County	<b>2013</b> Vancouver
<b>2012</b> Kitchener	<b>2011</b> Ajax Whitby	<b>2010</b> Mississauga Brampton Peel Region	<b>2009</b> Windsor	<b>2008</b> Calgary

# 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.

## Membership 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, territorial and municipal counterparts involving service improvements including identity management, digital strategy, service to business, channel shifting and service collaboration
- 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

# 2017 MSDO Operating Statement

<b>Revenues</b>	<b>2017</b>
Membership Fees	29,169.05
Conference Registrations	50,808.99
2017 Conference Sponsorships	24,439.89
<b>Total Revenues</b>	<b>104,417.93</b>
<b>Expenses</b>	
<b>Membership Benefits</b>	
MSDO Website	3,433.87
PSSDC Board Member Costs	14,154.55
Annual Report	1,661.48
<b>2017 MSDO Conference</b>	
2017 Conference Expenses	46,413.77
<b>Administration &amp; Finance</b>	
Telephone, Telecommunications	1,213.92
Board Meetings	7,735.21
Contract Services	4,118.50
Other Expenses	1,009.18
Bank Charges	2,812.27
HST Reimbursements	5,185.59
<b>Total Expenses</b>	<b>87,738.54</b>
<b>Net Revenues</b>	<b>16,679.59</b>

## 2017 MSDO Balance Sheet

<b>Assets</b>	<b>2017</b>
Prepaid Expenses	1,102.00
Cash and Cash Equivalents	96,347.45
Accounts Receivable	8,203.50
Reserve Fund	20,000
<b>Total Assets</b>	<b>125,652.95</b>
<b>Liabilities</b>	
Accrued Expenses	147.50
Receiver General Suspense	-1,159.58
<b>Total Liabilities</b>	<b>-1,012.08</b>
<b>Equity</b>	
Opening Balance	66,671.97
Unrestricted Net Assets	43,313.47
Net Income	16,679.59
<b>Total Equity</b>	<b>126,665.03</b>
<b>Total Liabilities and Equity</b>	<b>125,652.95</b>

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









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