

# 2020

## Annual Report



**msdo**

**RETHINKING  
MUNICIPAL  
SERVICE**

[www.msdo.ca](http://www.msdo.ca)

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# Message from the President



**Tanya Nelson**

*2021 MSDO President*

Dear MSDO Members,

It is an honour to be your MSDO President. I have been part of MSDO as a municipal member since 2014. That same year, I attended my first conference in Norfolk County, Ontario. From that point on, I knew this was an amazing group that I wanted to be a part of. I have been actively involved as a member, on the Board of Directors in various roles, and a conference host. In the last handful of years, I am proud to see growth in our association, the connections people have made, and the innovative ways municipalities and regions are transforming the way they deliver services.

I want to thank current and former Board members I have worked with, especially past presidents Deb Bergey and Michelle Herder, who were great leaders. Thank you to all members for your continued support and involvement during these unprecedented times.

The COVID-19 pandemic has brought us challenges in how we communicate, manage business and live our daily lives. The importance of resiliency, adapting to change and connecting has never been more important. As we all look to the future and towards a new normal, I don't want to forget our accomplishments of 2020, specifically noting the recurring COVID calls enabling members to share and learn from each other, our virtual fall Speaker Series in lieu of our annual conference, and the significant work developing new MSDO Bylaws.

Your Board of Directors are excited about the creation of a new member engagement strategy to redefine how we serve our membership, and you have a major role in helping us understand what is and isn't working. If you have any ideas or feedback, please reach out to a Board member. The more perspectives you share with us, the better we can serve you!

On behalf of the Board, we thank you again for your continued membership and look forward to connecting with you all in the years to come.

Be well and stay safe,

A handwritten signature in black ink that reads "Tanya Nelson". The signature is fluid and cursive.

**Tanya Nelson**

## MSDO Board of Directors



**Deb Bergey**

President  
Region of Waterloo, ON  
[dbergey@regionofwaterloo.ca](mailto:dbergey@regionofwaterloo.ca)



**Tanya Nelson**

Vice President  
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**Michelle Orth**

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# Events

The global pandemic meant that 2020 was a different year for MSDO and its members. Although we missed out on gathering at an in-person conference, we took advantage of the speedy adoption of online meeting tools and hosted a virtual speaker series in the fall, plus weekly and bi-weekly calls to discuss COVID-19 and its effects on service delivery.

## COVID-19 Weekly Calls

Beginning in June, an open invitation was sent out to MSDO members to join the weekly call online. Attendance and topics for discussion varied from week to week. We were pleased to have our affiliate members of ICCS, Service Canada and Service Ontario join from time to time. Members who missed the calls are able to view the meeting notes on the [MSDO members forum](#) under Customer Service Practices > Customer Service Culture > [COVID 19 weekly call notes](#).

## Fall Speaker Series

### Tuesday, November 17

#### **CX as a critical support of municipal COVID-19 response and recovery**

*Speaker: Michelle Herder, Program Manager, Corporate Customer Service Strategy, York Region*

Michelle discussed York Region's use of Customer Experience tools such as Customer Journey Mapping to support COVID-19 assessment centre testing rates and reopening of Court Services.

#### **Google My Business**

*Speakers: Adriana Poveda Executive Director, Service Delivery, Service BC and Danielle Beaubien Manager of Operations, Service Delivery, Service BC*

In this presentation, we heard how Service BC leveraged a free, crowdsourced tool (Google My Business), and why citizen-facing public service offices should use Google too.

### Thursday, November 19

#### **Toronto At Your Service Customer Service Transformation (311 Toronto)**

*Speakers: Gary Yorke, Division Head and Director of 311 Toronto and Marco Palermo, Director, Technology Services*

This session provided an overview of the City's integrated customer service program, "Toronto at Your Service," which sets out a vision to transform and modernize the way residents, businesses and visitors connect with their local government.

#### **Bridging the Gap from Call Center to an OmniChannel Contact Center**

*Speaker: Anesh Mistry, MuniPass, Salesforce*

We heard about the functional aspects to consider when digitizing a municipal's intake channels, project approach, technology support & innovation, art of the possible and considerations on harmonizing with other departmental service modernization initiatives.

### Tuesday, November 24

#### **Service innovation: change during a pandemic**

*Speaker: Summer Effray, Innovation Consultant, City of Kelowna*

We learned how the City launched its first chatbot, began to transform the way that residents report issues to the City, and overcame challenges and embraced the opportunities presented during the COVID-19 crisis to improve the customer experience.

#### **It's about balancing work and life isn't it! But is it?**

*Speaker: Moosha Gulycz, Founding Partner, At Focus*

This session focused on how to understand your own personal journey and how to ride it to success. We learned the key steps to understand how to work through challenges to be able to move forward and keep a positive, realistic, balanced approach.

## Thursday, November 26

### **Business Continuity in the Cloud -providing flexibility, agility, speed and scalability in times of crisis**

*Speaker: Jason Hansen, Enterprise Sales Director, Five9 Inc. (Canada)*

### **Service Canada Transformation**

*Service Canada*

During this presentation we heard about Service Canada's dynamic journey to service excellence through the modernization of technologies and how it pivoted the workforce in response to shifting priorities. The COVID-19 pandemic provided the opportunity to explore new ways of doing business and using new technologies to ensure it continued to provide service delivery to Canadians in their time of need.

## Tuesday, December 1

### **Leveraging digital service channels to help mitigate cost and demonstrate value**

*Speaker: Clarke Bellamy, Manager of Citizen Services, City of Calgary*

We learned how 311 Calgary has had success in migrating its high-volume public facing services to web and app channels. This session provided insights about which services are good candidates for online, as well as provided some strategies to help encourage departments to migrate their services online.

### **Digital transformation in the era of Covid-19**

*Speakers: Mike Biros, VP Sales at Verint and David Moody, General Manager at Verint*

The pandemic has accelerated the digital transformation of government and impacted the way services are delivered to citizens. In this session, we heard about best practices for digital transformation that will allow citizens to receive a consistent, positive

## Champion Sponsors



## 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.

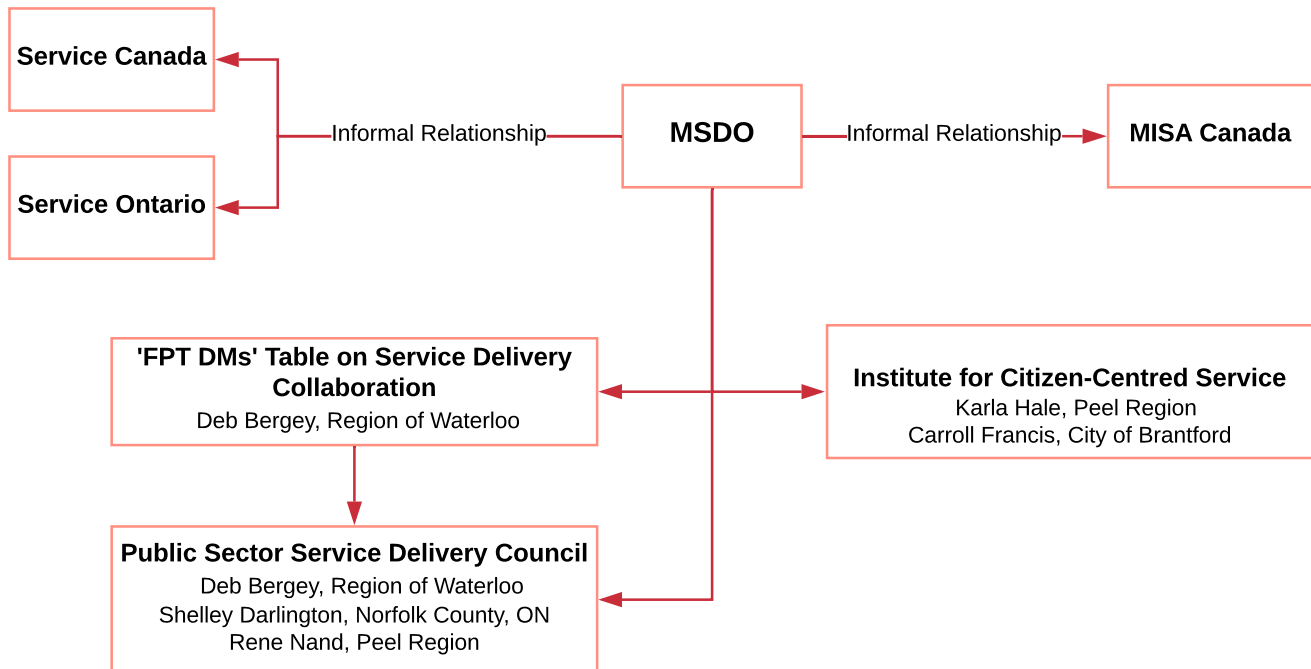
The ICCS provides a neutral place through which inter-jurisdictional collaboration takes place, sharing research, tools, resources and knowledge with jurisdictions to increase their understanding of citizen-centred service.

## 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 committees of the Joint Councils of the Public Sector Service Delivery Council and the Public Sector Chief Information Officers Council.



## MSDO at a Glance

**52**

**Total number  
of municipal  
members**

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



*British Columbia, Alberta, Saskatchewan, Manitoba, Ontario,  
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*

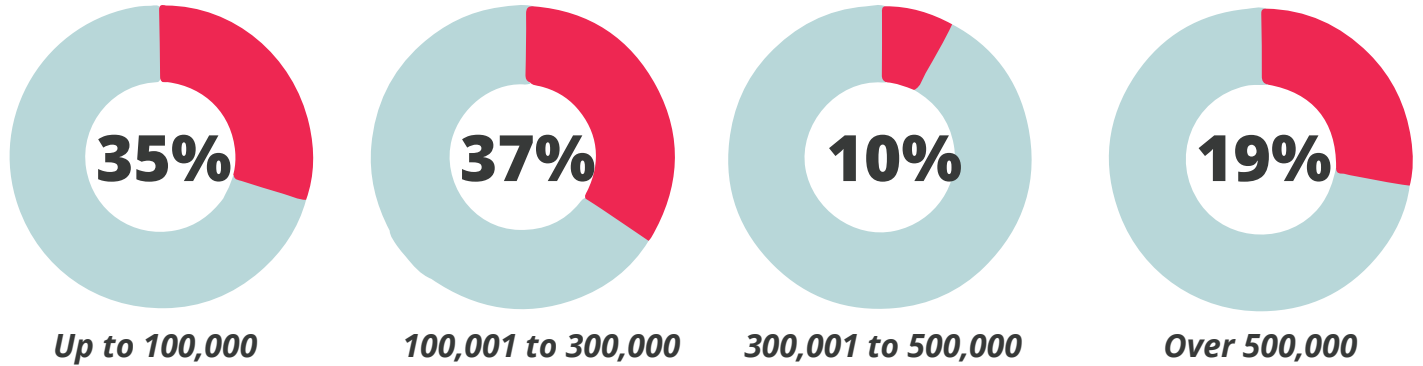


*East - All provinces east of Quebec*



*Other - Non-municipal*

## Number of members by population size of municipality



## Previous Conference Locations

<b>2020</b> Online Speaker Series	<b>2019</b> Regina	<b>2018</b> Kawartha Lakes	<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

# 2002

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.

# 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 - [www.msdo.ca/members](http://www.msdo.ca/members)
- 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

## 2020 Income Statement

<b>Revenues</b>	<b>2020</b>
Membership Fees	28,062.50
2020 Speaker Series Sponsorship	6,675.00
Other	650.44
<b>Total Revenues</b>	<b>35,387.94</b>
<b>Expenses</b>	
<b>Membership Benefits</b>	
MSDO Website	869.22
Webinars	-
PSSDC Board Member Costs	4,226.78
Annual Report	375.00
<b>2020 Speaker Series Expenses</b>	
2020 Speaker Series Expenses	299.56
<b>Administration &amp; Finance</b>	
Telephone, Telecommunications	80.00
Board Meetings	100.00
Contract Services	8,813.38
Other Expenses	2,417.95
Bank Charges	868.05
Insurance	1,169.00
Bad Debt	-
<b>Total Expenses</b>	<b>19,218.94</b>
<b>Profit/(Loss)</b>	<b>16,169.00</b>

# 2020 Balance Sheet

<b>Assets</b>	<b>2020</b>
Cash and Cash Equivalents	79,713.05
Prepaid Expenses	-
Accounts Receivable	6,080.88
Reserve Fund	7,195.00
<b>Total Assets</b>	<b>95,727.94</b>
<b>Liabilities</b>	
Accrued Expenses	2,542.50
GST/HST Instalments/Payable	4,314.24
Other Liabilities	(2,573.64)
<b>Total Liabilities</b>	<b>4,283.10</b>
<b>Equity</b>	
Opening Balance	66,671.97
Unrestricted Net Assets	8,603.87
Net Income	16,169.00
<b>Total Equity</b>	<b>91,444.84</b>
<b>Total Liabilities and Equity</b>	<b>95,727.94</b>

Note: HST amounts may not pertain to the year shown as refunds are not necessarily received in the same year.  
Reserve Fund consists of cash that has been set aside for operational contingency.



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