

2021

Annual Report



msdo

**RETHINKING
MUNICIPAL
SERVICE**

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Message from the President



Tanya Nelson
2021 MSDO President

Dear MSDO Members,

Thank you for reviewing our 2021 Municipal Service Delivery Officials Annual Report.

This year, we were proud to host webinars and our Fall Speaker Series in addition to participating in PSSDC and Joint Councils. I want to highlight the creation of a new Member Engagement Strategy Working Group which will:

- Develop and implement a recruitment plan that ensures growth and breadth of membership
- Develop and implement an onboarding process that ensures new member organizations and individuals are able to fully participate and benefit from MSDO services
- Develop and implement a retention plan that ensures member needs are identified and acted upon
- Develop and implement an off boarding process that ensures services are deactivated appropriately, while keeping the door open to future involvement of the municipality

We were also pleased to welcome two new Board members this year! Zaman Alkhafagi, from the Region of Waterloo, joined as Vice President and from Kelowna, B.C., Summer Effray joined as the newly created Director of Member Engagement. It has been a pleasure to collaborate with new thinking, input and ideas. Last but not least, thank you to all members for your continued support and engagement. We look forward to another great year ahead of us!

A handwritten signature in black ink that reads "Tanya Nelson". The signature is written in a cursive, flowing style.

Tanya Nelson

MSDO Board of Directors

**Tanya Nelson**

President
City of Regina, SK
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**Zaman Alkhafagi**

Vice President
Region of Waterloo, ON
ZAlkhafagi@regionofwaterloo.ca

**Summer Effray**

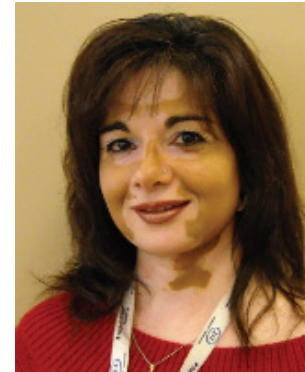
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**Canice Mok**

Treasurer
York Region, ON
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2021 Events

Webinar

Thursday, September 16 - Citizen First 2020 Study

Michal Dziong from the Institute for Citizen-Centred Service (ICCS) discussed the results of the Citizens First 2020 study.

Citizens First 2020 was the last study in the Citizens First research series managed by the Institute for Citizen-Centred Service (ICCS). This research focuses on offering Canadian public sector managers insight into citizens' views of government services, and on identifying trends, and providing suggestions on where to focus service quality improvements for the greatest results.

Fall Speaker Series

Wednesday, October 13

Reach Your Audience Using Plain Language

Speaker: Andy Saito, Service Experience Advisor; Jennifer LeDrew, Digital Content Designer, Peel Region

Hybrid/Remote Work and Virtual Collaboration

Speaker: Doug Heckman, Success Architect; Henry Simon, Account Manager, Mural

Wednesday, October 20

Let's Talk About New Relationships

Speakers: Honourable Judge Marion Buller, First Nations and Indigenous Expert

Wednesday, October 27

My Kitchener Website and Online Customer Service Portal

Speaker: Nicole Amaral, Manager, Digital Media and Creative Services; Helena Foulds, Manager of Service Coordination and Improvement, City of Kitchener

Citizen Service Innovation and Use Cases

Speaker: Kevin Byrnes, Senior Industry Executive, Municipalities & Public Safety and Justice, Microsoft Canada

Wednesday, November 3

An Intro to Digital ID for Municipalities

Speaker: Darren Baden, Enterprise Service Management Systems Portfolio lead, Strathcona County

Intelligent Virtual Agents in Action

Speaker: Jaime Reloj Regional VP AI and Automation, Five 9

Wednesday, November 10

311 Good to Great

Speaker: Gary Yorke, Division Head and Director of 311 Toronto

Will Social Messaging Become the Standard for Citizen Engagement?

Speakers: David Moody, VP and General Manager, Citizen Engagement

Wednesday, November 17

Journey to Integrated Service Delivery

Speaker: Arran Rowles, Director of Strategic and Quality Initiatives; Van Vilaysinh, Manager of Strategy and Partnerships within the Community Services Department Waterloo Region

Enhancing Municipal Customer Service with the Power of AI and ML

Speakers: Mike Krygier, Chief Technology Officer for Public Sector, Google Cloud

Speaker Series 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.

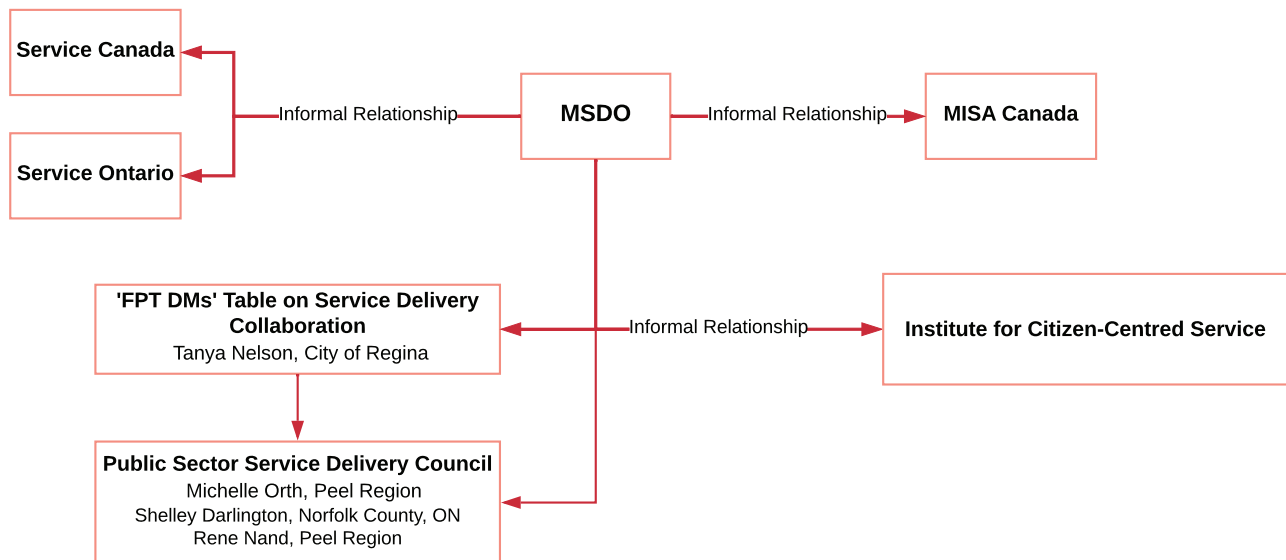
The ICCS provides a neutral place through which inter-jurisdictional collaboration takes place, sharing research, tools, resources and knowledge with jurisdictions to increase their understanding of citizen-centred service.

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

51

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

 **10**

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

 **37**

Central - Ontario and Quebec

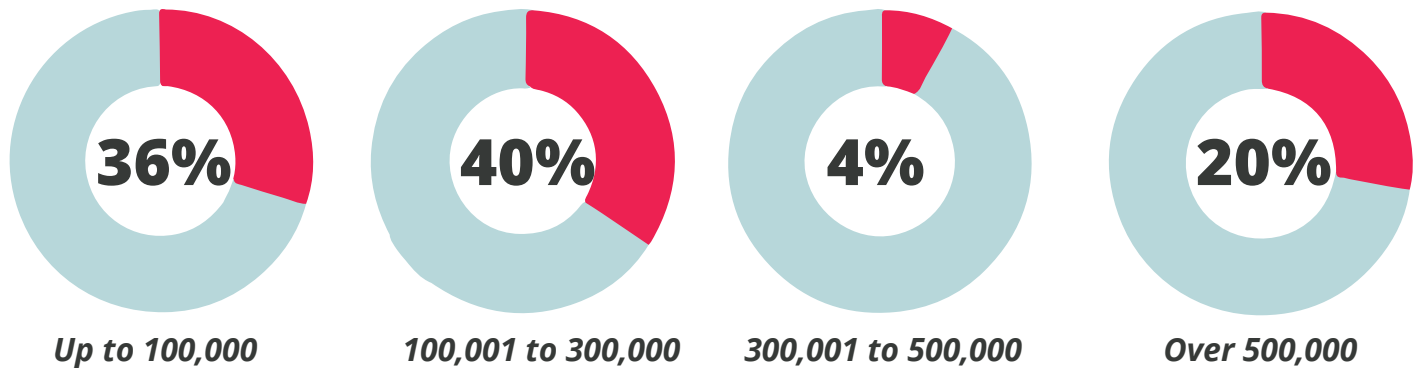
 **3**

East - All provinces east of Quebec

 **1**

Other - Non-municipal

Number of members by population size of municipality



Previous Conference Locations

2020 Online Speaker Series	2019 Regina	2018 Kawartha Lakes	2017 Hamilton	2016 St. John's
2015 Brampton Peel Region Toronto	2014 Norfolk County	2013 Vancouver	2012 Kitchener	2011 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
- 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

2021 Income Statement

Revenues	2021
Membership Fees	26,063.58
2021 Speaker Series Sponsorship	8,175.35
2021 Speaker Series Registration	4,041.50
Other	50.13
Total Revenues	38,330.56
Expenses	
Membership Benefits	
MSDO Website	114.21
Webinars	200.00
PSSDC Board Member Costs	-
Annual Report	-
2021 Speaker Series Expenses	
2021 Speaker Series Expenses	6,113.73
Administration & Finance	
Telephone, Telecommunications	-
Board Meetings	150.00
Contract Services	22,155.95
Other Expenses	1,252.60
Bank Charges	1,091.22
Insurance	1,229.10
Bad Debt	-
Total Expenses	32,306.81
Profit/(Loss)	6,023.75

2021 Balance Sheet

Assets	2021
Cash and Cash Equivalents	88,686.22
Prepaid Expenses	-
Accounts Receivable	4,503.76
Reserve Fund	7,195.00
Total Assets	100,384.98
Liabilities	
Accrued Expenses	3,390.00
GST/HST Instalments/Payable	(473.61)
Other Liabilities	-
Total Liabilities	2,916.39
Equity	
Opening Balance	66,671.97
Unrestricted Net Assets	24,772.87
Net Income	6,023.75
Total Equity	97,468.59
Total Liabilities and Equity	100,384.98

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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