

# 2022

## Annual Report



**msdo**

**RETHINKING  
MUNICIPAL  
SERVICE**

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

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# Message from the President



**Tanya Nelson**  
MSDO President

Dear MSDO Members,

Thank you for reviewing our 2022 Municipal Service Delivery Officials (MSDO) Annual Report.

This past year, municipalities have been in constant motion. New norms are being created, processes and business models are transforming, and digital technology is being advanced. As a Greek philosopher once said, "The only constant in life is change." Change brings transformation and MSDO continually strives to be a strong support for municipalities during these times of growth by providing resources, best practices, learning and networking.

Here are a few events to highlight from the year:

- ICCS Workshop: Using AI to Simplify Measurement and Reporting of Customer Satisfaction
- CRM Lessons Learned Webinar hosted by Grand Prairie
- Covid-19 Round Table Discussion
- MSDO Fall Speaker Series
- Member Profile Survey and Map development
- PSSDC and Joint Councils participation

I want to thank our active board for their ongoing participation and dedication in advancing MSDO. As a volunteer driven organization, we rely on the support and efforts of the board and member involvement. As we continue to grow, we would love to hear from you if you are interested in offering your expertise, developing skills or opportunities to network in support of municipal service delivery excellence.

As 2022 comes to a close, we are more than excited to have members come together in 2023 at our annual conference this spring in Niagara Falls! It's time to return to in person networking which is invaluable, and learn about all the transformation that municipalities have gone through over the last few years. It's time to connect, share and have some fun!

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

**Tanya Nelson**

## MSDO Board of Directors



### **Tanya Nelson**

President  
City of Regina, SK  
[tnelson@regina.ca](mailto:tnelson@regina.ca)



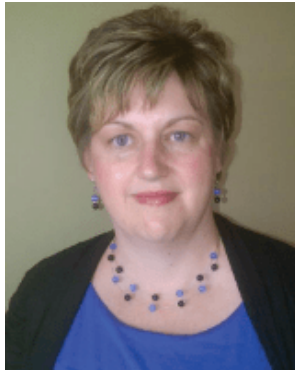
### **Zaman Alkhafagi**

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



### **Summer Effray**

Director of Member  
Engagement  
City of Kelowna, BC  
[SEffray@kelowna.ca](mailto:SEffray@kelowna.ca)



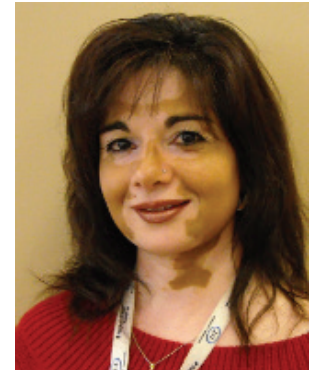
### **Shelley Darlington**

Director At Large  
Norfolk County, ON  
[Shelley.Darlington@norfolkcounty.ca](mailto:Shelley.Darlington@norfolkcounty.ca)



### **Rene Nand**

Director At Large  
Peel Region, ON  
[rene.nand@peelregion.ca](mailto:rene.nand@peelregion.ca)



### **Michelle Orth**

Secretary  
Peel Region, ON  
[michelle.orth@peelregion.ca](mailto:michelle.orth@peelregion.ca)



### **Canice Mok**

Treasurer  
York Region, ON  
[Canice.Mok@york.ca](mailto:Canice.Mok@york.ca)

# Events

MSDO continued digital engagement throughout 2022, in the interest of public health and business recovery efforts.

In addition to the Speaker's Series, MSDO provided opportunities for members to attend workshops and webinars hosted by member municipalities, PSSDC, and ICCS throughout the year.

MSDO was proud to present a diverse range of topics to provide relevant presentations that resonated with the membership and beyond.

Although the Annual conference was deferred for the 2022 year, we are looking forward to seeing you all at the 2023 in-person conference being held in the beautiful City of Niagara Falls.

## Workshops and Webinars

**February 22, 2022**

### **ICCS Workshop: Using AI to Simplify Measurement and Reporting of Customer Satisfaction**

This workshop provided participants with an opportunity to learn about how automation and Artificial Intelligence is rapidly enhancing the ability of organizations to easily capture, understand and use quantitative and qualitative data in minutes. It also discussed how to instantly analyze and create insightful reports that help prioritize and guide impactful service delivery improvements

**April 27, 2022**

### **CRM Lessons Learned Webinar**

Doug McGuire from Grand Prairie provided insights on how they focused on digital transformation by procuring a new CRM and how they changed the way they delivered services to support residents and all the lessons learned along the way.

## Fall Speaker Series

**Wednesday, September 14, 2022**

### **Enhancing municipal customer service with the power of AI and ML – Sponsor Session**

*Speaker: Shaun Mitchell, Customer Engineer – Public Sector Canada; Google Cloud*

The public has become accustomed to convenient, easy-to-use, digital services in their daily lives. Municipalities are facing increasing pressures to deliver the same convenience as consumer experiences, though often under financial constraints and while using existing systems.

Municipalities are also seeing an increasing number of inquiries and requests, coming from various channels and sources, and often in multiple languages, which can make it difficult to respond to them in a timely and accurate manner.

This session shared information on how governments can enhance their customer service capabilities, facilitate digital equity and operational efficiencies with the power of AI & ML technologies to interact naturally with customers and assist agents. This session also showed how you can unlock real-time insights that allow you to make faster decisions, automate the capture and validation of data, while keeping it secure, to exceed customer expectations providing a better overall experience.

### How to Create a Service-First Culture

*Speaker: Michael Kerr, Canadian Hall of Fame speaker*

Michael Kerr is a Canadian Hall of Fame speaker who travels the world researching, writing, and speaking about inspiring workplaces and organizations that leverage their humour resources to drive outrageous results.

Michael is the also author of 8 books, including *The Jerk-Free Workplace: How You Can Take the Lead to Create Happier, More Inspiring Workplaces* and *The Humor Advantage: Why Some Businesses Are Laughing All the Way to the Bank!*

In his high-energy, humor-filled presentation, Michael shared inspiring ideas on how to build a more resilient, inspiring, service-first workplace!

### Wednesday, September 21, 2022

#### Delivering a Better Customer Experience to your Communities

*Speaker: Amanda Miller-Lau, Account Executive, Unity Connected Solutions & Jeff Woodland, Five9*

Unity and Five9 discussed improving the customer experience when your citizens are contacting the region or municipality thru contact centre solutions including virtual agent or automation.

#### Business First 2022 Results

*Speakers: Michal Dziong, Director, Research, Institute for Citizen-Centred Service (ICCS)*

The presentation provided an overview of the results of Business First 2022, the latest study in the research series focussing on how Canadian businesses across the country experience government services. In line with the previous iterations, the study takes an in-depth look at such areas as service reputation, client experience and expectations, top priorities for

improvement, and channel usage. In addition, the study closely examines the impact that COVID-19 has had on business owners and their perception of government performance vis-à-vis their needs in the time of the pandemic. The results provide a broad perspective on the overall direction in which business sentiments are heading and also offer specific insights and recommendations on how the quality of government-to-business services and, consequently, business perceptions of public sector performance could be improved.

#### The Human Side's Sustainable Results System

*Speaker: Barry Davis, President of The Human Side*

Barry Davis, President of The Human Side, Human Resource Development, spoke about The Human Side's Sustainable Results System and how he partners with his clients to ensure their customer service development is applied and sustained over time. Barry shared a case study of his Customer Experience Excellence program delivery with The City of Regina.

#### MyDurham311 Smart Home Service Device

*Speaker: Kalyan Chakravarthy, the CIO from Durham Region*

Durham Region shared how it made Regional services more accessible to the public by launching a first-of-its-kind voice service in Canada, bringing Regional services to smart home devices. My Durham 311 Smart Home Service makes it even easier to find details about Regional programs and services by simply asking Google or Alexa.

Providing services through smart home devices allows customers to self-serve, making accessing information easier, more efficient and hands free. This allows customers to engage with the Region on a device and at the time that is convenient for them and will eventually result in cost savings to the Region's contact centre.

### 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.

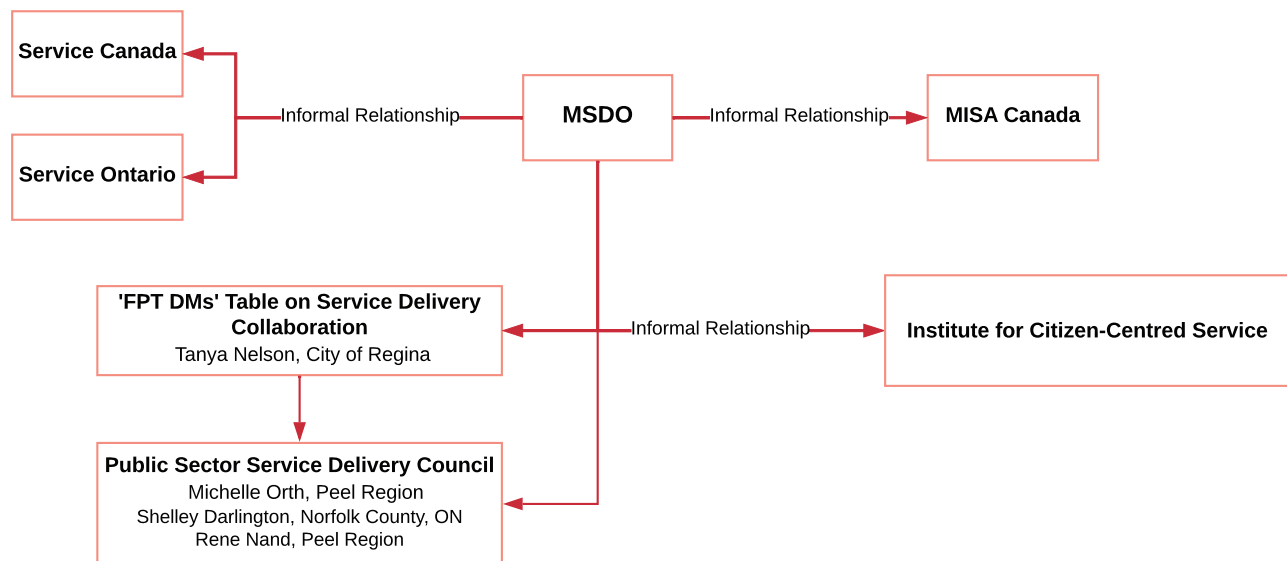
The ICCS provides a neutral place through which inter-jurisdictional collaboration takes place, sharing research, tools, resources and knowledge with jurisdictions to increase their understanding of citizen-centred service.

## 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

**59**

**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

 **13**

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

 **43**

*Central - Ontario and Quebec*

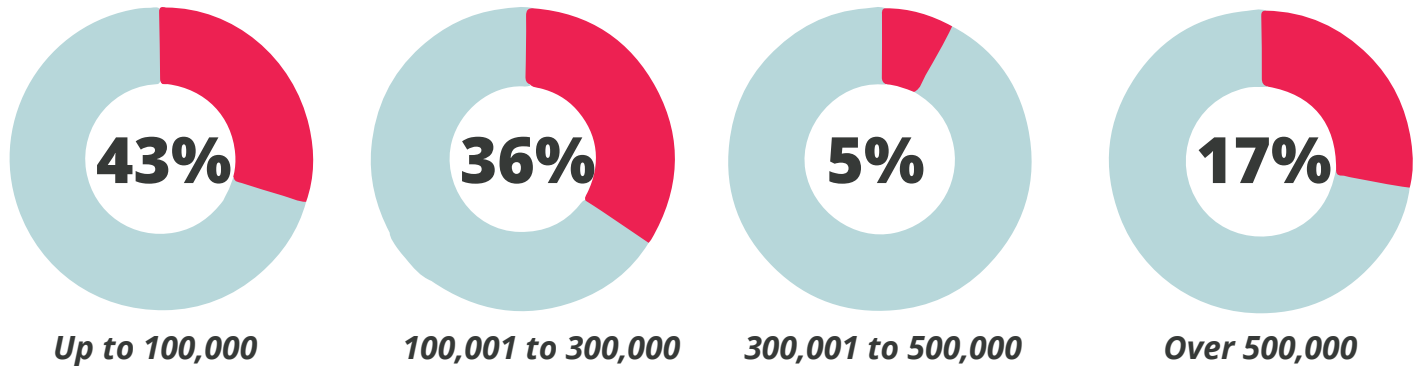
 **3**

*East - All provinces east of Quebec*

 **1**

*Other - Non-municipal*

## Number of members by population size of municipality



## Previous Conference Locations

<b>2021</b> Online Speaker Series	<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

# 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

## 2022 Income Statement

<b>Revenues</b>	<b>2022</b>
Membership Fees	29,030.11
2022 Speaker Series Sponsorship	1,500.00
Other	-
<b>Total Revenues</b>	<b>30,530.11</b>
<b>Expenses</b>	
<b>Membership Benefits</b>	
MSDO Website	1,173.15
Webinars	260.00
PSSDC Board Member Costs	7,875.83
Annual Report	-
<b>2022 Speaker Series Expenses</b>	
2022 Speaker Series Expenses	10,501.25
<b>Administration &amp; Finance</b>	
Telephone, Telecommunications	-
Board Meetings	-
Contract Services	12,986.05
Other Expenses	986.25
Bank Charges	746.03
Insurance	1,415.00
Bad Debt	-
<b>Total Expenses</b>	<b>35,943.56</b>
<b>Profit/(Loss)</b>	<b>(5,413.45)</b>

# 2022 Balance Sheet

<b>Assets</b>	<b>2022</b>
Cash and Cash Equivalents	77,533.17
Prepaid Expenses	-
Accounts Receivable	9,247.83
Reserve Fund	7,195.00
<b>Total Assets</b>	<b>93,976.00</b>
<b>Liabilities</b>	
Accrued Expenses	2,542.50
GST/HST Instalments/Payable	(621.64)
Other Liabilities	-
<b>Total Liabilities</b>	<b>1,920.86</b>
<b>Equity</b>	
Opening Balance	66,671.97
Unrestricted Net Assets	30,796.62
Net Income	(5,413.45)
<b>Total Equity</b>	<b>92,055.14</b>
<b>Total Liabilities and Equity</b>	<b>93,976.00</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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