

# 2023

## Annual Report



**msdo**

**RETHINKING  
MUNICIPAL  
SERVICE**

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

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# Message from the President



**Michelle Orth**

*MSDO President*

Dear MSDO Members,

As Chair of the Municipal Service Delivery Officials (MSDO), it is my pleasure to reflect on the achievements of 2023, a year marked by resilience, innovation, and collaboration as we emerged out of the pandemic. Our organization remains steadfast in its mission to advance municipal service delivery excellence, and this year, we have taken significant strides in that direction.

In 2023, we witnessed the power of collaboration among our members, who shared knowledge, experiences, and solutions to navigate an evolving landscape of public service. We connected in person for the first time in several years at our in-person conference hosted by the City of Niagara Falls. Through our annual conference, AI webinar, and the refresh our of Forum and website, we tackled some of the most pressing challenges facing municipalities, from digital transformation and citizen engagement to Artificial Intelligence and equity in service delivery.

These accomplishments would not have been possible without the dedication of our members, the guidance of our Board of Directors, and the support of our sponsors and partners. I am continually inspired by the expertise and commitment across our network, and I am proud of the work we have done together to strengthen the municipal sector.

As we look forward to 2024, our focus remains on fostering innovation and building capacity for municipal service delivery professionals. Together, we will continue to provide the tools, insights, and connections needed to navigate change and seize new opportunities.

Thank you for being an essential part of MSDO's journey. Your engagement and passion are what drive our success. I am excited to continue working with you as we advance service delivery excellence in municipalities across the country.

Sincerely,

Michelle Orth

Chair, Municipal Service Delivery Officials (MSDO)

## MSDO Board of Directors



**Michelle Orth**

President  
Peel Region, ON



**Tanya Nelson**

Past President  
City of Regina, SK



**Zaman Alkhafagi**

Vice President  
Region of Waterloo, ON



**Canice Mok**

Treasurer  
York Region, ON



**Dayna Alexander**

Secretary  
City of Richmond Hill, ON



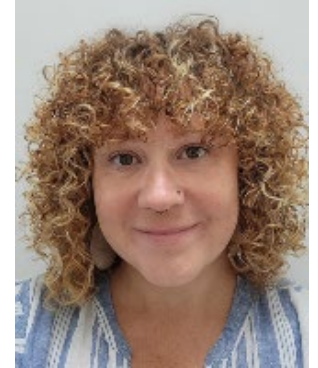
**Rene Nand**

Director At Large  
Peel Region, ON



**Shelley Darlington**

Director At Large  
City of Niagara Falls, ON



**Summer Effray**

Director of Member  
Engagement  
City of Kelowna, BC



**Doug McGuire**

Director, Jurisdictional  
Relations  
City of Grande Prairie, AB



**Gemma Sim**

Director, Communications &  
Engagement  
Region of Durham, ON



**Madelaine Raiz**

Director, Communications &  
Engagement  
City of Brampton, ON

# Events & Highlights

Niagara Fall first in- person since the pandemic Theme “ Reconnect and Transform”

This year’s theme is ‘Reconnect & Transform’. We celebrated all coming together again, the importance and value of networking and the transformations municipalities had gone through over the last few years in particular the Pandemic.

Committees established to support the board and conference.

2024 Conference Planning Committee - develop valuable skills in event planning, networking, and collaboration all while shaping an educational and engaging conference program for spring of 2024.

## Website & Forum Update

At MSDO, we are continually striving to improve and enhance the member experience, and we believe that your valuable insights are the key to our success. That’s why we’re excited to invite you to take a front-row seat in the evolution of our online community.

We are excited to announce that we are launching a new Discourse forum for MSDO members! This new forum will be a place where members can connect with each other, ask questions, and share ideas and resources. This new and improved community will replace our existing MSDO members’ forum.

## Webinar

**Monday, March 27, 2023 @ 12 p.m. EST**

### **Kelowna’s AI-driven Digital Assistants**

We were excited to host a webinar and members meeting that took place on Monday, March 27 at 12 p.m. EST.

Participants explored the City of Kelowna’s journey in utilizing AI-driven digital assistants for departments across the organization in both chat and voice formats.

Our speaker, Mason Buettner, an Innovation Consultant at the City of Kelowna, covered the digital assistant basics, the process the City followed in developing the different assistants, software used, benefits, issues, early results, and the path forward. He also shared their experiences and provided insights on how other municipalities could implement similar digital assistants in their departments.

The webinar provided an excellent opportunity to learn from the work the City of Kelowna had done and gain valuable insights applicable to other municipalities. Attendees had the chance to ask questions and engage with our speaker and other members. We encouraged all municipal members to attend this event and take advantage of the opportunity to learn about the benefits and challenges of implementing AI-driven digital assistants.

## Election of New Board Members & Additional Roles

### AGM I on May 30th, 2023

#### Bylaw amendments:

- The President will now be referred to as the Chair.
- The Board may appoint additional Directors to hold office at any time within this range.
- Director terms from 3 years to a flexible option of two to four years.
- New Directors will consent in writing to hold office.
- The Board shall hold a minimum of six meetings per calendar year.
- Added flexibility to call emergency Board meetings without a weeks notice.
- Quorum is met when 30 per cent of Municipal Members are present.
- Dispute resolution language added as an element of good governance and best practice.
- Range of Directors established (three to ten).

<b>Board of Directors</b>	<b>Portfolios</b>
Director	Chair- Michelle Orth AGM I
Director	Vice Chair- Zaman Alkhafagi AGM II
Director	Secretary- Dayna Alexander AGM II
Director	Treasurer – Canice Mok AGM II
Director	Jurisdictional Relations Doug McGuire AGM I
Director	Jurisdictional Relations- Rene Nand AGM II
Director	Jurisdictional Relations- Shelley Darlington AGM II
Director	Communications & Engagement- Gemma Simms AGM I

Director	Communications & Engagement- Madeline Riaz AGM I
Director	At Large- Summer Efray AGM I

### AGM II on September 27th, 2023

#### Article of Amendments updates:

The Corporation's Letters Patent dated September 7, 2010 shall be amended by the replacement of all of the Special Provisions with the following Special Provisions.

(i) Commercial purposes, if any, included in the letters Patent of the Corporation ( as amended from time to time) are intended only to advance or support one or more of the non-profit purposes of the Corporation. No part of the Corporation's profits or of its property or accretions to the value of the property may be distributed , directly or indirectly, to a member , a director or an officer of the Corporation except in furtherance of its activities or as otherwise permitted by the Ontario Not-for-Profit Corporations Act, 2010.

(ii) Upon the dissolution of the Corporation and after satisfying the interests of its creditors in all its debts, obligations and liabilities, its remaining property shall be distributed as determined by the Board of Directors in accordance with the Ontario Not-for-Profit Corporations Act, 2010, as amended or replaced from time to time, and the Income Tax Act (Canada), as amended or replaced from time to time.



## 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.

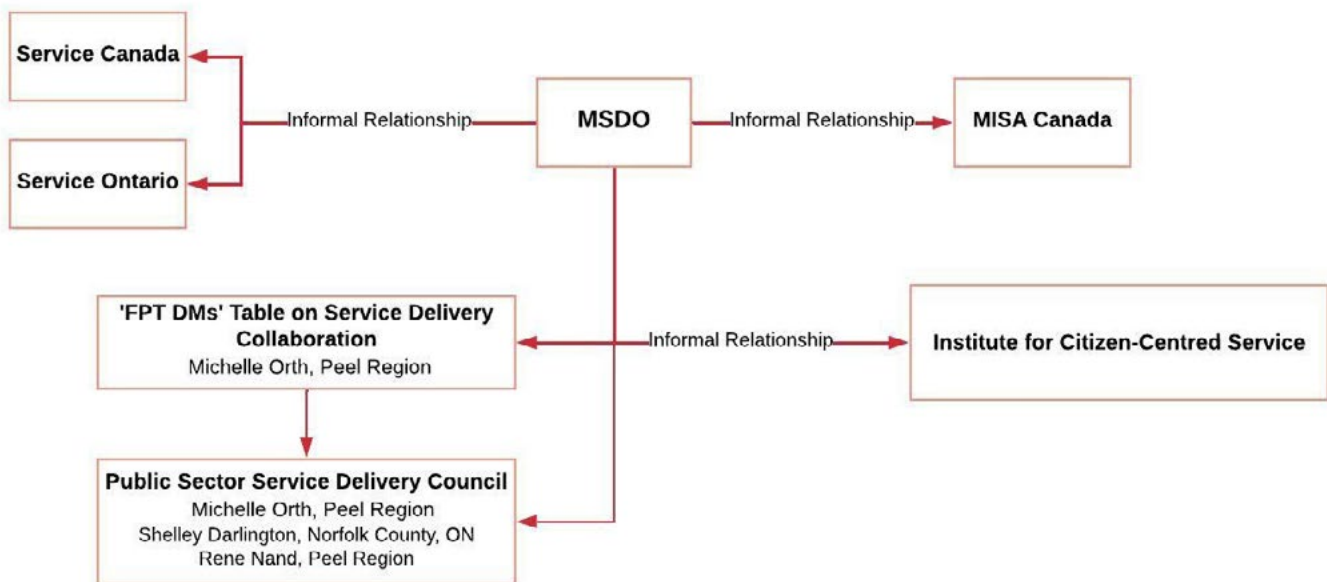
The ICCS provides a neutral place through which inter-jurisdictional collaboration takes place, sharing research, tools, resources and knowledge with jurisdictions to increase their understanding of citizen-centred service.

## 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

**61**

**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*

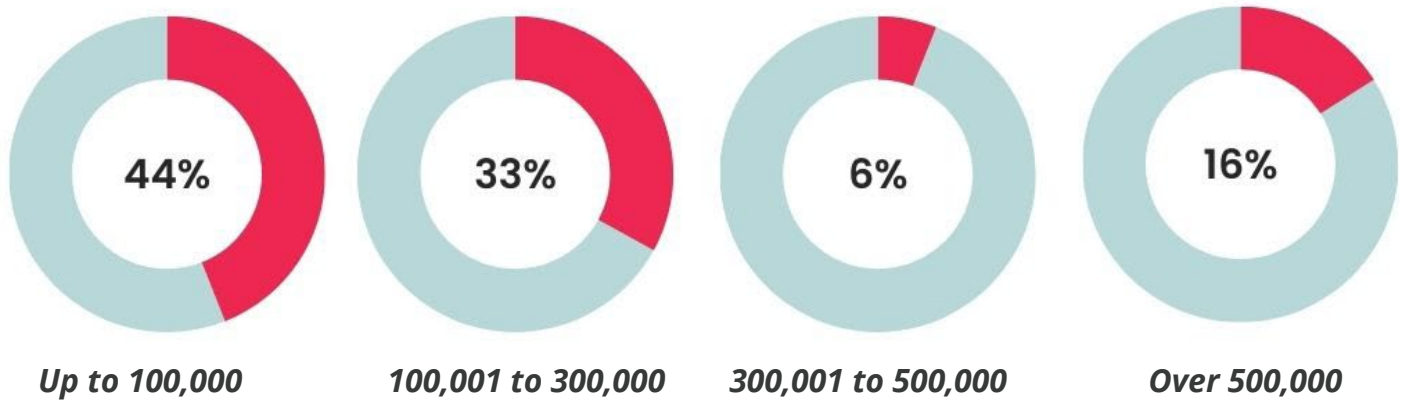
 **45**

*Central - Ontario and Quebec*

 **3**

*East - All provinces east of Quebec*

## Number of members by population size of municipality



## Previous Conference Locations

<b>2023</b> Niagara Falls	<b>2022</b> Online Speaker Series	<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

# 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

## 2023 Income Statement

<b>Revenues</b>	<b>2023</b>
Membership Fees	32,325.45
Conference Revenue	72,505.60
Other	-
<b>Total Revenues</b>	<b>104,831.05</b>
<b>Expenses</b>	
<b>Membership Benefits</b>	
MSDO Website	738.94
Webinars	395.12
PSSDC Board Member Costs	13,603.48
Annual Report	770.00
<b>Conference Expenses</b>	
2022 Speaker Series Expenses	80,437.47
<b>Administration &amp; Finance</b>	
Books, Subscriptions, Reference	277.78
Contract Services	28,003.78
Other Expenses	3,902.48
Bank Charges	4,740.21
Insurance	1,488.11
Bad Debt	62.47
<b>Total Expenses</b>	<b>134,419.84</b>
<b>Profit/(Loss)</b>	<b>(29,588.79)</b>

# 2023 Balance Sheet

<b>Assets</b>	<b>2023</b>
Cash and Cash Equivalents	48,322.54
Accounts Receivable	3,903.46
Reserve Fund	7,195.00
<b>Total Assets</b>	<b>59,421.00</b>
<b>Liabilities</b>	
Accrued Expenses	2,542.50
GST/HST Instalments/Payable	(5,587.85)
Other Liabilities	-
<b>Total Liabilities</b>	<b>(3,045.35)</b>
<b>Equity</b>	
Opening Balance	66,671.97
Unrestricted Net Assets	25,383.17
Net Income/Loss	(29,588.79)
<b>Total Equity</b>	<b>62,466.35</b>
<b>Total Liabilities and Equity</b>	<b>59,421.00</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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