

# 2024

## Annual Report



RETHINKING  
MUNICIPAL  
SERVICE

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# TABLE OF CONTENTS

<b>Message from the President</b>	<b>3</b>
<b>MSDO Board of Directors</b>	<b>4</b>
<b>Events &amp; Highlights</b>	<b>5</b>
<b>MSDO Awards</b>	<b>6</b>
<b>Connections to Other Organizations</b>	<b>7</b>
<b>Interjurisdictional Activities</b>	<b>8</b>
<b>MSDO at a Glance</b>	<b>9</b>
<b>Strategic Plan</b>	<b>11</b>
<b>2024 Income Statement</b>	<b>12</b>
<b>2024 Balance Sheet</b>	<b>13</b>

# Message from the President



**Michelle Orth**

*MSDO President*

Dear MSDO Members,

As Chair of the Municipal Service Delivery Officials (MSDO), I am pleased to reflect on the achievements of the past year—one marked by collaboration, innovation, and growth. Our organization remains committed to advancing municipal service delivery excellence, and in 2024 and 2025, we have continued to build on this foundation through meaningful events, knowledge-sharing opportunities, and new initiatives.

This past year, our members have come together to explore emerging trends, share solutions, and strengthen connections across the municipal sector. From insightful webinars to our annual conference, we have addressed critical topics such as strategic communication, artificial intelligence, and the synergy between customer experience and community engagement.

We have also introduced new ways to keep our members informed and engaged. This includes the **monthly MSDO newsletter**, made possible through our collaboration with **The W Group**, who have helped us enhance our communications and keep you connected to the latest developments in municipal service delivery.

## Looking Ahead: MSDO 2025 Annual Conference – Aurora, Ontario

**Date:** May 2025

**Format:** In-Person Conference

**Theme:** Connections

**Summary:** Our annual conference will bring together municipal leaders and service delivery professionals from across the country to discuss innovative strategies, share best practices, and explore the evolving landscape of public service. With a focus on fostering meaningful connections, this event will be a valuable opportunity to engage, learn, and collaborate.

## Acknowledgments & Appreciation

Our achievements over the past year would not have been possible without the dedication of our members, the leadership of our Board of Directors, and the ongoing support of our committees, who have worked tirelessly to advance our initiatives. Your contributions—whether through event planning, knowledge sharing, or committee participation—are the driving force behind MSDO's success.

I also want to extend a special thank you to our sponsors and partners, whose support enables us to continue providing high-quality learning and networking opportunities for our members.

As we look ahead to another year of collaboration innovations and connections, I am excited about the opportunities before us. Together, we will continue to provide the tools, insights, and connections needed to navigate change and drive service delivery excellence in municipalities across the country.

Thank you for being an essential part of MSDO's journey. Your engagement and passion make all the difference, and I look forward to continuing this work together.

Sincerely,

Michelle Orth

President, Municipal Service Delivery Officials (MSDO)

## MSDO Board of Directors



**Michelle Orth**

President  
Peel Region, ON



**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, Jurisdictional  
Relations  
Peel Region, ON



**Shelley Darlington**

Director, Jurisdictional  
Relations  
City of Niagara Falls, ON



**Summer Effray**

Director at Large  
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

Hosted in beautiful Kelowna, BC, the 2024 National Conference was an engaging event that brought together municipal service delivery professionals from across Canada. Held from May 14-16, the theme was the customer experience. Highlights included a wildfire mitigation learning event in gorgeous Knox Mountain Park, speed networking sessions, and presentations on topics ranging from customer service strategies to digital transformation, AI-powered chatbots to leadership and system integration, and mobile service centers to the importance of training. Keynote speaker, Beth Hanishewski, captivated the audience with her talk on “The Joy Solution,” which covered the impact of joy and well-being on productivity and customer service. The conference also social events such as the welcome reception at the Kelowna Yacht Club and our inaugural awards’ gala dinner (congratulations to the award recipients!).

## Webinars & Panels

**October 23, 2024**

**Strategic Storytelling: Brain-Based Communication**

**Format:** Webinar

**Speaker:** Eli Murphy, Messaging Expert, Salesforce Public Sector

This webinar explored the role of storytelling in communication strategy, focusing on how brain-based techniques can enhance message delivery, generate excitement, and drive buy-in. Eli Murphy, a specialist in strategic narrative and public sector messaging, shared insights from his 20 years of experience in effective communication and audience engagement.

**January 30, 2025**

**Understanding the Synergy Between Customer Experience & Community Engagement**

**Format:** Webinar

This session highlighted the shared goals of Customer Experience (CX) and Community Engagement, illustrating their impact on Public Trust and Quality of Life. The discussion emphasized how collaboration between these disciplines strengthens municipal service delivery, improves Council and senior leadership support, and enhances resident satisfaction.

**December 4, 2024**

**Conversation: AI and Digital Transformation at the City of Kelowna**

**Format:** Virtual Panel Discussion

This discussion examined the City of Kelowna’s approach to integrating artificial intelligence into municipal service delivery. Panelists explored key initiatives, including the implementation of Microsoft 365 Copilot, digital assistants, and the development of a Responsible AI Framework to improve efficiency and customer interactions.

# Celebrating Excellence in Municipal Service

Formally established in 2004, the Municipal Service Delivery Officials (MSDO) celebrated its 20-year anniversary by kicking off an annual awards program to recognize municipal service delivery excellence.

The inaugural 2024 MSDO awards highlighted the outstanding contributions of Canadian Municipalities and MSDO members across five categories: Excellence in Innovation, Excellence in Service Delivery, Excellence in Transformation, Excellence in Access, Equity and Inclusion, and Long Service. Applications were scored based on criteria including creativity, innovation, benefit to customers, outcomes, and value.

Winners were announced and presented with their award trophies at the in-person annual national conference Awards Gala in Kelowna, BC on May 16, 2024.

## Excellence Award Winners

The City of Kelowna secured this year's Excellence in Innovation Award. Their work to create Building Permit Chatbots that leverages artificial intelligence demonstrates exceptional creativity, originality, and breakthrough thinking. MSDO celebrates the Intelligent Cities team and other key contributors from Kelowna for advancing municipal services through cutting-edge technology.

For demonstrating Excellence in Service Delivery, the Board of MSDO recognized both the Regional Municipality of Durham and City of Kitchener. The Region of Durham Service Durham team, operating the Service Durham Contact Centre, has consistently gone above and beyond in service delivery. Their commitment to excellence makes a difference for team members and customers alike. The Service Centre Project Team at Kitchener City Hall exemplifies true excellence in service delivery. Their dedication to customer-centric service design benefits the community and sets a high standard for others.

The Regional Municipality of Waterloo has reimagined service delivery through AI-powered communication at their Service First Contact Centre and were recognized with the Excellence in Transformation Award. Their innovative approach enhances the way services are provided to residents.

The Regional Municipality of Durham's Chief Administrative Officer, Elaine Baxter-Trahair, was recognized for Excellence in Access, Equity, and Inclusion. Baxter-Trahair's unwavering commitment and ongoing advocacy work have made a significant impact, benefiting residents and visitors in the Region of Durham.

Last, but not least, Michelle Herder, Customer Experience Innovation Program Manager at the Municipality of York was presented with the MSDO Lifetime Member Award. As an active and long-time member, Herder's dedication to being a member and volunteering with MSDO has helped shaped the organization into what it is today. Her outstanding service, contributions and willingness to share are deeply appreciated.

The MSDO Board congratulates this year's winners! Their remarkable efforts contribute to the ongoing improvement of municipal service delivery in Canada.

Nominations for the 2025 MSDO Excellence Awards will be accepted beginning in December 2024. For more information, keep an eye on [msdo.ca/awards](https://msdo.ca/awards).



## 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.



### Public Sector Service Delivery Council

The PSSDC, established in 1998, unites service leaders from federal, provincial, territorial, and municipal governments to share information and best practices. It supports research to understand excellence in public service, leading to service integration initiatives that enhance delivery across Canada. The PSSDC is a sister collaborates with the Public Sector Chief Information Officer Council (PSCIOC), collectively they are known 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.



### MSDO & The W Group Partnership

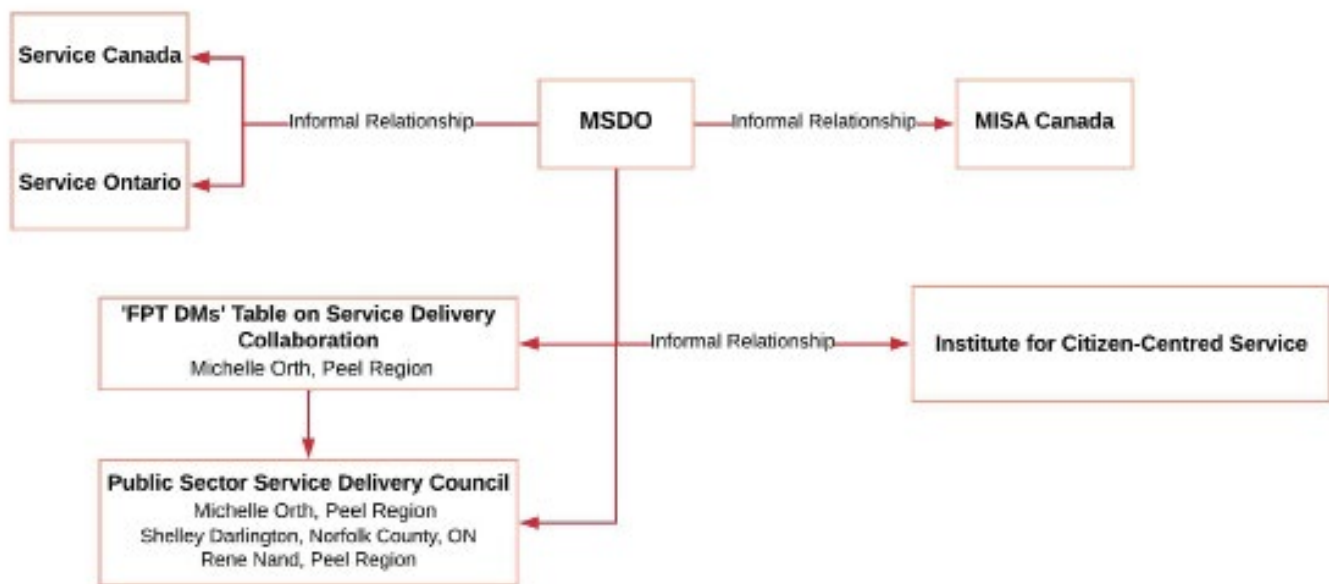
MSDO and The W Group have formed a strategic partnership to boost communications and member engagement. The W Group is actively supporting MSDO's monthly newsletter production, enhancing content quality and readability to provide valuable insights for readers. This collaboration aims to deliver more engaging and informative newsletters to MSDO members.

## Interjurisdictional Activities

The chart below shows MSDO's key relationships and the individuals who manage them. The connecting lines represent two-way communication, where MSDO shares insights and receives valuable information to help shape policies, practices, and activities.



**One of MSDO's key objectives is to represent its members in discussions with various levels of government and other associations on matters impacting the municipal and 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

**62**

**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

 **11**

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

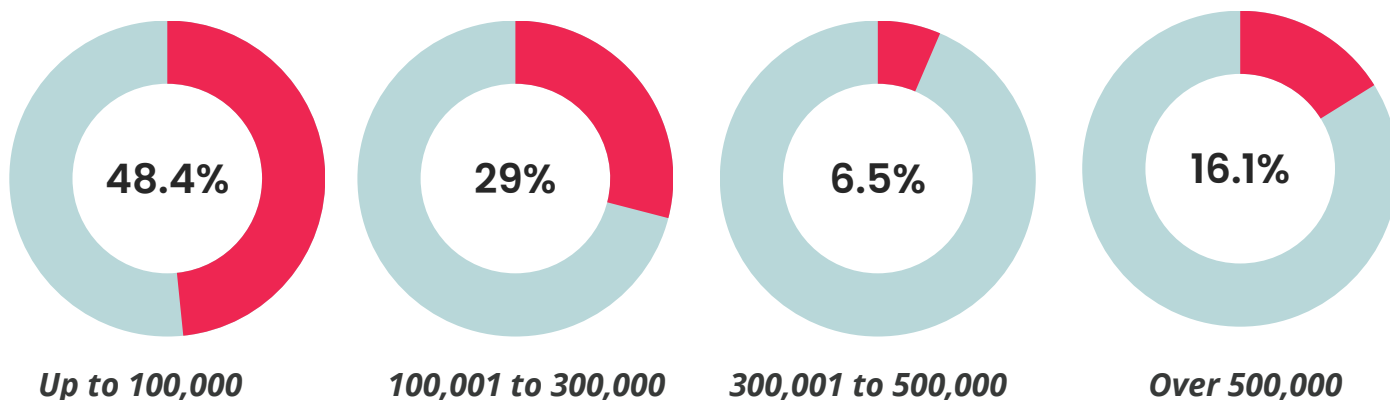
 **49**

*Central - Ontario and Quebec*

 **2**

*East - All provinces east of Quebec*

## Number of members by population size of municipality



## Previous Conference Locations

<b>2024</b> Kelowna	<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

# 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.

# Our Strategy



## 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 - <https://msdomembers.ca>
- 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

## 2024 Income Statement

<b>Revenues</b>	<b>2024</b>
Membership Fees	30,211.37
Conference Revenue	92,674.37
Other	72.73
<b>Total Revenues</b>	<b>122,958.47</b>
<b>Expenses</b>	
<b>Membership Benefits</b>	
MSDO Website	1,664.65
Webinars	257.88
PSSDC Board Member Costs	16,790.08
<b>Conference Expenses</b>	
Conference Expenses	49,445.40
<b>Administration &amp; Finance</b>	
Books, Subscriptions, Reference	586.50
Contract Services	57,242.65
Other Expenses	1,853.05
Bank Charges	4,782.82
Insurance	1,637.20
<b>Total Expenses</b>	<b>134,260.23</b>
<b>Profit/(Loss)</b>	<b>-11,301.76</b>

# 2024 Balance Sheet

<b>Assets</b>	<b>2024</b>
Cash and Cash Equivalents	45,684.99
Accounts Receivable	0.00
Reserve Fund	7,195.00
<b>Total Assets</b>	<b>52,879.99</b>
<b>Liabilities</b>	
Accrued Expenses	3,390.00
GST/HST Instalments/Payable	-1,674.60
Other Liabilities	0.00
<b>Total Liabilities</b>	<b>1,715.40</b>
<b>Equity</b>	
Opening Balance	66,671.97
Retained Earnings	-4,205.62
Net Income/Loss	-11,301.76
<b>Total Equity</b>	<b>51,164.59</b>
<b>Total Liabilities and Equity</b>	<b>52,879.99</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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