

# 2025

## Annual Report



RETHINKING  
MUNICIPAL  
SERVICE

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## Message from the Chair



**Michelle Orth**  
*MSDO Chair*

Dear MSDO Members,

As Chair of the Municipal Service Delivery Officials (MSDO), it is my pleasure to reflect on 2025, a year marked by connection, learning, and continued commitment to excellence in municipal service delivery. Throughout the year, MSDO remained focused on providing meaningful opportunities for professional growth, knowledge sharing, and recognition of the outstanding work being done across municipalities.

In 2025, our webinar series provided timely and practical insights into some of the most important aspects of service delivery today. In September, members joined us for our Service Delivery and Service Levels webinar on September 25, 2025, which sparked valuable discussion on managing expectations, performance measurement, and continuous improvement. Later in the year, our Empowering Automation webinar on December 4, 2025 explored how automation can strengthen service outcomes, enhance efficiency, and support municipal teams in their evolving roles.

Our communications also continued to grow and evolve. Through the MSDO Newsletter, we shared updates, best practices, member achievements, and industry trends - helping to keep our community informed, engaged, and connected throughout the year.

A highlight of 2025 was our **Annual Conference in Aurora, Ontario**, which brought members together in person to learn, collaborate, and reconnect. The conference provided an exceptional forum for sharing innovative ideas, discussing emerging challenges, and strengthening the relationships that make MSDO such a strong professional network.

We were also proud to celebrate excellence at the **2025 MSDO Awards Gala**, where we recognized outstanding achievements and leadership in municipal service delivery. The gala was a memorable evening that honoured this year's award recipients and showcased the dedication, creativity, and impact of professionals across the sector. Congratulations to all of our 2025 award winners - your contributions continue to raise the standard for service delivery excellence.

None of these accomplishments would have been possible without the dedication of our members, the leadership of our Board of Directors, and the continued support of our sponsors and partners. Your participation, expertise, and commitment are the foundation of MSDO's success.

As we look ahead, we are excited for the **2026 MSDO Annual Conference and Awards Gala, hosted by the Town of Caledon**. We look forward to building on the momentum of 2025 and continuing to provide opportunities that support innovation, collaboration, and professional growth.

Thank you for your continued engagement and support. It is a privilege to serve as Chair, and I look forward to working alongside you as we continue to advance municipal service delivery excellence.

Sincerely,

Michelle Orth  
Chair, Municipal Service Delivery Officials (MSDO)



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# MSDO Board of Directors



**Michelle Orth**  
Chair  
City of Toronto, ON



**Zaman Alkhafagi**  
Vice Chair  
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



**Andrew Tobin**  
Director at Large  
City of St. John's, NL



**Doug McGuire**  
Director, Jurisdictional Relations  
City of Grande Prairie, AB



**Kate Murton**  
Director, Communications &  
Engagement, Town of Caledon



**Mason Buettner**  
Director, Communications &  
Engagement  
City of Kelowna, BC

## Events & Highlights

Hosted in the historic Town of Aurora Ontario, the 2025 MSDO National Conference welcomed municipal service delivery professionals from across Canada for a dynamic three-day gathering. Held from May 13–15, the conference centred on the theme “Connection.” Participants took part in engaging networking activities designed to foster meaningful connections among peers. Conference sessions explored a broad range of topics, including the use of artificial intelligence in citizen inquiries, advancing equity and inclusion in service delivery, and the evolution of municipal service inventories. The conference was anchored by a compelling keynote from Scott Kress, who challenged attendees to reflect on leadership, adaptability, and performance in complex and rapidly changing environments. The experience was rounded out with memorable social events, including the Awards Gala Dinner at the Aurora Performance Hall, where the 2025 MSDO Excellence Award winners were recognized for their outstanding contributions to municipal service delivery.,



## Webinars & Panels

**September 25, 2025**

**Service Inventory & Service Levels**

**Format:** Webinar

**Speaker:** Mike McGreer, Corporate Strategy & Performance Manager, City of Kelowna

This webinar explored how developing a clear service inventory and defining service levels can support stronger planning, investment decisions, and budget conversations. Participants learned how a service-based approach helps municipalities improve internal alignment, identify opportunities for improvement, and communicate service impacts more effectively.

**December 4, 2025**

**Empowering Recreation through Automation**

**Format:** Webinar

**Speaker:** Jaelen Josiah, Coordinator of Business Services, Town of Caledon

This webinar highlighted how the Town of Caledon is modernizing recreation services through automation and digital self-service. The session examined workflow optimization, online account management, automated communications, and mobile tools that have improved operational efficiency and enhanced the customer experience for residents.

## 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 national not-for-profit association representing municipal information and communications technology (ICT) associations across Canada. MISA/ASIM Canada serves as the national voice for municipalities by representing member associations in discussions with the Government of Canada and other national or international bodies, facilitating collaboration and the sharing of information, skills, and resources, and providing leadership and promoting excellence in the use of information and communications technology. MISA/ASIM Canada is guided by its five founding regional chapters: MISA British Columbia, MISA Prairies, MISA Ontario, Réseau municipal en technologies de l'information (RMTI), and MISA Atlantic.



### PSSDC

### Public Sector Service Delivery Council (PSSDC)

The PSSDC, established in 1998, unites service leaders from federal, provincial, territorial, and municipal governments through MSDO to share information and best practices. It supports research to gain a better understanding of what drives excellence in public service, leading to a sharing of best practices and service integration initiatives that enhance delivery across Canada. The PSSDC is a parallel organization to 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.

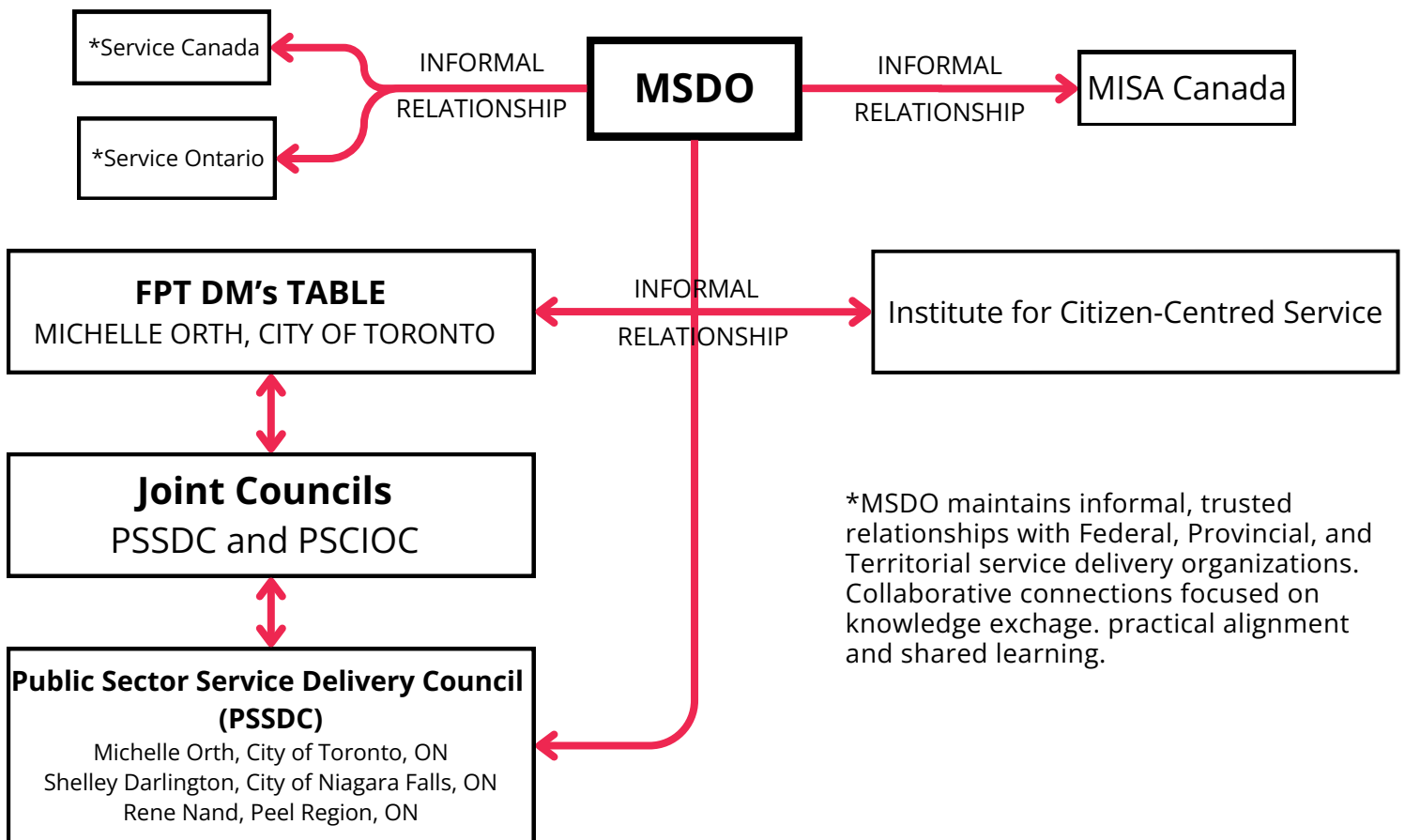


### MSDO & The W Group Partnership

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.

## Interjurisdictional Activities



MSDO was represented at the Federal, Provincial and Territorial Deputy Ministers (FPT DMs) Table, the Joint Councils, and the Public Sector Service Delivery Council (PSSDC) throughout 2025, ensuring that municipal service delivery perspectives were consistently represented in national interjurisdictional discussions.

MSDO attended in-person meetings of the Joint Councils and PSSDC in Yellowknife, NWT (March 2025) and Calgary, Alberta (September 2025), and participated in regular virtual meetings held on a monthly cadence throughout the year.

In addition, MSDO had municipal representatives actively meeting, learning, and collaborating through various working groups and communities of practice, including the Safe and Trusted Digitally Enabled Services Working Group, the Digital and Service Delivery Working Group, the Indigenous-Centric Services Working Group, the Innovative Service Delivery Partnerships Working Group, the Death Notification Community of Practice, the Contact Centre Community of Practice, and the Public Services Design Community of Practice.

These pan-Canadian, interjurisdictional councils, working groups, and communities of practice are focused on citizen-centred service delivery and provide an intergovernmental platform to pursue partnerships and coordinate initiatives related to innovative public sector service delivery, exemplifying a unique pan-Canadian model of interjurisdictional cooperation that brings together senior federal, provincial, territorial, and municipal leaders to collaborate on issues of common concern and enhance the efficacy of public service delivery for Canadians.

Throughout 2025, MSDO's focus also included supporting its mission, vision, and strategic priorities by strengthening relationships, encouraging participation, and promoting the value of municipal service delivery collaboration across jurisdictions. This work included engagement led through the Director, Jurisdictional Relations, Doug McGuire, with Alberta Municipalities, with support for an associate membership application, to strengthen alignment with broader municipal networks in Alberta, as well as outreach with members of the LGMA BC chapter to explore areas of overlap and potential opportunities for future collaboration where shared service delivery interests exist. Regionally, MSDO engaged with municipalities to increase awareness of the organization and promote membership and participation, reinforcing MSDO's role as a national network for municipal service delivery professionals.



# MSDO at a Glance

## Join a Growing Network of Canada's Service Leaders

64

Municipal Members

8

Provinces & Territories Represented

2/3

of members are from municipalities with populations over 100,000

*Our members range from Canada's largest urban centres to agile and innovative smaller communities, all dedicated to service excellence.*



# Our Value is Delivered Through Three Core Pillars



## Collaborative Peer Power

Tap into the collective experience of over 60 municipalities to solve challenges instantly.



## Innovation & Transformation

Access cutting-edge case studies, training, and professional development to drive tangible improvements.



## A Unified National Voice

Gain representation and influence on service delivery standards at the inter-jurisdictional level.

## Drive Real-World Innovation and Transformation

Membership empowers your staff with the knowledge and tools to implement cutting-edge solutions and elevate your municipality's services.



**Flagship Annual Conference:** Three days of immersive content focused on current and future trends like AI, digital transformation, and modern contact centres.



**Access to Groundbreaking Tools:** Gain insights into innovative service solutions that help you meet citizen needs more effectively.



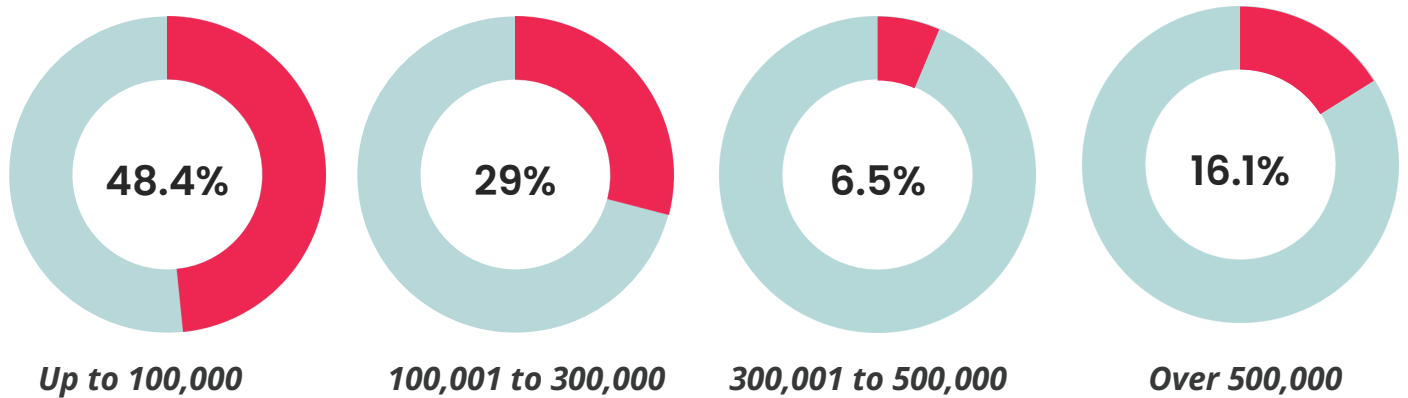
**Continuous Learning:** Access a rich library of recorded webinars and workshops on topics from AI implementation to strategic storytelling.



**National Recognition:** Earn eligibility for the MSDO Awards Program, celebrating excellence in Innovation, Transformation, and Service Delivery.



## Number of members by population size of municipality



## Highlights of Previous Conference Locations

<b>2025</b> Town of Aurora	<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

# 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 Vision



## Built by Municipalities, for Municipalities.

For over a decade, MSDO has been the national, non-for-profit, volunteer-run organization uniting municipal service delivery professionals. We began as an informal network in 2002 and were formally incorporated in 2008 to create a dedicated space for collaboration and excellence.

### 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 by providing members with access to Information and resources, a strong municipal voice in broader public service initiatives, and a sustainable association that meets their needs.

## Your Landscape is One of Constant Transformation

Municipalities across Canada face a common set of challenges: rising citizen expectations, the rapid pace of digital advancement, and the continuous pressure to innovate with finite resources. The need to deliver exceptional service has never been greater, nor has the complexity of doing so.



**Evolving Public Expectations**



**Digital Service Delivery**



**Emerging Technologies (e.g., AI)**



**Resource and Capacity Constraints**

# 2025 Income Statement

<b>Revenues</b>	<b>2025</b>
Membership Fees	33,883.51
Conference Revenue	103,318.52
Other Income	-
<b>Total Revenues</b>	<b>137,202.03</b>
<b>Expenses</b>	
<b>Membership Benefits</b>	
MSDO Website	1,833.88
Webinars	268.38
PSSDC Board Member Costs	23,705.23
<b>Conference Expenses</b>	
Conference Expenses	82,873.89
<b>Administration &amp; Finance</b>	
Books, Subscriptions, Reference	630.29
Contract Services	17,756.30
Other Expenses	6,701.77
Bank Charges	4,039.79
Insurance	1,945.04
<b>Total Expenses</b>	<b>139,754.57</b>
<b>Profit/(Loss)</b>	<b>(2,552.54)</b>

## 2025 Balance Sheet

<b>Assets</b>	<b>2025</b>
Cash and Cash Equivalents	44,054.91
Accounts Receivable	2,000.64
Reserve Fund	7,195.00
<b>Total Assets</b>	<b>51,249.91</b>

<b>Liabilities</b>	
Accrued Expenses	3,390.00
GST/HST Instalments/Payable	1,248.50
Other Liabilities	-
<b>Total Liabilities</b>	<b>4,638.50</b>

<b>Equity</b>	
Opening Balance	66,671.97
Retained Earnings	(15,507.38)
Net Income/Loss	(2,552.54)
<b>Total Equity</b>	<b>48,612.05</b>
<b>Total Liabilities and Equity</b>	<b>53,250.55</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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