



“Re-thinking the Business of Government”

Performance Concepts Consulting

Profile of Municipal Consulting Services & Experience

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Todd MacDonald, President & Principal Consultant



Performance Concepts Consulting Corporate Profile

Mr. Todd MacDonald
President & Principal Consultant
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Areas of Special Competence:

Performance Concepts Consulting is a Greater Toronto Area based management consulting firm specializing in the following municipal sector services:

- ✓ Results Based Business Planning
- ✓ Performance Measurement, Balanced Scorecard, Peer Benchmarking
- ✓ Evidence-Based Operational Reviews/Audits
- ✓ Business Process Reengineering
- ✓ Activity-Based Costing & User Fee Design
- ✓ Organization Design
- ✓ *Future Focus* Strategic Planning & Council Priority Setting

President & Principal Consultant Todd MacDonald and a team of talented associates, work with a wide range of municipal sector clients across Canada.

Performance Concepts Consulting is committed to providing Canadian municipal clients with a comprehensive portfolio of continuous improvement and change management services that improve operational performance, promote a results based culture & address budget/cost recovery realities.

Performance Concepts President Todd MacDonald:

20+ Years of Municipal Sector Experience & Expertise

Prior to establishing *Performance Concepts Consulting* in 2001, President Todd MacDonald enjoyed a fifteen-year career in the Ontario public sector – working for the Government of Ontario (Ministry of Finance, Office of Federal-Provincial Relations) and the Peel and York regional governments in Greater Toronto.

During his regional government career, Mr. MacDonald designed and implemented comprehensive Operational Reviews, Performance Measurement & Activity Based Costing initiatives, and Results Based Business Planning frameworks. Mr. MacDonald also led major projects on GTA governance and Property Tax reform. As the original *Project Manager, Ontario Municipal Benchmarking Initiative*, Mr. MacDonald developed wide-ranging project management, facilitation and peer benchmarking expertise.

Performance Concepts Consulting – Proven Track Record Leveraging Local Government Performance

Performance Concepts Consulting has successfully managed a wide variety of comprehensive performance measurement, operational review, business planning, process re-engineering, benchmarking, and ABC user fee costing assignments focussing on a wide range of local government services – water, wastewater, roads, solid waste, cemeteries, transit, fire, land ambulance, museums, building code regulation, long-term care, social services, child care, land use planning, by-law enforcement, development control, labour market services, public health services, parks and recreation, arenas, libraries.

Performance Concepts Consulting provides workshop driven performance business planning, performance measurement, and process re-engineering training and pilot project services for a growing number of Canadian municipalities (e.g. City of Ottawa, Yellowknife, Prince George, Vancouver Island Local Government Management Association, British Columbia Government Finance Officers Association). The firm also supports in-depth design and implementation around Performance Measurement, Balanced Scorecard, and Results Based Business Planning Frameworks.

Performance Concepts Canadian public sector clients include:

Niagara Peninsula Conservation Authority (2011) Strategic Plan
City of Ottawa (2011) City-wide Review of City Performance Measurement Framework/Indicators
City of Ottawa 2010 Audit/Operation Review of OC Transpo
City of Burlington 2010-11 Planning Fees Review
City of Ottawa (2010-11 18 Month Evaluation of One Stop Development Approvals)
Comox Valley Regional District Operational Staffing Review (2010)
Comox Valley Regional District Service Costing Model Review (2010)
B.C. Local Government Management Association (Performance Measurement workshop)
B.C. GFOA User Fee Design Workshops (Victoria, Richmond, Kelowna, Prince George)
City of Cornwall Development Process Review (2009)
City of Ottawa (Ongoing Performance Measurement & Business Planning training)
City of Ottawa (2007 Operational Review of City-wide Development Approvals Process)
City of Ottawa (2008 Operational Review of Land Ambulance Service)
City of Ottawa (2008 Design & Delivery of City-wide Strategic Branch Reviews)
City of Prince George (Performance Measurement & Business Planning training)
City of Yellowknife (Performance Measurement training)
Government of the Northwest Territories (Performance Measurement training)
Western Canada GFOA (Performance Measurement Design)
City of Fredericton NB (Performance Measurement Design)
City of Vaughan Parks Workload Assessment Study
City of Vaughan (Bill 124 Activity Based Costing User Fee Design and Review)
Town of Milton, (Bill 124 ABC User Fee Design and Review)
Town of Whitby, (Bill 124ABC User Fee Design)
Town of Essex (Bill 124 User Fee Design)
Canadian Urban Institute (Municipal Best Practices Research – ABC, Performance Measurement/Benchmarking)
City of Toronto (Performance Measurement Design and ABC Mapping)
Ontario Centre for Municipal Best Practices – 2001 MPMP Roads Performance Review
Ontario Centre for Municipal Best Practices – 2002 MPMP Roads Performance Review
City of Burlington – Results Based Business Planning Pilots (Finance/RPM)
City of Burlington – Development Approvals Process Review
City of Burlington – 3rd Party Assessment of ABC Model

City of Moncton, New Brunswick – (Performance Measurement Workshop)
Ontario Ministry of Municipal Affairs & Housing (Social Housing Benchmarks and Funding Model)
Ontario Ministry of Finance – Program Evaluation of Tax Audit
Norfolk County – (Performance Measurement Primer Workshop)
Canadian Museum of Civilization (Performance Measurement Program Design)
Town of Lincoln – Performance Measurement Design & Implementation
Town of Lincoln – 2004-06 Council Priority Setting Initiative
Town of Fort Erie – Health & Wellness Community Planning Initiative
Town of Fort Erie – Performance Measurement Training
Town of Fort Erie – Managing Pilot Business Plans in 6 Service Areas
Simcoe County (ABC, Program Mapping and Performance Measurement/Program Evaluation/Org Design)
Peterborough County (Performance Measurement)
Environment Canada (ABC & Performance Measurement)
HRDC (Results Management & Accountability Frameworks)
Northumberland County (ABC, Performance Measurement Framework & Training, Program Evaluation/Org Design)
Northumberland County (Social Housing Joint Transfer Plan & Org Design)
Northumberland County (ABC, Results Based Business Planning Framework Design & Training)
WorkinfoNET & HRDC (Results Management and Accountability Framework & Program Evaluation)
Durham Region (Performance Measurement and Business Planning Primer Workshop)
Markham-Stouffville Hospital (Leadership Development Program with Hospital President and CEO)
Town of East Gwillimbury (ABC, Performance Measurement and Results Based Business Planning)
Scugog Township – Council/Staff Performance Measurement & Business Planning Primer Workshop
Scugog Township - 2003 Fire Department Results Based Business Plan & Service Review
Scugog Township – 2004 Roads Business Plan & Performance Measurement Framework
Scugog Township – 2004-06 Council Priority Setting Initiative
King Township Fire Department (ABC, Performance Measurement & 2004 Business Planning Pilot)
King Township Parks and Recreation Business Plan Design (2005 Plan)
King Township Planning/Building Business Plan Design (2005 Plan)
King Township Clerks & Bylaws Business Plan Design (2005 Plan)
Niagara Region (Performance Measurement Primer Workshop)
Niagara Region (ABC & Business Planning Primer Workshop)
Advanced Air Ambulance (RFP Design and Project Management)
Ontario Municipal Management Institute – (Performance Measurement/Program Evaluation Workshops & Training)
The Canadian Urban Institute (Revised Research Re. Best Practices Research – ABC, Business Planning)
Town of Collingwood (Performance Measurement Primer Workshop, Program Evaluation Framework)
WSIB (Performance Measurement Primer Workshop)
Town of Uxbridge (ABC & Performance Measurement/Program Evaluation Pilot - Roads)
Town of Uxbridge (Road Quality Survey Design, Cost-Benefit of Roads Capital)
Town of Oakville (Finance Dept Performance Measurement & Program Evaluation Workshops)
Town of Oakville (Parks & Recreation Performance Measurement Workshops)
Interdev Technologies (EMS Benchmarking and Performance Measurement)
Ontario Municipal Management Institute (Province-wide ABC & Business Planning Workshops)
CN Watson & Associates (Project Management)
Ontario Trillium Foundation (Organization Design Study, Core Service Review – Program Evaluation)
Town of King (Business Planning Workshop)

City of Belleville (Performance Measurement Workshop)
Town of Essex (Performance Measurement Workshop)
Ontario Base Hospitals (Performance Measurement & Benchmarking Workshop)
City of Peterborough – Performance Measurement & Business Planning Workshop
Town of Newmarket – Performance Measurement & ABC Primer

2005-08 Ontario User Fee & Development Process Operational Review Assignments:

City of Vaughan	City of Burlington	Town of Grimsby
Town of Richmond Hill	Town of Whitby	City of Brampton
Town of Milton	Town of Essex	City of Oshawa
Town of Orangeville	Town of Bradford W-G	Town of Aurora
City of Pickering	Town of Newmarket	City of Kawartha Lakes
Niagara on the Lake	Town of Collingwood	Town of Whitchurch-Stouffville
City of Hamilton	City of Niagara Falls	City of Prince George BC
Guelph-Eramosa	City of Mississauga	City of Toronto
Town of Ajax	City of Ottawa	

Publications & Education

Mr. MacDonald has been published in a number of municipal management journals, including Government Finance, Cordillera Institute.

Mr. MacDonald was educated in Canada at the University of Western Ontario (Honours BA in Politics & Economics) and at Ottawa's Carleton University (Masters Public Administration Program).

Mr. MacDonald is a frequent speaker at Canadian and US Government Performance Measurement and Business Planning Conferences. He has spoken on municipal Performance Measurement at the international GFOA Conference and across Canada. He recently spoke at the Ontario Municipal Finance Officers Conference Re. Bill 124 preparedness and user fee design. A number of Planning, Engineering and Building user fee design sessions have been held across Canada.