



## **Profile of Consulting Services & Experience**

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Todd MacDonald, President

# Performance Concepts Consulting Inc. Corporate Profile

**Todd MacDonald BA, MPA**  
**President & Principal Consultant**  
**416-407-0695 or [todd@performanceconcepts.ca](mailto:todd@performanceconcepts.ca)**

## Areas of Special Competence:

Performance Concepts Consulting Inc. is a Greater Toronto based “boutique” management consulting firm specializing in the following municipal sector services:

- ✓ Value-for-Money Operational Reviews (numerous municipal service areas)
- ✓ “Future Focus” Council/Board Priority Setting
- ✓ Organization Design Reviews - Restructuring & Streamlining
- ✓ 4 Disciplines of Execution (4DX) Continuous Improvement
- ✓ LEAN & Business Process Reengineering
- ✓ Performance Measurement, Balanced Scorecard, Peer Benchmarking
- ✓ Activity-Based Costing & User Fee Design
- ✓ EMS, Fire & Non-urgent Patient Transportation - Master Plans/Operational Reviews/Strategic Planning
- ✓ Education/Training Workshops

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

**Mission:** Performance Concepts Consulting provides valued Canadian municipal clients with superior change management & continuous improvement services.

## President Todd MacDonald:

### 25+ Years of Public Sector Change Management 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 then in progressively senior positions with the Peel and York upper-tier regional governments in Greater Toronto.

During his municipal government career in Peel and York, Mr. MacDonald designed and implemented Operational Reviews, Efficiency Studies, Performance Measurement & Activity Based Costing initiatives, and Results Based Business Planning frameworks. Mr. MacDonald also led major corporate projects on GTA governance and Property Tax reform. As the original Project Manager, Ontario Municipal Benchmarking

Initiative, Mr. MacDonald developed wide-ranging project management, stakeholder facilitation and technical performance measurement expertise.

## **Performance Concepts Experience & Clients: Proven Track Record Across Canada**

**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 – police, EMS, water, wastewater, roads, solid waste, cemeteries, transit, fire, museums, building code regulation, long-term care, social services, by-law enforcement, Planning/Engineering development approvals, public health services, parks and recreation, arenas, libraries.

**Performance Concepts Consulting** also provides workshop driven business planning, performance measurement, and 4DX, LEAN process re-engineering training and pilot project services for a growing number of Canadian municipalities and health care providers (e.g. AMCTO, NE LHIN, Ontario Municipal Management Institute, City of Ottawa, Yellowknife, Prince George, Vancouver Island Local Government Management Association, British Columbia Government Finance Officers Association).

### **Performance Concepts local government clients include:**

City of Oakville Operational Review of Building Permit/Inspection Services (2018)  
Niagara Peninsula Conservation Authority 2018-21 Strategic Plan (2018)  
City of Whitehorse Bylaw Services Operational Review (2018)  
County of Brant Review of Development Approvals Fees (2017-18)  
County of Brant EMS & Fire Facilities Review (2017)  
Region of Niagara Review of Business Licensing Service Delivery Options (2017)  
Region of Niagara Review of 911 Service Delivery Options (2017)  
North Grenville LEAN Review of Development Approvals Process (2017)  
County of Brant Review of Development Approvals Process (2017)  
NPCA Strategic Plan Evaluation (2017)  
North West LHIN Non-Urgent Patient Transportation Review (2017)  
City of Guelph Development Fees Review (2016-17)  
Conservation Halton Development Approvals Process Review (2017)  
Town of Arnprior Fire Master Plan & Operational Review (2017)  
District of Muskoka Development Approvals Process Review (2016-17)  
City of Yellowknife Development Approvals Process Review (2016-17)  
County of Brant EMS Action Plan (2016)  
Township of Alfred-Plantagenet Organization Review (2016)  
Region of Niagara – Value-for-Money Review of Transportation Services (2015)  
City of Guelph – Development Approvals Restructuring Initiative (2015-16)  
County of Lanark – Development Approvals Workflow Review (2015-16)  
AMCTO Workshop Based Training – Multiple Sessions (2015)  
Region of Waterloo – Transportation Services Operational Review (2015)  
Region of Halton – Development Approvals Operational Review (2015-16)  
City of Waterloo – Internal Charges Review (2015)  
Town of Arnprior Organization Design Part 2 (2015-16)  
City of Kitchener Internal Charges Review (2014-15)

County of Frontenac – Council Strategic Priority Setting (2014)  
Parry Sound EMS System Planning Review (2014-15)  
NE LHIN Non-urgent Transportation RFP Design & Execution (2014-15)  
Lambton County EMS Strategic Plan (2014)  
Town of Arnprior Organization Design Review Part 1(2014)  
NE LHIN Non-Urgent Patient Transportation Review (2013-14)  
NW LHIN Non-Urgent Patient Transportation Review (2013-14)  
Town of Pelham Library System Review (2013)  
City of Kitchener – Operational Review of Infrastructure Services Department (2012-13)  
City of Niagara Falls – Development Approvals Process Operational Review (2012-13)  
City of Saint John – Evaluation of City Core Services & Performance Metric Defined Service Levels (2012)  
City of Ottawa – City-wide Evaluation of Performance Metrics & Balanced Scorecard Framework (2011-12)  
NPCA Strategic Plan (2011-12)  
Strategic Planning Services – Ontario Association of Paramedic Chiefs (20112)  
Thunder Bay EMS Strategic Plan (2011-12)  
Non-emergent Transportation Review for Superior North EMS (2011-12)  
Ontario paramedic Chiefs Research Paper Re. EMS & Fire Tiered Response (2011)  
City of Ottawa Audit/Operation Review of OC Transpo (2011)  
City of Burlington Planning Fees Review (2011)  
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 workshops)  
B.C. GFOA User Fee Design Workshops (Victoria, Richmond, Kelowna, Prince George)  
City of Cornwall Development Process Review (2009-10)  
City of Ottawa - Ongoing Performance Measurement & Business Planning training (2006-08)  
City of Ottawa - Operational Review of City-wide Development Approvals Process (2006)  
City of Ottawa - Operational Review of Land Ambulance Service (2008)  
City of Ottawa - Design & Delivery of Strategic Branch Reviews (2007-08)  
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 124 ABC 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 – 3<sup>rd</sup> Party Assessment of ABC Model  
City of Burlington – 3<sup>rd</sup> Party Assessment of Performance Metrics/Benchmarks  
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 – (25 Engagements for Performance Measurement/Program Evaluation Workshops & Training 2004-07)  
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 various)  
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

## 2005-2017 User Fee & Development Process Operational Review Assignments:

City of Vaughan  
Town of Richmond Hill  
Town of Milton  
Town of Orangeville  
City of Pickering

City of Burlington  
Town of Whitby  
Town of Essex  
Town of Bradford W-G  
Town of Newmarket

Town of Grimsby  
City of Brampton  
City of Oshawa  
Town of Aurora  
City of Kawartha Lakes

Niagara on the Lake  
City of Hamilton  
Guelph-Eramosa  
Town of Ajax  
County of Brant

Town of Collingwood  
City of Niagara Falls  
City of Mississauga  
City of Ottawa

Town of Whitchurch-Stouffville  
City of Prince George BC  
City of Toronto  
City of Guelph

## Publications & Education:

Mr. MacDonald has been published in a number of municipal management journals, including EMS Matters, Government Finance, Cordillera Institute. His EMS publications focus on the imminent Aging Tsunami and a response via demographics base EMS master planning.

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 recognized speaker at Canadian and US Government Performance Measurement and Business Planning Conferences. He has spoken on municipal Performance Measurement & Benchmarking at the international GFOA Conference and across Canada. He also 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.

Mr. MacDonald recently spoke at the 2015 Ontario Professional Planners annual conference (with colleague Rory Baksh from Dillon Consulting) regarding innovative approaches to streamlining municipal development approvals processes.