Communication : C 2
Older Adult Task Force
June 27, 2022
Agenda item # 2

City of Vaughan Age Friendly Community Action Plan
Proposed Implementation Approach
The Balanced Scorecard

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OLDER ADULT TASK FORCE
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KEY TASK FORCE IMPLEMENTATION OBJECTIVES

Following acceptance and endorsement of the "J" report:

- Implement all 28 report deliverables and recommendations
- Avoid selection and prioritization of some recommendations at expense of others
- Adopt an accepted implementation methodology that will track progress at agreed periodic intervals
- Report implementation progress at regular intervals to key stakeholders

WHAT IS THE BALANCED SCORECARD?

The balanced scorecard is a management system aimed at translating an organization's strategic goals into a set of organizational performance objectives that, in turn, are measured, monitored and changed if necessary to ensure that an organization's strategic goals are met.

WHAT IS THE BALANCED SCORECARD?

The concept of managing by "Balanced Scorecard" has been around since the 1990s. When developed as a component of strategic planning and management methods and practices, Balanced Scorecards can help align an organization behind a commonly shared view of success, and get people working on the right things and focusing on results. In a large organization, a scorecard is more than a way of keeping score, it is a methodology that relies on the integration of people, strategy, processes, and technology.

WHAT IS THE BALANCED SCORECARD?

Learning and growth includes training and knowledge resources. Business processes reflect how well products and services meet customer needs. Customer perspectives indicate customer satisfaction levels. The financial perspective involves tracking financial data about enterprise performance, such as operating revenue and expenditure.

BALANCED SCORECARD BENEFITS

The Balanced Scorecard supports strategic planning and implementation by uniting the actions of all parts of an organization around a common understanding of its goals, and by facilitating the assessment and enhancement of strategy. Four questions should drive the actualization of strategic management goals:

1. What strategic outcomes are important for the organization to achieve?
2. What activities are needed to achieve them?
3. Are these activities being done?
4. Are we achieving the desired results?

BALANCED SCORECARD BENEFITS

Use of the Balanced Scorecard helps managers agree on, and then articulate, the strategic destination and transformation roadmap for their organization, and enables continuous monitoring of the activities required for their achievement. Over time, the benefits of the Balanced Scorecard approach then shifts from tracking performance of individual initiatives, to monitoring whether or not appropriate objectives have been set, and the extent to which the planned activities are working to achieve them.

BALANCED SCORECARD BENEFITS

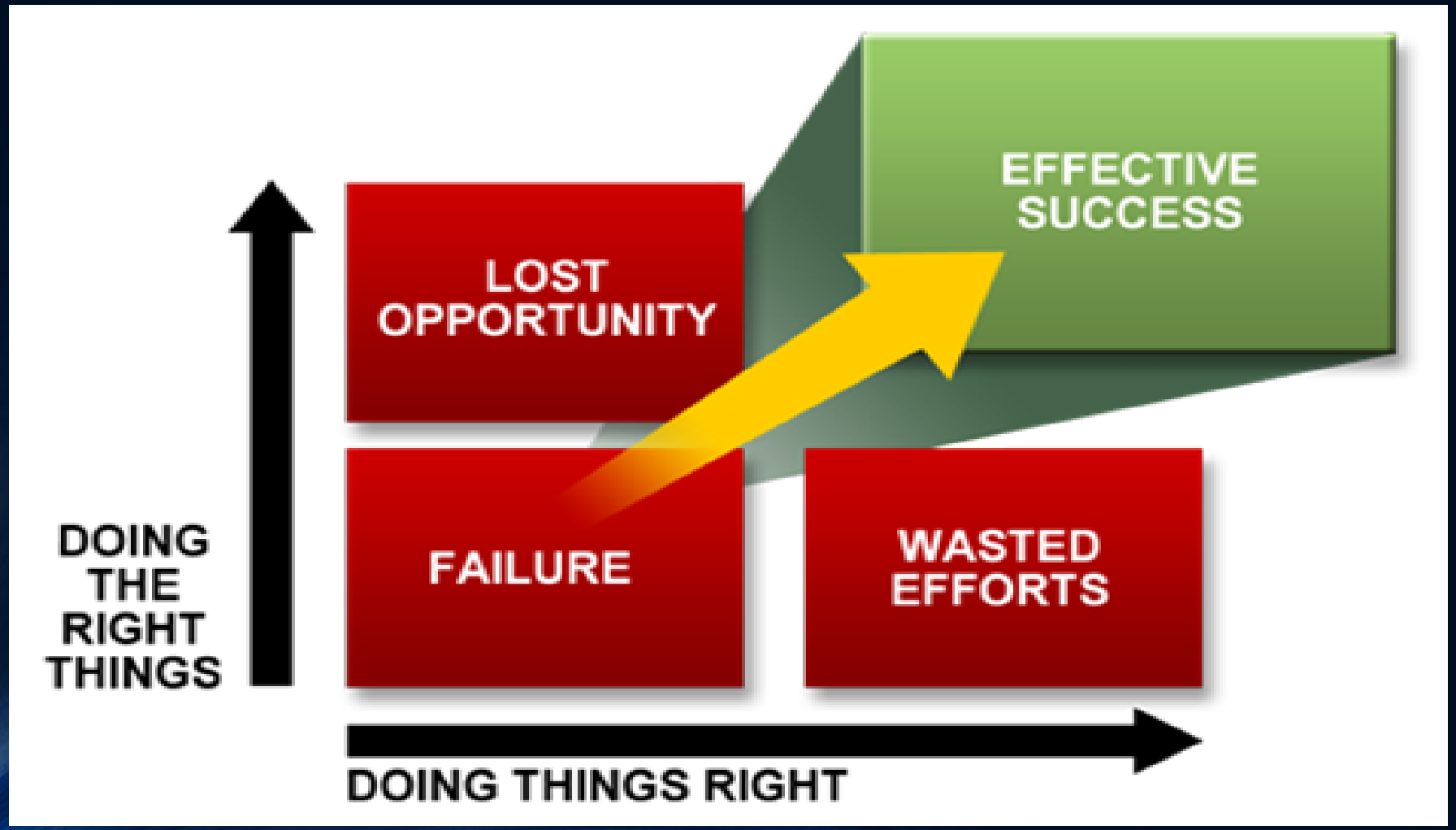
Doing the Right Things Right

Using the Balanced Scorecard approach, strategic and operational performance measures are key reference data points, and those metrics can be used to better inform decision making at all levels of the organization. With such a strategy-based approach, accomplishments and results are the main focus.

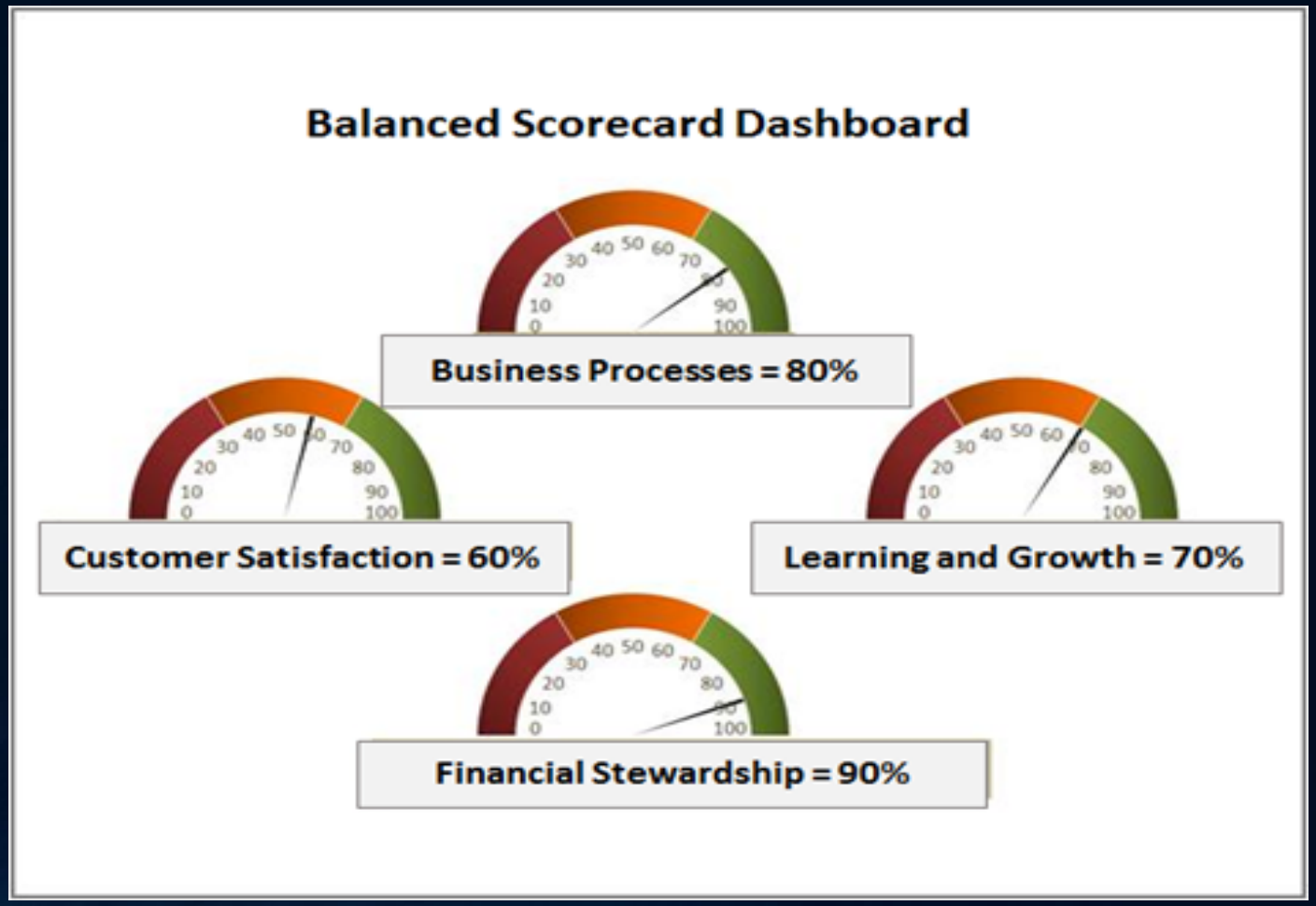
THE BOTTOM LINE

Every government agency, no matter how big or small, needs a dashboard to give them a sense of direction, a gauge that lets employees, customers, and other stakeholders know where it's headed and how it's doing. The dashboard must be driven by the organization's mission, vision, goals and objectives (and the strategies devised to meet or exceed them). When designed and implemented effectively, the dashboard soon becomes a tool that can be relied upon by managers to identify successful and non-productive operational trends and/or gaps in available resources or business processes.

BALANCED SCORECARD BENEFITS



BALANCED SCORECARD DASHBOARD



What Balanced Scorecard Perspectives Should a Public Sector Organization Use?

Improvement in Customer and Stakeholder Satisfaction

Which Drive

Improved Fiduciary Results

Which Drive

Improved Internal Processes

Drive

Improvements in Internal Capacity

Customer and Stakeholder



Financial



Internal Process



Organizational Capacity *or* Learning and Growth



CITY OF VAUGHAN AGE-FRIENDLY COMMUNITY ACTION PLAN

VISION

VAUGHAN IS A COMMUNITY OF CHOICE FOR ALL

BY BUILDING ON OUR PRINCIPLES

AS MEASURED BY THE BALANCED SCORECARD

OLDER ADULT	++	FINANCIAL	++	INTERNAL PROCESSES	LEARNING AND GROWTH

BALANCED SCORECARD STRATEGIC THEMES

Delivered high quality products and services to satisfy Seniors' needs	Maximixe organization effectiveness through responsible financial management	Continually improve internal management processes to optimize program performance	Constantly seek new methods to improve operational performance

PRINCIPLES
EQUITY
We are committed to ensure fair, inclusive and respectful treatment for all residents.
COLLABORATION
We have a shared responsibility with our partners to realize the vision of this Plan
ACCOUNTABITY
We are responsible to report back to our community and responsive to changing needs and priorities
CONNECTION
We pursue active participation and engagement in community planning.
INCLUSION
We are committed to creating supportive and accessible places where residents of all ages feel a sense of belonging.

REPORT ANALYSIS
DELIVERABLES AND RECOMMENDATIONS

WORLD HEALTH ORGANIZATION -EIGHT AREAS OF AN AGE-FRIENDLY COMMUNITY					
	# DELIVERABLES	# RECOMMENDATIONS			
		OLDER ADULT	FINANCIAL	INTERNAL PROCESSES	LEARNING & GROWTH
OUTDOOR SPACES AND PUBLIC BUILDINGS	5	0	0	3	2
TRANSPORTATION	4	0	0	3	2
HOUSING	4	0	2	1	1
RESPECT AND SOCIAL INCLUSION	4	0	0	2	2
CIVIC PARTICIPATION AND EMPLOYMENT	3	0	0	2	1
COMMUNICATION AND INFORMATION	3	0	0	3	1
COMMUNITY SUPPORT AND HEALTH SERVICES	2	0	0	0	2
SOCIAL PARTICIPATION	3	0	0	1	2
TOTAL	28	0	2	15	13

ALIGNMENT: 4 BALANCED SCORECARD THEMES WITH WHO CATEGORIES

The following three charts categorize each of the 4 Balanced Scorecard themes with the 8 WHO Age-Friendly categories and highlight the "J" recommendations for each category.

BALANCED SCORECARD THEMES

- Older Adult
- Financial
- Internal Processes
- Learning & Growth

AGE FRIENDLY CATEGORIES

- Outdoor Spaces and Public Buildings
- Transportation
- Housing
- Respect & Social Inclusion
- Civic Participation and Employment
- Communication and Information
- Community Support and Health Services
- Social Participation

BALANCED SCORECARD - VAUGHAN AGE-FRIENDLY COMMUNITY ACTION PLAN - SUMMARY PAGE ONE

Column1	Column2	Column3	Column4
STRATEGIC THEME	**OUTDOOR SPACES AND PUBLIC BUILDINGS**	**TRANSPORTATION**	**HOUSING**
OLDER-ADULT			
			1. Explore opportunities for funding and community partnerships to pilot a HomeShare program in Vaughan
FINANCIAL			
			2. Share information and promote funding options for home adaptation, repair and modification programs
	1. Through parks planning, continue to ensure that park and open space design incorporate spaces and amenities that are accessible and encourage physical activity, wellness, and recreational opportunities for all ages	1. Continue efforts to enhance bus stop accessibility, equity, comfort and safety	1. Support community partners in to promote and increase in-home supports for seniors and people with disabilities
INTERNAL PROCESSES	2. Continue to make improvements to street lighting, pedestrian crossings and signal times, and overall community safety	2. Work with community partners to promote, and support opportunities to expand, alternative transportation modes, such as ride-sharing, volunteer drivers, and other options to increase access to amenities and services by residents with special needs including mobility impairments	
	3. Expand opportunities to support the development of community gardens accessible to all ages and abilities	3. Create greater awareness of all transportation options across the city	
	1. Continue to explore opportunities to expand winter snow removal program for seniors.	1. Explore opportunities to provide a needs-based transit subsidy for low-income residents	1. In support of the City's Affordable Housing Strategy, establish policies and identify opportunities to provide a range of housing forms that meet the diverse and changing needs of residents
LEARNING AND GROWTH	2. Identify opportunities to create more walkable neighbourhoods		

BALANCED SCORECARD - VAUGHAN AGE-FRIENDLY COMMUNITY ACTION PLAN - SUMMARY PAGE 2

Column1	Column2	Column3	Column4
STRATEGIC THEME	RESPECT AND SOCIAL INCLUSION	CIVIC PARTICIPATION AND EMPLOYMENT	COMMUNICATION AND INFORMATION
OLDER-ADULT			
FINANCIAL			
	1. Celebrate the contributions of seniors and youth through a local art exhibition	1. Expand age-friendly awareness among local businesses	1. Expand digital access and literacy among residents and seniors
	2. Work with community partners to increase awareness	2. Engage with the Older Adult Task Force (OATF) as part of	2. Enhance online presence of community information
INTERNAL PROCESSES	and share resources to combat ageism and elder abuse	City planning unit	and services
			3. Continue efforts to ensure communication and promotional
			materials create positive and inclusive images celebrating
			the city's diversity
	1. Work with local seniors' clubs to explore opportunities for	1. Explore and promote City and community volunteer	
	integrated programs and activities	and employment opportunities	
LEARNING AND GROWTH			
	2. Engage and partner with community organizations to identify		
	and develop programming opportunities that support the diverse		
	needs of residents and older adults		

BALANCED SCORECARD - VAUGHAN AGE-FRIENDLY COMMUNITY ACTION PLAN - SUMMARY PAGE 3

Column1	Column2	Column3
STRATEGIC THEME	**COMMUNITY SUPPORT AND HEALTH SERVICES**	**SOCIAL PARTICIPATION**
OLDER-ADULT		
FINANCIAL		
		1. Work with community organizations to coordinate monthly "Coffee Connections"
INTERNAL PROCESSES		
	1. Explore opportunities to develop a Community Hub.	1. Continue to explore options to expand recreational program delivery including more options for intergenerational programs, programs for people living with dementia, programs that meet the needs of diverse ethno-cultural groups, programs in other languages, and outdoor and virtual programming
LEARNING AND GROWTH	2. Develop relationship with the Western York Region Ontario Health Team to further advocate for health services in Vaughan	
		2. Explore opportunities for additional training for . front-line staff to support seniors

IMPLEMENTATION EXAMPLE - TRANSPORTATION

- The "J" report provided Transportation deliverables classified in the "Internal Process" and "Learning and Growth" themes
- No Transportation deliverables identified in the "Older Adult" and "Financial" themes
- As an example, the following Transportation "Internal Process" and "Learning and Growth" charts provide:
    - Assigned importance weighting
    - Specific "J" report deliverables
    - Specific "J" report recommendations
    - Person responsible and timeline for implementation of each recommendation
    - |
- Charts are updated on an agreed periodic basis (Monthly/Quarterly/Semi-Annual/Annual)

TRANSPORTATION

STRATEGIC THEME - INTERNAL PROCESSES

Column1	Column2	Column3	Column4
IMPORTANCE	DELIVERABLE	ACTION STEPS	DELIVERED BY/DATE
		MUST BE SPECIFIC AND MEASURABLE	
	1. Continue efforts to enhance bus stop accessibility,	Action Item #1	Identify a specific person
	equity, comfort and safety	The City, through the Vaughan Transportation Plan (currently	responsible to complete
		underway) work with York Region to access existing transportation	specific action by a
		stops for accessibility and comfort (i.e. benches) and make	specific date.
IMPORTANCE		improvements, as appropriate. Importantly, consideration should	
WEIGHTING -		be given to ensure the location of transit stops should be equitable	
X %		across the city. Consideration should also be given to seating and	
		appropriate lighting at all bus stops.	
	2. Work with community partners to promote, and support	Action Item #2	
	opportunities to expand, alternative transportation	City to work with partners such as York Region Transit (Mobility	
	modes, such as ride-sharing, volunteer drivers, and	On-Request Paratransit), CHATS, Human Endeavour, and others to	As above
	other options to increase access to amenities and services	expand and promote alternative transportation options in the City.	
	by residents with special needs including mobility impairments	It is also recommended that the City advocate for programs to be	
		provided at low to no cost for individuals in need.	
	3. Create greater awareness of all transportation options	Action Item #3	
	across the city	The City should share information on all transportation options	
		available including information on transit schedules and stops	
		(i.e. links to York Region Transit, transportation fees, community	As above
		transportation and in-demand type transportation options, options	
		for cross-jurisdictional travel (i.e. PRESTO), contact information for	
		booking appointments and information on any criteria for service.	
		Action Item #4	
		The City should share information on the Regions myRide program	
		and further promote this service to residents and caregivers	As Above
		(including older adults(to support and encourage transit use	
		among residents , including older adults	

TRANSPORTATION			
STRATEGIC THEME: LEARNING AND GROWTH			
Column1	Column2	Column3	Column4
IMPORTANCE	DELIVERABLE	ACTION STEPS	DELIVERED BY/DATE
		MUST BE SPECIFIC AND MEASURABLE	
		Action Item #1	Identify a specific person
	1. Explore opportunities to provide	City of Vaughan to support York Region to purse a deeper	responsible to complete
	a needs-based transit subsidy	transportation subsidy for residents in need (i.e. low-income)	specific action by a
IMPORTANCE		across the city.	specific date.
WEIGHTING -			
X %		Action Item #2	
		City of Vaughan to advocate for options for reduced or no-cost	As above
		transportation passes for caregivers accompanying a person	
		in need.	

Questions?

Biographical Profile: Gerry O'Connor

- President, Blackrock Corporate Services, 2004 to present
- Assistant Vice-President, Business Development, Sun Life Financial, 1999-2003
- Director & Company Secretary, Canada Starch, 1995-97. Chairman, Pension Committee, 1987-97
- Past Director, The Toronto Region Board of Trade , Canada's largest Chamber of Commerce with more than 10,000 Members servicing 200,000 Professionals. Member, Pension, Audit and Governance Committees. 2007-2010.
- Past Chairman, Independent Review Committee, Fiera Capital ("IRC") and Member WisdomTree Canada IRC;
- Member, Canadian Executive Service Organization (CESO); Since 2004, completed more than 30 international volunteer assignments in the Philippines, Republic of Georgia, Russia, Siberia and Serbia
- Emigrated from Ireland to Canada, 1971; Woodbridge resident since 1989.

Biographical Profile: Gerry O'Connor (Continued)

AWARDS

- 2016 Volunteer Toronto Legacy Award for Volunteers
- 2018 Governor General of Canada Sovereign Medal for Volunteers
- 2020 Irish Person of the Year, Ireland-Canada Chamber of Commerce