

Wood Buffalo Age-Friendly Work Plan 2026-2030



Together, we are building an age-friendly Wood Buffalo



REGIONAL MUNICIPALITY
OF **WOOD BUFFALO**



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Land Acknowledgment

We acknowledge that the land on which we live, learn, work, play and age is Treaty 8 Territory, the traditional lands of the Dene, Cree, and the Homeland of the Métis. We honour the important relationships that Indigenous Peoples have with these lands and recognize their histories, cultures, and ongoing contributions to the Regional Municipality of Wood Buffalo.

We also recognize and celebrate the Elders and seniors whose wisdom, resilience, storytelling, leadership, and contributions have helped shape and continue to strengthen the Regional Municipality of Wood Buffalo over generations. We acknowledge the many Elders and seniors who have made this region their home and continue to share culture and tradition while being stewards of the land.



Messages

From the Mayor



On behalf of Council and everyone at the Municipality, we want to express our appreciation to everyone that has played a role in the development of the Age-Friendly Work Plan.

This plan is for the community, and we look forward to seeing the plan take shape in the months and years ahead.

Elders, seniors, and older adults are an important and valued part of our region, representing an ever-growing portion of our population. Older adults also contribute to the region in many ways, through their immense experience, knowledge and wisdom, and in cultural, social and economic capacities.

As an officially designated Age-Friendly community, we are committed to ensuring we make even further strides as a region. Older adults should not only feel safe and comfortable, but they should also have every opportunity to thrive.

That's what the Age-Friendly Work Plan is all about. Together, we will build a region where all older adults are able to meet their full potential, supported by a community that includes them in all that we do.

Sandy Bowman
Mayor
Regional Municipality of Wood Buffalo

From the Advisory Committee on Aging

The Advisory Committee on Aging (ACoA) is pleased to present the Wood Buffalo Age-Friendly Work Plan 2026-2030, a roadmap that reflects the Committee's ongoing commitment to supporting the Regional Municipality of Wood Buffalo in building a community where older adults can age with dignity, independence, and connection.

Guided by the World Health Organization's Age-Friendly Communities Framework, ACoA advocates for practical actions that strengthen accessibility, inclusion, participation, and quality of life for older adults throughout the region.

This Work Plan is more than a collection of actions – it is a practical framework for guiding implementation, measuring progress, and supporting continuous improvement. As a living document, it will continue to evolve alongside our community, ensuring that age-friendly initiatives remain responsive to changing needs and emerging opportunities.

Over the next five years, ACoA looks forward to working alongside Administration to monitor progress, evaluate outcomes, and report back to the community. Through this ongoing partnership, we remain committed to advancing a community where older adults can continue to age well.

We extend our sincere appreciation to Mayor and Council, municipal departments, current and past ACoA members, community partners, and everyone whose dedication has contributed to advancing a more inclusive and age-friendly Wood Buffalo for current and future generations.

Patricia Scantlebury-MacInnis
Chairperson
Advisory Committee on Aging (ACoA)

From The Tomorrow Project

The Tomorrow Project and the Wood Buffalo Age-Friendly Work Plan reflect two complementary streams of a single shared commitment: building a region where every senior is valued, supported, and empowered, and able to age with dignity.

Through FuseSocial, The Tomorrow Project's Seniors Sub-sector advances this work as a collective impact initiative – bringing together a coalition of nonprofit, cultural, housing, and friendship-centre partners to address service fragmentation, isolation, and unmet needs among older adults.

Guided by principles of being community-driven, culturally safe, inclusive, and sustainable, the Sub-sector and its partners pursue shared priorities across access to services, social participation, safety and mobility, and dignity and inclusion, working from a collective action plan that targets the gaps seniors experience across the region.

The Wood Buffalo Age-Friendly Work Plan complements this through the policy, infrastructure, and service actions within the municipality's mandate. Working in tandem – community- and sector-wide coordination alongside municipal action – these efforts move toward one shared vision: an age-friendly community where seniors feel included, connected, and able to age with dignity in Wood Buffalo.

We are grateful for this alignment and look forward to continued collaboration in strengthening outcomes for seniors across the region. To learn more about The Tomorrow Project's Seniors Sub-sector, please reach out to Fuse Social.

Christopher Cameron & Shannon Rex
The Tomorrow Project – Seniors Sub-sector
FuseSocial

From the Project Lead

The Wood Buffalo Age-Friendly Work Plan 2026-2030 reflects RMWB's continued commitment to supporting older adults to age with dignity, independence, and connection within the community. The plan also aligns with Council's Strategic Plan, the Municipal Development Plan, and other key municipal documents, ensuring that the needs of older adults are reflected across planning, policy, and service delivery.

Building on the first Age-Friendly Work Plan, this updated plan incorporates lessons learned, reflects departmental priorities and available resources, and responds to the evolving needs of older adults in the region.

As the RMWB continues to advance age-friendly initiatives within its mandate, the plan also acknowledges and complements the important work being led by community partners through initiatives such as The Tomorrow Project and community-based senior-serving organizations. Together, these efforts contribute to a shared vision of a community where older adults feel valued, included, and supported to participate fully in community life.

I am sincerely grateful to municipal departments and staff for their collaboration in developing this plan, particularly in shaping its actions and measurement indicators to ensure they are practical and achievable. I also acknowledge the valuable tools, learning resources, and webinars provided by the Tamarack Institute, which were instrumental in strengthening the development of this Work Plan.

Finally, I extend my appreciation to the Advisory Committee on Aging, Mayor and Council, and the RMWB's Senior Leadership Team for their ongoing leadership and support.

Together, we are building a community where people can age well, remain connected, and continue to call Wood Buffalo home.

Angie Goredema
Social Planner, Community Services

What Is an Age-Friendly Community?



Older adults and Elders connecting and participating in the 2026 Seniors and Elders' Luncheon in Fort McMurray-Wood Buffalo.

Communities around the world are experiencing significant demographic change, including a growing proportion of older adults within the population. In response, the World Health Organization has advanced the Age-friendly Cities and Communities framework, grounded in the concept of active aging, which recognizes aging as a lifelong process shaped by health, participation, and security.

As defined by the WHO, “an age-friendly city or community is a place that adapts its services and physical structures to be more inclusive and receptive to the needs of its population to improve their quality of life as they age.” In practice, this means ensuring that the built environment, transportation, housing, communication, and community services support older adults to remain active, connected, and independent.

Age-friendly communities benefit everyone. By reducing barriers and promoting inclusion, they create environments that are more accessible and livable across all ages and abilities.

For the Regional Municipality of Wood Buffalo, being age-friendly means supporting older adults across a diverse and geographically dispersed region, and strengthening opportunities for people to age well within the communities they call home.

Older Adult Population in the RMWB

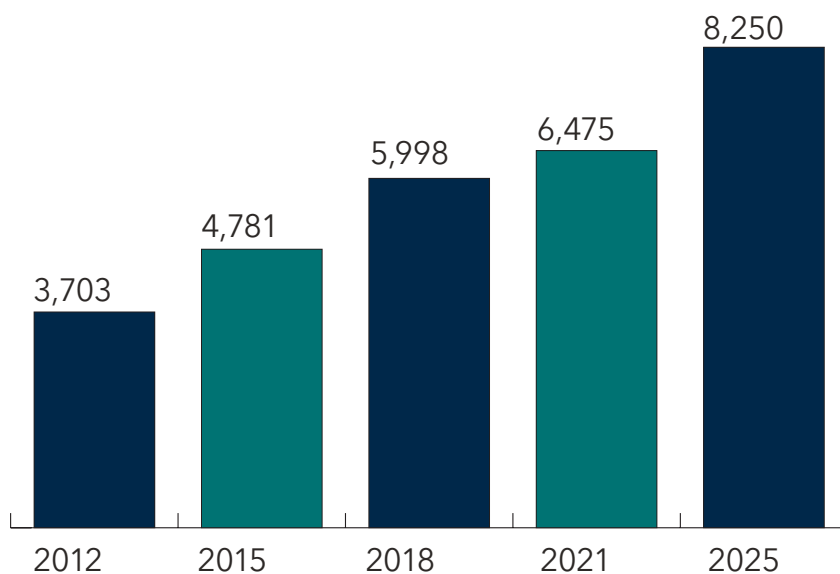


The senior population in the Regional Municipality of Wood Buffalo continues to grow steadily.

The older adult population in the Regional Municipality of Wood Buffalo is steadily growing, reflecting broader demographic change within the region. According to Census 2025, seniors aged 65 and older represent 5.45% of the population. Over time, the number of older adults has increased significantly, rising from 3,703 in 2012 to an estimated 8,250 in 2025.

Seniors Population Growth (2012-2025)

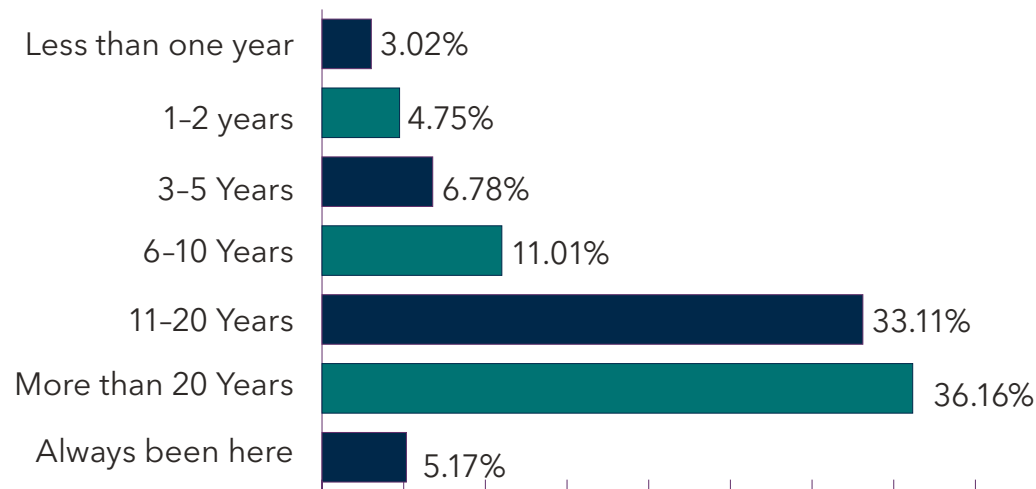
This trend demonstrates steady and continued growth in the older adult population, reinforcing the importance of planning for age-friendly services, infrastructure, and community supports.



Older Adults by Length of Residency

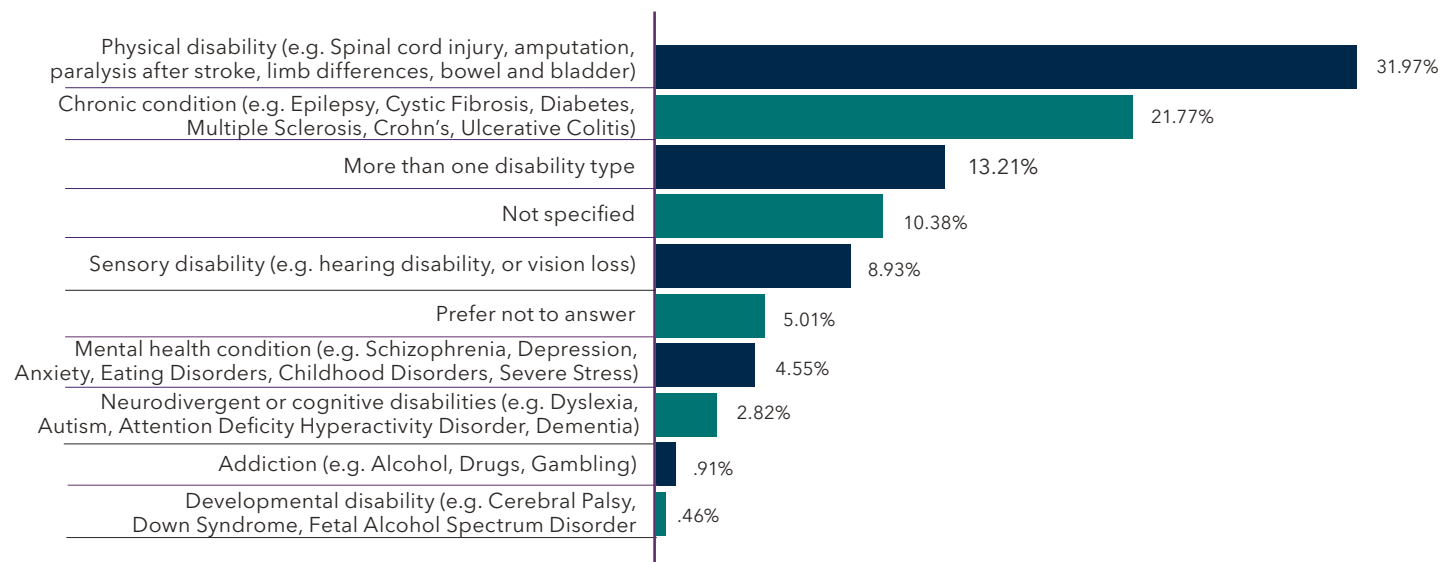
This distribution reflects both deep-rooted ties to the community and continued in-migration, reinforcing the importance of ensuring that services are accessible, welcoming, and responsive to older adults at all stages of their connection to the region.

Diversity of Needs: Older Adults and Disability



RMWB older adult population also reflects a broad range of abilities and support needs. Many seniors live with one or more types of disability, highlighting the importance of inclusive and accessible service delivery:

These figures highlight the diversity of aging experiences in the region and reinforce the need for flexible, accessible, and inclusive service design.



Source: 2025 Census, Customer Experience & Analytics, Planning and Development Team, Regional Municipality of Wood Buffalo.

Planning Implications: Supporting Aging in Community

The continued growth and diversity of the older adult population has important implications for community planning and service delivery in the RMWB. An age-friendly approach requires intentional action to ensure that services and infrastructure are inclusive, accessible, and adaptable to changing needs over time.

This includes supporting opportunities for **aging in place, aging at home, and aging within the community**, so that older adults can remain connected to the people, places, and services they rely on.

It also highlights the importance of ongoing learning and capacity building across the organization and community partners. Strengthening knowledge and awareness of disability types and related support needs can enhance service delivery and inform more responsive programming.

This may include opportunities to explore training in areas such as accessibility and universal design, dementia-friendly practices, sensory accessibility, mental health and aging, and inclusive service delivery approaches.

Ultimately, this data represents more than population trends - it reflects individuals who have contributed to building and shaping the region over time. Supporting older adults to live safely, independently, and with dignity is a core part of building a community where people can age well and remain meaningfully connected to the place they call home-Wood Buffalo is home.

Background

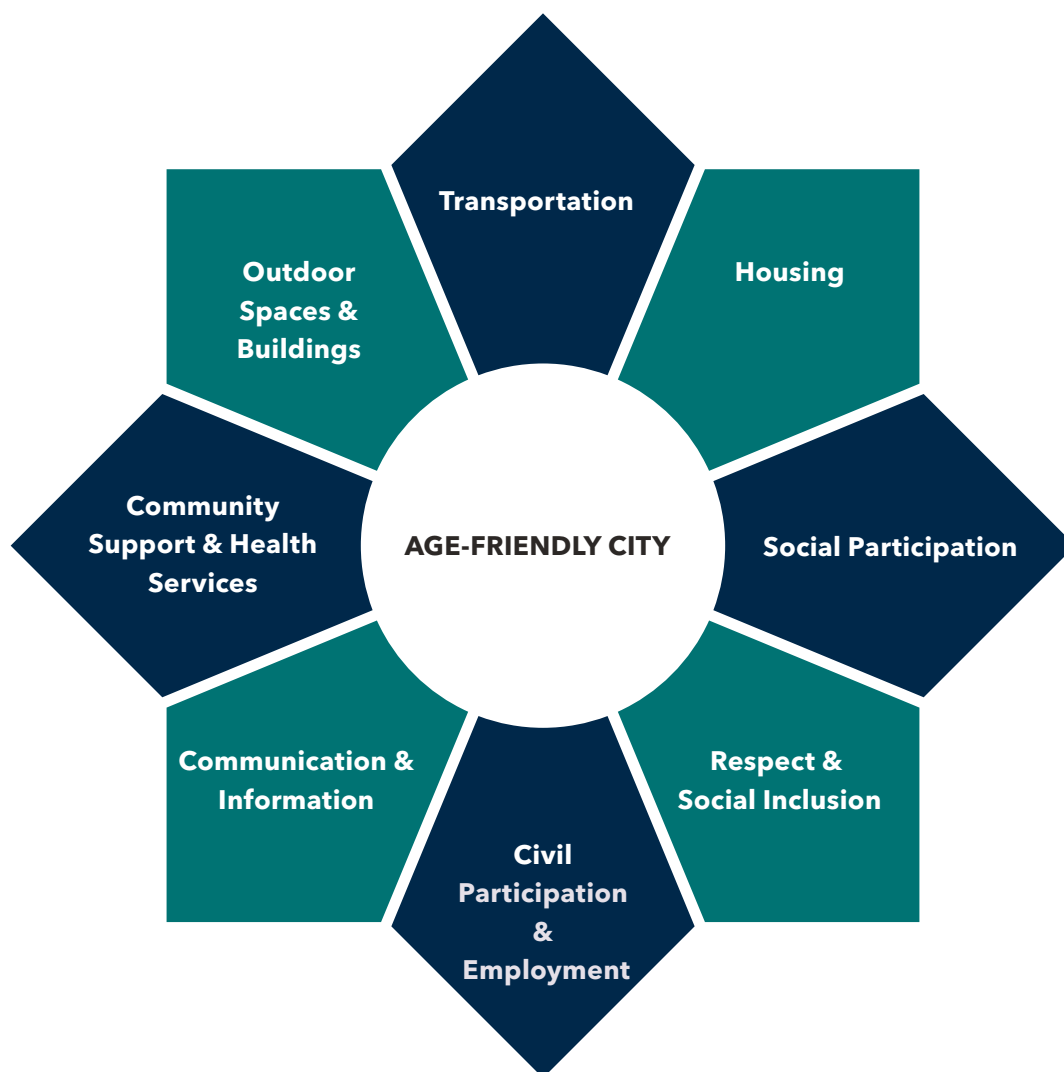
The Advisory Committee on Aging (ACoA) serves as a forum for community input on issues affecting older adults, provides recommendations to Council, and addresses matters referred by Council. As part of its work, ACoA uses the World Health Organization's Age-Friendly Communities Framework to lead efforts to maintain Wood Buffalo's designation as an Age-Friendly Community.

Building an Age-Friendly Wood Buffalo (2014 - 2024)

Key milestones in the development of the Age-Friendly Work Plan

2014	2015 - 2016	2017	2021	2022	2023	2024
						
Foundation	Commitment & Global Alignment	Evidence Building	Work Plan	Community Engagement	Action	Formal Recognition
ACoA established and mandate set	Council endorses WHO Age-Friendly Community framework	Regional Age-Friendly Needs Assessment completed	Age-Friendly Work Plan 2021-2024 approved by Council	3 community engagement sessions held	Willow Square site secured for aging in place opportunity and Accessibility Audit Initiative completed	Alberta Age-Friendly Recognition received

The Eight Age-Friendly Domains (WHO Framework)



The World Health Organization identifies eight interconnected domains of community life that influence health, independence, participation, and quality of life as people age. Together, these domains provide a framework for creating communities that support older adults in all aspects of daily living.

The domains guided the development of departmental actions in the Wood Buffalo Age-Friendly Work Plan, ensuring alignment with the WHO Age-Friendly Communities Framework.

The domains also support a coordinated approach to planning and service delivery by recognizing that the factors that contribute to healthy aging are interconnected and often overlap.

In Wood Buffalo, these domains take on additional significance given the region's geographic size, diverse communities, and varying access to services and amenities. Whether living in an urban neighbourhood or a rural hamlet, older adults should have opportunities to remain connected, engaged, supported, and independent as they age. The following domains provide the foundation for advancing age-friendly initiatives across the region.

Supporting Health, Independence and Access

These domains focus on ensuring older adults have access to the information, services, and supports they need to maintain their well-being and independence.

Communication and Information

Older adults can access clear, timely, and accessible information about programs, services, resources, and community opportunities that support informed decision-making and community connection.

Community Support and Health Services

Older adults have access to services and supports that promote physical, mental, and social well-being and enable them to remain healthy, active, and independent.

Fostering Connection, Inclusion and Participation

These domains focus on creating opportunities for older adults to remain engaged, contribute their knowledge and experience, and participate fully in community life.

Social Participation

Older adults have opportunities to participate in social, recreational, cultural, educational, and community activities that foster belonging and reduce social isolation.

Respect and Social Inclusion

Older adults are valued, respected, and included in community life. Their contributions, experiences, and perspectives are recognized and celebrated.

Civic Participation and Employment

Older adults are supported in pursuing volunteer, employment, leadership, and civic engagement opportunities that allow them to continue contributing to their communities.

Creating Supportive Places and Spaces

These domains focus on the physical environment and infrastructure that help older adults remain mobile, connected, and able to age in place.

Outdoor Spaces and Public Buildings

Parks, pathways, public spaces, and facilities are safe, accessible, welcoming, and designed to support people of all ages and abilities.

Transportation

Transportation options support older adults access services, appointments, employment, recreation, and social opportunities while maintaining independence and mobility.

Housing

A variety of safe, accessible, and appropriate housing options support older adults in aging in place and aging within their communities.

Wood Buffalo Age-Friendly Work Plan 2026–2030

Communication & Information

Goal: Foster an informed, connected, and inclusive community by improving access to information, promoting awareness of age-friendly initiatives, and supporting accessible communication for older adults.

Action	Measurement Indicators	Lead
Provide official mayoral proclamations, declarations, and recognitions that support older adults and raise awareness of age-friendly, accessibility, and seniors-related initiatives throughout the year.	Number of official proclamations, declarations, and recognitions issued annually by the Mayor's Office in support of older adults, accessibility, and age-friendly initiatives (e.g., Seniors Week, World Elder Abuse Awareness Day, International Day of Persons with Disabilities)	Mayor's Office
Provide accessible communication options, where feasible and appropriate, such as closed captioning, ASL interpretation, and alternative formats to support participation and access to information.	- Number of events or materials offering at least one accessible communication option - Number of requests for accessible communication accommodations fulfilled	Strategic Communications
Provide editorial, design, and compilation services for the 2026-2030 Age-Friendly Work Plan, including formatting, layout design, and consolidation of all departmental actions into a single published document.	- Completion of the 2026-2030 Age-Friendly Work Plan - Proportion of departmental actions successfully compiled and included in the final Work Plan - Satisfaction of contributing departments with clarity, usability, and design of the final Work Plan	Strategic Communications
Plan and promote programming that aligns with community needs and requests.	- Number of attendees - Word of mouth feedback	Indigenous Rural Relations

Community Support & Health Services

Goal: Support older adults in living safely, independently, and with dignity by strengthening access to community supports, services, and resources throughout the region.

Action	Measurement Indicators	Lead
Increase awareness of the Vulnerable Persons Registry (VPR) and support emergency preparedness training for older adults and service providers.	- Number of older adults reached - Number of training sessions delivered annually - Number of community partners	Regional Emergency Services - Emergency Social Services
Support older adults and people with disabilities to maintain safe mobility and independence during winter by advancing a sustainable Snow Angels program through volunteer recruitment, community partnerships, and coordinated service delivery.	- Number of volunteers and community partners identified and engaged - Number of older adults and people with disabilities served by volunteers/parks - Percentage of older adults and people with disabilities reporting satisfaction and improved mobility	Community Services -Social Development
Strengthen community supports for older adults by providing Community Investment Program (CIP) funding to organizations that deliver programs, services, and initiatives that enhance the well-being, inclusion, independence, and quality of life of seniors in the Regional Municipality of Wood Buffalo.	- Number of senior-serving organizations receiving CIP funding - Number of seniors-focused programs, services, or initiatives supported through CIP funding - Total amount of CIP funding allocated to seniors' programs and services - Number of older adults participating in or benefiting from CIP-funded programs - Percentage of funded organizations reporting positive outcomes for older adults	Community Services - Community Investment Program

Social Participation

Goal: Increase opportunities for older adults to connect, participate, and remain active in community life through inclusive social, recreational, and educational experiences.

Action	Measurement Indicators	Lead
Track participation by older adults and people with disabilities in community garden programs and identify opportunities to improve access, including the addition of designated garden beds where feasible, to support social connection, physical activity, and healthy living	- Number of older adults and people with disabilities participating in community garden activities - Number of accessible and/or designated garden plots available for older adults and people with disabilities	Community Services – Recreation and Culture
Promote the benefits of gardening and provide education for those wishing to garden at home or in their residence	Number of education sessions provided	Community Services – Recreation and Culture
Leverage the 2027 Alberta 55 plus Provincial Games as an opportunity to increase local participation in active living, strengthen social connections, and promote inclusion in support of age-friendly initiatives within the community	- Number of community organizations participating in age-friendly pre-Games activities - Number of participants attending pre-Games activities - Number of surveyed participants reporting they were satisfied or very satisfied with their experience	Community Services – Recreation and Culture

Respect and Social Inclusion

Goal: Promote respect, inclusion, and appreciation of older adults and Elders by recognizing and celebrating their contributions, experiences, and achievements.

Action	Measurement Indicators	Lead
Leverage municipal communication platforms to promote age-friendly initiatives and celebrate the contributions, experiences, and accomplishments of seniors and Elders	Number of age-friendly initiatives, senior-related events, and stories recognizing the contributions and accomplishments of seniors and Elders shared annually through municipal communication platforms, such as The Insider or through news releases	Community Services – Social Development

Civic Participation & Employment

Goal: Increase opportunities for older adults to contribute their skills, experience, and perspectives through civic engagement, employment, volunteerism, and participation in municipal decision-making.

Action	Measurement Indicators	Lead
Support inclusive recruitment and accessible employment opportunities for older adults and people with disabilities as municipal election workers through barrier-free hiring, flexible roles, and accessible training and accommodations	- Number of election workers who (voluntarily self-identify) are older adults and people with disabilities - Number of targeted and accessible outreach and recruitment activities - Number of accommodation requests received and fulfilled - Participant satisfaction with accessibility, inclusion, and the election work environment	Legislative Services
Conduct voter experience surveys to gather resident feedback on participation in municipal elections and identify opportunities to improve civic engagement	- Voter experience survey conducted following each municipal election - Number of responses received and analyzed - Recommendations identified and considered for future election and civic engagement initiatives	Legislative Services

Improve access to municipal decision-making by providing accessible viewing and participation options for Council meetings	Number of Council meetings supported with accessibility features (e.g., live-streaming, closed captioning, and virtual participation options) annually	Legislative Services
Support inclusive recruitment and accessible employment opportunities for older adults and people with disabilities as municipal census workers and enumerators through barrier-free hiring, flexible roles, and accessible training and accommodations	Recruitment & Participation - Number of workers hired who voluntarily self-identify as older adults or people with disabilities - Training completion rate Productivity - Average households visited per day - Average time to complete an enumeration % of households enumerated by senior staff - Completion rate of assigned areas Retention % that remained through the census period - Attendance rate Quality % of "Refusal" response collected % "Neighbour" response collected % of residents enumerated	Planning and Development – Data Analytics

Enhance awareness and accessibility of municipal board and advisory committee opportunities for older adults through targeted outreach, collaboration, and accessible recruitment practices	• Number of targeted outreach, recruitment, and information-sharing initiatives conducted with older adults and senior-serving organizations (e.g., Golden Years Society) • Accessibility supports provided throughout the recruitment and participation process • Satisfaction and engagement levels of older adult participants	Legislative Services - Tribunals and Committees
Consult older adults in community initiatives that impact their well-being	• Number of community consultations or surveys involving older adults • Number or percentage of survey responses collected from older adults (where demographic data is available)	Legislative Services - Tribunals and Committees

Outdoor Spaces & Buildings

Goal: Enhance accessibility, safety, and usability of outdoor spaces, buildings, and public infrastructure to support independence, mobility, and participation for older adults.

Action	Metric	Lead
Increase the number of age-friendly park features (e.g., accessible walking paths, benches, shade structures)	• Number of parks upgraded with age-friendly features • Number of new benches, paths, and shade structures installed	Public Works - Urban Forest

Support accessibility improvements in downtown buildings through the Downtown Revitalization Incentives Program (DRIP) by providing grant top-ups for barrier-free and universal design upgrades	• # of projects receiving DRIP accessibility grant top-ups • # of accessibility improvements completed (e.g., ramps, power doors, accessible washrooms) • # of downtown buildings with improved accessibility features	Planning and Development
Implement seniors' parking requirements through the Land Use Bylaw to ensure new developments support accessibility for older adults	• Adoption of seniors' parking requirements in the Land Use Bylaw • % of approved new commercial developments that meet seniors' parking requirements	Planning and Development - Development Permitting
Improve accessibility and safety by addressing priority hazards and barriers through planned accessibility and lifecycle renewal projects	• # of priority accessibility barriers removed; % of identified high-priority accessibility improvements completed	Project Delivery & Facility Services
Improve the accessibility of public washrooms through modernization projects that support universal access and inclusive design	• # of municipal facilities receiving accessible washroom upgrades; % of priority facilities with universally accessible washrooms	Project Delivery & Facility Services
Improve accessible routes into and throughout municipal facilities to support independent access for all users	• # of facilities with improved accessible routes; % of identified entrance and circulation barriers addressed	Project Delivery & Facility Services
Enhance wayfinding and communication systems using accessible, inclusive design principles	• # of facilities with upgraded accessible wayfinding systems; % of priority signage improvements completed	Project Delivery & Facility Services
Improve the accessibility of building features and user-operated equipment to reduce physical effort and improve usability	• # of facilities with accessibility hardware improvements; % of identified accessibility hardware upgrades completed	Project Delivery & Facility Services

Transportation

Goal: Improve accessible, equitable, and reliable transportation options that support safe and independent mobility for older adults, people with disabilities, and newcomers across urban and rural communities.

Action	Measurement Indicators	Lead
Implement new technologies across the conventional transit fleet to enhance accessibility, improve ease of use, and strengthen the overall rider experience, especially for older adults, people with disabilities, and newcomers	• ≥ 85% of conventional buses equipped with integrated accessibility technologies (e.g., audio/visual stop announcements) by 2030 • 100% of Transit Operators are trained on the new system before system launch	Public Works – Transit Operations
Increase awareness of available rural transit services and engage rural communities on how service can be tailored to better meet their needs	• Install bus stop signage at all rural bus stops by 2027 • Complete rural community engagement sessions by 2027 to inform service improvements and better align with community needs • Implement rural transit awareness campaigns in conjunction with service updates, expansions, or identified awareness gaps	Public Works – Transit Operations
Implement service hour parity between Specialized Transit and conventional transit by aligning service hours to ensure equitable access to services for older adults and individuals with disabilities	• Achieve 100% alignment of service hours between specialized transit and conventional transit • Achieve 100% parity in service hours between conventional and specialized transit service, to ensure all riders have equal access. • Maintain a “met demand” rate of 95%-100% for Specialized Transit riders annually.	Public Works – Transit Operations

Housing

Goal: Support older adults in accessing safe, stable, affordable, and appropriate housing options that promote independence, housing security, and the ability to age in place within the community.

Action	Measurement Indicators	Lead
Support homelessness prevention and housing stability initiatives by collaborating with funded non-profit housing agencies to ensure that older adults have access to safe, stable, affordable, and supportive housing options	- Number of older adults accessing housing support, outreach services, homelessness prevention, or supportive housing programs. - Percentage or number of older adults who maintain or obtain stable housing after receiving support services.	Community Services – Social Development
Complete an extensive Needs Assessment by the end of Q3 2026 to understand the population demands for an Aging in Place facility	Aging in Place Needs Assessment completed by end of Q3 2026 and presented to Council.	Planning and Development – Development Permitting

Implementation Approach

This Age-Friendly Work Plan is intended to be a living document that guides ongoing efforts to support older adults in the Regional Municipality of Wood Buffalo. As community needs evolve and new opportunities emerge, the Work Plan may be updated to reflect changing priorities and initiatives.

Implementation will begin with the launch of the Work Plan in September 2026. The actions included in this plan vary in scope, complexity, and duration. Some actions are tied to project life cycles, funding or grant cycles, while others represent ongoing operational activities. To support effective implementation, discussions have been held with responsible departments to establish reporting schedules and evaluation approaches that align with the nature and timelines of their work.

Recognizing that one reporting method does not fit all projects, the Work Plan adopts a flexible and supportive approach to implementation and evaluation. Lessons learned from the previous Age-Friendly Work Plan 2021-2024 highlighted the importance of balancing accountability with practicality. As a result, departments will be supported in reporting outcomes in a manner that reflects their unique projects and responsibilities while maintaining consistent monitoring across the Work Plan.

Annual progress reports will be shared between the Municipality and The Tomorrow Project to support ongoing information sharing. This exchange of information will help ensure that municipal initiatives and community-led efforts are complementary and collectively advance age-friendly outcomes across the region.

Evaluation and Reporting

The Community Services team, in collaboration with the Advisory Committee on Aging (ACoA), will be responsible for coordinating, monitoring, and reporting on the implementation of the Age-Friendly Work Plan. This collaborative approach will ensure ongoing oversight, community input, and accountability throughout the implementation period.

To support consistent monitoring and evaluation, departments will use a standardized progress tracking template (Appendix A) to collect and report both quantitative and qualitative information. Departments will be asked to provide performance metric data, along with updates on successes, challenges, key highlights, and lessons learned related to their respective actions and initiatives.

The use of a simplified reporting template was identified as a key lesson from the previous Age-Friendly Work Plan. This streamlined approach is intended to reduce administrative burden, improve consistency in data collection and reporting, and support continued departmental engagement in the evaluation process.

Data will be collected from applicable departments twice annually. Following each data collection cycle, the Social Development team will review the information received and prepare an

Age-Friendly Work Plan Progress Report. The report will be shared with ACoA for review and discussion. The Committee and Administration will then jointly present the report to Mayor and Council. The report will also be made available to the public to promote transparency, accountability, and awareness of progress being made to support older adults in the community.

This evaluation process will enable the Municipality to monitor implementation progress, recognize achievements, identify emerging challenges, and make informed adjustments to strengthen outcomes for older adults throughout the region. Regular monitoring and reporting will help ensure that the Age-Friendly Work Plan remains responsive to community needs and continues to advance age-friendly goals.

In addition to annual progress reporting, a comprehensive final evaluation will be conducted in 2030 to assess the overall implementation and impact of the Age-Friendly Work Plan. The final evaluation will examine achievements, challenges, lessons learned, and emerging opportunities across all age-friendly domains. Findings from the evaluation will inform future age-friendly planning and guide the continued development of policies, programs, services, and infrastructure that support older adults in aging well throughout the region.

Reporting Schedule

2026-2027

- Work Plan Launch: September 2026
- First Data Collection: March 2027
- Second Data Collection: September 2027
- Annual Report to Council: November 2027

2028

- First Data Collection: March 2028
- Second Data Collection: September 2028
- Annual Report to Council: November 2028

2029

- First Data Collection: March 2029
- Second Data Collection: September 2029
- Annual Report to Council: November 2029

2030

- First Data Collection: March 2030
- Second Data Collection: September 2030
- Annual Age-Friendly Work Plan Progress Report (including a comprehensive final evaluation and recommendations for future planning) Presented to Council: November 2030

Acknowledgments

We extend our sincere appreciation to the departmental representatives who contributed their time, expertise, and thoughtful input to the development of the Wood Buffalo Age-Friendly Work Plan 2026-2030. Their dedication and collaboration were instrumental in identifying actions, refining performance measures, and ensuring that the Work Plan reflects municipal programs, services, and initiatives that support older adults across the region.

While the individuals listed below served as key contacts throughout the development process, we also acknowledge the many team members who contributed their knowledge and expertise behind the scenes. Their collective efforts helped shape a practical and measurable Work Plan that will guide age-friendly initiatives over the next five years.

We would like to extend special thanks to Cait Kimball, Social Development Supervisor, for her assistance in supporting departmental discussions to refine actions and for helping move the development of the Work Plan forward. We also wish to acknowledge the ongoing leadership and support of Janelle Fleury, Community Partnerships and Initiatives Manager, and Toni Elliott, Community Services Director, for their continued commitment to the Age-Friendly work delivered by Community Services. Their support has been instrumental in advancing Age-Friendly initiatives and maintaining momentum for this important work. We sincerely thank Martin Byaruhanga, Community Partnerships Program Manager, for sharing his knowledge and experience from the previous Age-Friendly Work Plan, which provided valuable context and continuity throughout the development process.

We are also grateful to Lisa Lafontaine, Community Funding and Development Specialist at the City of Ottawa, for generously sharing insights and lessons learned from the City of Ottawa's Older Adult Plan. Her willingness to share knowledge and best practices provided valuable perspective during the development of the Wood Buffalo Age-Friendly Work Plan 2026-2030.

Department/Team	Contributors
Advisory Committee on Aging	Pam Burns, Stephanie Burtenshaw, Guy Choquet, Deborah Moses (Former Member), Frank Reitz, Darline Reid, Patricia Scantlebury-MacInnis, Harvey Tulk, Stu Wigle
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Indigenous Rural Relations	Olivia Noseworthy, Aimee McCamon, Breanna Wallace, Melissa Herman, Allison Flett
Regional Emergency Services	Cassia Thomas
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Legislative Services	Jade Brown, Natasha Nicholson, Heather Fredeen
Planning & Development	Chinedu Nwasolu, Dave Stearman, Susan Frampton
Public Works	Michael Knight, Lindsey Pearson, Kellie Francis, Mark Gasior
Project Delivery & Facility Services	Yonni Lee, Michael Dragnea

References and Resources Consulted

- *Regional Municipality of Wood Buffalo. Age-Friendly Work Plan 2021-2024.*
- *World Health Organization. Age-Friendly Cities Framework.*
- *Government of Canada. Age-Friendly Communities.*
- *Government of Alberta. Age-Friendly Communities.*
- *City of Ottawa. Older Adult Plan 2025-2030.*
- *Regional Municipality of Wood Buffalo. Census 2025.*

Appendix A - Age-Friendly Work Plan Progress Tracking Template

The following template will be used by responsible departments to report progress on applicable actions and performance measures identified in the Wood Buffalo Age-Friendly Work Plan 2026-2030. The template supports consistent reporting of both quantitative and qualitative information while providing flexibility to accommodate varying project and program timelines.

Reporting Period (as applicable, based on the project or program timeline):

- ☐ March (Year: _____)
- ☐ September (Year: _____)

Department/Program Area:

Metrics and Results

Action	Performance Measure	Result	Status
			☐ On track ☐ Ongoing ☐ Needs attention ☐ Completed

Notes / Context / Outcomes / Challenges / Successes / Highlights

Please include brief information **such as:**

- Key achievements or successes
- Challenges or barriers encountered
- Explanation of results (especially if targets were not met)
- Important outcomes not captured in metrics
- Community or participant feedback (if applicable), such as survey results, testimonials, or other qualitative feedback. For example, feedback collected from Snow Angels Program participants may be summarized and included to provide context on participant experiences and program outcomes.

• Comments:



Standing: Rural Community Programmer
Olivia Noseworthy helps at the 2026 Seniors and
Elders' Luncheon in Fort McMurray-Wood Buffalo.

"Connecting with the seniors and Elders is so meaningful to me, as they have so many stories to share and are always so appreciative! I love having the opportunity to see everyone and its always like seeing a bunch of good friends whenever we put on events."

Olivia Noseworthy – Rural Community Programmer –
Indigenous and Rural Relations

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