Future of Community-Building Work Plan

Quarter	Overview
2016 Q1	**Project Definition, Terms of Reference, Planning and Initiation / Launch**

2016 Q2	**Start of Project Research and Execution**
	- **History of Evolution of CAs & RAs**
	  o How did we get here?
	  o What has The City provided or done (by policy or practice)?
	- **Current State of CAs/RAs**
	  o What is the role of CAs and of RAs in community-building?
	  o Does this role differ between new and established communities?
	  o A review of the current state of community-building and what has been done with what was provided to these organizations
	  o Review physical components and requirements (facility and land)/Environmental Impacts
	  o Community representation on city decisions
	- **Scan of Leading Practices & Previous Collaboration Efforts**
	  o Environmental scan of leading practices in other jurisdictions
	  o Scan and lessons-learned from previous collaboration efforts

2016 Q3	- **Project Engagement**
	  o Engaging Internal Stakeholders
	  o Engaging representatives of various external stakeholders (for example the Federation of Calgary Communities, resident's associations, development industry)
	  o Engage! and external consultants
	- **Generating Proposed Future State**
	  o Outcome/Innovation Challenge: how to best represent Calgary's communities on issues related to land, facilities, and recreation
	  o How can citizens represent communities as an official voice when commenting on various types of City applications? Should both CAs and RAs have this voice, and if so, what is required to achieve this?
	  o Proposed framework and principles
	  o Potential Approach: coordinated community programming/service delivery, with consideration of integration with other civic facilities
	  o Proposed model for implementation, sustainment and governance.

2016 Q4	**Report and recommendations to the Standing Policy Committee on Community and Protective Services.**