



TERMS OF REFERENCE AND MANDATE

Engagement Advisory sub-committee

ENGAGEMENT ADVISORY SUBCOMMITTEE

The Engagement Advisory Panel is a sub-committee of the overall volunteer Advisory Panel, which was established by The City to provide advice to City staff on Bid exploration activities.

PURPOSE

The primary role of the Engagement Advisory sub-committee is to provide oversight, advice, assistance and guidance to The City of Calgary Olympic Project Team; specifically, as it relates to developing and implementing a robust engagement strategy and program.

It provides input into the engagement planning process and helps assess options for meeting the engagement needs of the Dialogue Stage for the 2026 Olympic and Paralympic Winter Games (OPWG).

The sub-committee will help facilitate effective stakeholder and expert input, in alignment and consultation with Council and Administration, and other relevant Olympic project work streams (Finance, Vision and Benefits, Venue, Security, Legacy, Sustainability, and Government Relations).

The goal: Provide Calgarians with balanced, and fact-based information and engagement opportunities related to a potential bid for the 2026 OPWG.

BACKGROUND

The City of Calgary, along with the Government of Alberta (GoA) and the Government of Canada (GoC), is in the process of determining whether to pursue a Bid for the 2026 Olympic and Paralympic Winter Games (OPWG). Due to a focus on corporate responsibility and the call for transparency and public accountability, The City of Calgary and its partner organizations must engage with citizens, community and affected stakeholders. This approach requires a robust public engagement to gain a comprehensive understanding of community sentiment for bidding.

There is significant value to The City of Calgary, along with the GoA and the GoC, in providing the best, inclusive and unbiased stakeholder engagement and communications program possible. In addition, the feedback gathered could inform other City-wide strategies. The GoA and GoC are supportive of this program being carried out in parallel to the establishment of the Bid Corporation (BidCo) and will fund the engagement program costs through their contributions to BidCo, along with the City of Calgary. The ongoing stewardship of the engagement program will transition to BidCo as soon as the Board of BidCo has a management capacity in place.



QUALIFICATIONS

This Engagement Advisory sub-committee will be appointed by the Project's Advisory Panel, based on a combination of competencies including, but not limited to:

- Proven track record of overseeing large-scale unbiased public engagement initiatives;
- Familiarity with major events like the Olympics;
- Experience in procurement processes and holding contracted vendors accountable;
- Experience in reaching diverse audiences through a number of communication and engagement tactics;
- Experience working on building and upgrading large private or public infrastructure projects;
- Experience/knowledge of Calgary recreational and cultural facilities;
- Experience hosting large scale events focused on stimulating the economy;
- Strong relationship-building competencies with ties to a diverse community-based network; and
- Experience with Government Relations

The initial composition of the Engagement Advisory sub-committee was reviewed and accepted by the other two funding members however they are open to further members.

MANDATE

Guide and oversee the development and implementation of a robust engagement program, which meets the engagement and communications needs of a potential bid to stage the 2026 Olympic and Paralympic Winter Games. The Engagement Advisory sub-committee is being struck as an interim body to oversee engagement activities until such time as a BidCo is in place. At this time, all engagement activities will transition under the umbrella of BidCo, and the role of the Engagement Advisory sub-committee may be re-visited.

GUIDING PRINCIPLES

The Engagement Program will be designed to reflect the diverse and varied interests of Calgarians and key stakeholders. The following principles have been and will continue to be used to guide the development and execution of the Engagement Program:

- **Accountable** – Uphold the commitments The City makes to its citizens and stakeholders, by demonstrating the results and outcomes of the engagement processes align with the approved plans for engagement.
- **Citizen-centric** – Focus on hearing the needs and voices of both directly impacted and indirectly impacted citizens.

- **Diversity** – Focus on getting input from a wide range of Calgarians from different backgrounds and demographics: Seniors, youth, men, women, LGBTQ2S, Indigenous, newcomers, etc.
- **Inclusive and authentic** – Facilitate meaningful involvement of all stakeholders; listen and gather input, and work collaboratively to address concerns. Be fair, open and unbiased.
- **Neutrality** – Information shared with the public and stakeholders will be factual and neutral. The engagement program does not take one side over the other, will not be a ‘cheerleader’ for the Olympics and will focus on providing all stakeholders with pertinent, factual, neutral information (both positive and negative) as it pertains to Calgary potentially hosting the Games.
- **Respect** – Respect individual values, recognize the legitimacy of concerns and value stakeholder input. Where required, reframe the discussion and customize the approach to the stakeholder.
- **Responsive and Committed** – Use input and, where feasible, provide timely feedback to stakeholders on how their input has affected plans and decisions.
- **Timeliness** – Initiate engagement and communications as early as possible to provide adequate time for stakeholders to assess information and provide input.
- **Transparency (open and honest)** – Commitments made to stakeholders will be documented and carried out. When the Project is unable to act on input, an explanation will be provided. Be clear as to how we respond to and deal with issues – what we own vs. influence, what we need to be involved in, what others need to respond to, etc.

ROLE OF THE ENGAGEMENT ADVISORY SUBCOMMITTEE

The focus of the Engagement Advisory sub-committee is the development and oversight of an engagement approach and program that is adaptable to address unique circumstances or issues specific of a potential Bid. The approach must be designed to be fit-for-purpose and iterative, and evolve in response to unique interests and objectives of stakeholder groups. The Engagement Program must be designed to foster participation from all Calgarians who have an interest in understanding the scope and activities of a potential Bid. The Engagement Advisory sub-committee will be responsible for:

- Approving changes to scope, budget & schedule;
- Providing leadership & support to the execution of the program;
- Resolving issues and addressing risks as they emerge;
- Developing and executing a Request for Proposal;
- Selecting and holding accountable a consulting firm to execute on the work;

- Managing progress reporting as appropriate

As a part of the ongoing development of the Engagement Program, the successful consultant and, as appropriate, members of Engagement Advisory sub-committee, will meet with members of Council to identify/address concerns of stakeholders in their respective wards and to discuss the best manner of engaging with council, stakeholders and the public.

TERM

The Engagement Advisory sub-committee is expected to be in place from April 2018 to September 2018, until such time as a BidCo is fully-staffed and functional.

FREQUENCY OF MEETINGS

Meetings occur bi-weekly, unless it's determined more or fewer meetings are required, based on the project phase.

REPORTING

The Engagement Advisory subcommittee, through Administration, will be responsible to provide regular updates on all engagement activities, as well as summary reports to Council in June and October 2018.