

Engagement Advisory Sub-Committee Report – Revisions to the Terms of Reference

Introduction

As the 2026 Olympic and Paralympic Winter Games bid process evolves, including the incorporation of Calgary 2026 and the establishment of City of Calgary's City Secretariat, it is necessary to revise the Terms of Reference for the Engagement Advisory Sub-Committee, to reflect the current status of determining whether The City will submit a bid.

Specifically, revisions are necessary to the current roles and responsibilities of the two groups – Engagement Advisory Sub-Committee and City of Calgary – involved in overseeing, planning, implementing and supporting public engagement; as outline on page 3 of this report.

Council-approved Engagement Advisory Sub-Committee 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.

Council-approved Engagement Advisory Sub-Committee Guiding Principles

- **Accountable:** Uphold the commitments The City makes to its citizens and stakeholders by demonstrating that the results and outcomes of the engagement processes are consistent 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 the involvement of all citizens; listen and gather input, and work collaboratively to address concerns. Be fair, open and unbiased, and be more than a checklist;
- **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 participant input. Where required, customize the engagement approach based on the participant group;
- **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 citizens to assess information and provide input; and
- **Transparent** (open and honest): Commitments made to participants 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.

Engagement Advisory Sub-Committee & City of Calgary: Revised Roles and Responsibilities

	Engagement Advisory Sub-Committee	City of Calgary
Original Roles and Responsibilities	<p><i>Lead:</i> Oversees engagement and communications, including a Request for Proposal and procurement for an external engagement and communications consultant, until the Bid Corporation assumes lead of the engagement process.</p>	<p><i>Lead:</i> Oversees the communications to inform citizens (accurate, timely, transparent) on the bid process and progress, The City's and citizens' role, and how to participate in the conversation.</p> <p><i>Support:</i> Provide input on engagement process and communications planning from a City of Calgary perspective.</p>
Revised Roles and Responsibilities	<p><i>Lead:</i> Oversees The City's engagement process, including a Request for Proposal and procurement for an external engagement consultant, which will remain separate from Calgary 2026's community outreach efforts.</p> <p><i>Lead:</i> Sub-Committee members may seek assistance and advice of City of Calgary staff or other non-voting third-party advisors.</p> <p><i>Support:</i> Provides input on City communications that supports the engagement strategy.</p>	<p><i>Lead:</i> Oversees the communications to inform citizens (accurate, timely, transparent) on the bid process and progress, The City's and citizens' role, and how to participate in the conversation.</p> <p><i>Lead:</i> Oversees the communications support to the public engagement consultant and program, including building awareness of the engagement opportunities.</p> <p><i>Lead:</i> Conduct research to baseline and track citizens' knowledge of the bid process, including communication and informational needs.</p> <p><i>Support:</i> Provide input to the Engagement Advisory Sub-Committee on engagement process and planning from a City of Calgary perspective.</p>

Note: A revised Terms of Reference will be provided to Council by way of memo.