

### City Secretariat Mandate

A **City Secretariat** (“the Secretariat”) has been established on behalf of The City of Calgary to support the 2026 Olympic and Paralympic Winter Games (OPWG) Assessment Committee (the “Committee”) in achieving its mandate of providing oversight and guidance regarding The City’s potential participation in, and hosting of, the 2026 Olympic and Paralympic Winter Games (the “OPWG”).

Bylaw 28M2018, the 2026 Olympic and Paralympic Winter Games Assessment Committee Bylaw, outlines the Committee’s terms of reference and delegated authority. As part of its mandate, the Committee is to receive regular updates from Administration on various matters.

The mandate of the City Secretariat includes but is not limited to:

1. Fulfilling Administration’s responsibility to provide updates to the Committee as outlined in the Committee’s terms of reference in Schedule A to Bylaw 28M2018;
2. Making such recommendations for the Committee and Council’s consideration as the Secretariat deems advisable;
3. Reviewing the business case to host the 2026 OPWG in Calgary prepared by the Calgary 2026 Bid Corporation (“Calgary 2026”) and providing advice to assist the Committee and Council in assessing opportunities, risks and issues associated with bidding for and hosting the 2026 OPWG;
4. Undertaking a due diligence review on behalf of the Committee and Council, which due diligence review includes but is not limited to identifying opportunities, assessing legal, business, financial, and other risks and suggesting risk mitigation strategies relating to bidding on and hosting the 2026 OPWG. The Secretariat’s due diligence exercise will include examining such matters associated with a potential bid for the 2026 OPWG as:
  - (a) Governance;
  - (b) Financial matters including capital and operating budget requirements, funding sources and debt and debt capacity issues;
  - (c) Facility and infrastructure implications;
  - (d) Alignment with Council Directives, decisions, policies, programs, strategies, and plans;
  - (e) Legal issues;
  - (f) Security issues;
  - (g) Potential economic and social benefits; and
  - (h) Ensuring comprehensive risk management;
5. Negotiating the terms of a Multi-Party Agreement and other agreements associated with a potential bid for or hosting of the 2026 OPWG for the Committee and Council’s consideration;

6. Ensuring that the Committee and Council have the information, data and analysis required to make an informed decision about whether The City should bid for and host the 2026 OPWG;
7. Providing updates, reporting and recommendations to the Committee and Council on all aspects of The City's potential participation in the 2026 OPWG as a result of the due diligence reviews performed at various stages in the 2026 OPWG bid process;
8. Serving as the central access point for internal and external stakeholders interacting with The City on bid-related matters; and
9. Coordinating clear and accurate public communication regarding The City's involvement in a potential bid.