

MILANO CORTINA 2026

Candidate City  
Olympic Winter Games



MILANO  
CORTINA  
2026



The background of the slide features a composite image. The upper portion shows a majestic, snow-capped mountain peak under a clear blue sky. The lower portion shows a dense urban cityscape with numerous skyscrapers and buildings, some with distinctive blue glass facades.

INDEX

**1**

**VISION AND  
GAMES CONCEPT**

**2**

**GAMES  
EXPERIENCE**

**3**

**PARALYMPIC  
WINTER GAMES**

**4**

**SUSTAINABILITY  
AND LEGACY**

**5**

**GAMES  
DELIVERY**

1

# VISION AND GAMES CONCEPT

MILANO  
CORTINA  
2026

## 1 | The Milano Cortina 2026 Olympic Vision

### A partnership inspired by Agenda 2020

The Milano Cortina 2026 Candidature was inspired by the IOC's Agenda 2020 and presentation of 'New Norm' which clearly repositions hosting the Olympic and Paralympic Games as an event that is more sustainable, more flexible and more efficient, both operationally and financially, whilst also unlocking more long-term value for host cities.

**Two cities – Milano and Cortina – with four supporting regions – Lombardia, Veneto, Trento and Bolzano/Bozen – join forces to deliver memorable Games that will be conducive to greater cooperation in the entire Alpine macro-region.** These principles and a clear focus on sustainability have provided the foundations for the Milano Cortina 2026 Candidature – a compelling Italian offer that unites tradition and innovation by combining:

- The inspirational, innovative and creative city of Milano, one of the most dynamic cities in Europe with a strong and diverse economy, often regarded as Italy's financial capital, having strengths in arts, commerce, design, education, entertainment, fashion, finance, healthcare, media, research, services, tourism and universities. It is a city with a decidedly cosmopolitan character. Music, theatre, museums, cinema and contemporary art form a hugely rich and varied tapestry of cultural offerings for the benefit of locals and visitors alike. The success of the World Expo 2015 laid the foundations for a 'new Milano' (the first event in Italy to be certified to ISO20121 standards) and spawned the desire to host further international events, such as the Games. As the President of the Italian Republic, Sergio Mattarella, said during his speech at the Expo closing ceremony "Today is not a farewell but the beginning of a new civic commitment";

and

- Cortina d'Ampezzo (Cortina), Valtellina, Val di Fiemme and Anterselva/Antholz – in the stunning traditional mountain set-

ting of the Italian Alps. Having hosted the 1956 Olympic Winter Games, Cortina, the Queen of the Dolomites, is an international winter sports destination of the highest acclaim, with an excellent track record and relationships with national and international sports federations. A proud host city for the 2021 World Alpine Ski Championships, it was praised for its sustainable approach to ensure protection of the sensitive alpine ecosystem. It is an interesting example of a multi-cultural, multi-lingual society with clear ambitions for a sustainable future.

This partnership underpins our vision for the 2026 Winter Olympic Games.

### The most sustainable, inspirational, memorable Winter Games ever, to change lives for future generations

**Together, we will deliver memorable Olympic Winter Games that embrace sustainability, using Italy's experience, passion and heritage in winter sports to inspire athletes and deliver many long-term benefits for sport and society.**

Our motivation to host the Olympic Winter Games is driven by our ambition to:

**Enhance global profile and positioning** - We want the Games to reinforce Italy's reputation as a major events host of the highest calibre, and to establish the spectacular Italian Alps as a world-leading Winter Sports Hub, while promoting Italy as an attractive destination to live, work, learn, invest and visit;

**Share Our Italian Passion** - We want to use our sporting passion and Olympic experiences to make Milano Cortina 2026 something special. With **83%** support from our community (and **81%** nationally), our passionate fans will encourage all athletes to excel in their disciplines - regardless of their nationality or abil-

ity. We know that delivering intense sporting moments in inspirational metropolitan and mountainous settings has the power to change lives. We want the world to love winter sports like we do, inspired by amazing athletic performances;

**Embrace Sustainability** - We want to build on our strong environmental credentials. We will use the Games to help accelerate our work at the forefront of sustainability to help develop innovative and sustainable solutions to shape lives of the future. With a strong winter sports heritage, and 13 out of 14 competition venues already existing or temporary, Milano Cortina 2026 offers the Olympic Movement a story of sustainability in line with Olympic Agenda 2020 – and an **opportunity to show the world that it is possible to host the Olympic Games in a fiscally-responsible, socially-sustainable and environmentally-friendly manner**;

**Use the Power of the Games** - We want to use the Games as a catalyst to deliver our long-term strategic plans, realising planned projects and providing many lasting benefits. By championing the Olympic spirit, we will deliver benefits for sport, for culture, for business, for innovation, for education, for sustainability and for people throughout the world (see also Q61).

### Benefits

Our vision is underpinned by five key goals that will deliver a range of benefits to the host cities, to the Regions of Lombardia and Veneto, to the Dolomites and Italian Alps, to Italy and to the Olympic Movement.

**Goal 1: Games for all**

**Goal 2: Sustainable development and cooperation in the macro-alpine region**

**Goal 3: To champion the Olympic spirit**

**Goal 4: Alps as a major Sports Hub**

**Goal 5: To strengthen the Olympic brand and add value to the Olympic Movement.**

# VISION AND GAMES CONCEPT

## **Goal 1: Games for all**

**To provide an inspirational Games-time experience for all: for athletes, spectators, media, volunteers, officials, sponsors, business, Olympic Family and most importantly, for all Italian citizens, by creating proud, special and memorable moments.**

Italy has hosted the Olympic Games three times: Roma 1960, Cortina 1956 and Torino 2006. On each of these occasions, the Nation embraced the opportunity to help strengthen the unique and universal message of 'unity' and generate a strong sense of pride amongst Italian citizens. Our passion and experience of hosting events will deliver a truly memorable athlete experience, inspiring them to perform at their very best.

In 2026, the inspirational urban setting of a modern metropolis will be united with the uplifting and traditional mountain-setting of the spectacular Italian Alps. Athletes, spectators and the Olympic Family will experience Italy's passion and enjoy the cultural and social pleasures that draw millions of visitors to Milano and the Italian Alps every year.

The Opening Ceremony at the *Stadio Giuseppe Meazza* in the San Siro sport district will allow 80,000 people to welcome their heroes. During the Games, we will ensure a unique and integrated experience across sites, using technology to deliver an inspiring, celebratory and united Games-time atmosphere. Our inspirational settings, with athletes at centre-stage, will encourage personal best performances, with images transmitted around the world, creating long-lasting memories. We are proposing the *Arena di Verona* for our closing celebration. One of the largest and most well-conserved and spectacular Roman amphitheatres in Italy, this venue will allow all athletes to come together, to be welcomed as heroes, just like those, centuries before them, were.

Our ceremonies will highlight our culture and creativity to draw the world together in an inspiring celebration, paying

homage to Italy's Olympic history and inspiring the next generation of young people.

Milano Cortina's cultural assets also provide exceptional opportunities for the Cultural Olympiad and a highly-attractive environment for commercial partners. The Cultural Olympiad will use northern Italy's unique cultural heritage and creativity, building on existing programmes and developing new ones, to fully engage local and international communities and embrace cultural inclusivity, offering a warm Italian welcome to all, regardless of ethnicity, gender, sexual orientation etc. We will harness Italian creativity, passion and innovation to showcase the Olympic spirit at Games-time. These memorable moments will also be used to inspire future generations to engage with sport and use sport as a tool to deliver many wider benefits for our communities.

## **Goal 2: Sustainable development and cooperation in the macro-alpine region**

**To promote sustainable development, to strengthen cooperation in the macro-alpine region and act as a catalyst for the long-term development of Milano, Cortina and the Regions, delivering many lasting legacy benefits to society.**

Our ambition is that all children born after 2010 will:

- Play sports regularly;
- Recycle ¾ of the waste they produce;
- Use sustainable means of transportation only;
- Use sport to understand cultural diversity;
- Grow in a more inclusive and integrated society.

Our Games-time plans are fully embedded within the long-term development plans of our host cities and regions, from both infrastructural and social perspectives, and have the principles of sustainable development at heart. As described in Question 2, all of our venues are existing, or, in the case of *Palal Italia*, form part of the long-term strategic plans for the city/region. Legacy benefits have been

considered from the outset and form an integral part of our bid. Sustainability is particularly important to us given the recent addition of the Dolomites to the UNESCO World Heritage List. We want to use the Games to showcase the importance of protecting sensitive mountain ecosystems. We will adopt a carefully-planned and united approach to deliver sustainable Games that use sport as the catalyst for many economic, environmental and social benefits and contribute towards achievement of the UN Sustainable Development Goals. Further details on our Sustainability goals are included in Section 4.



The Games will act as a catalyst for the city/region's long-term development plans, which aim to improve the lives of all who live and visit it, and include:

- More sustainable transport connections. No new transport infrastructure is required and enhanced operations will provide quicker, more efficient journeys, and will promote the sustained use of public transport as a lifestyle choice;
- A new housing development for University students – already planned, irrespective of the hosting of the Games;
- A new multi-purpose arena, the *Palal Italia in Santa Giulia*, to replace the San Siro Palasport. This venue will provide Milano with

# VISION AND GAMES CONCEPT

- a multi-purpose arena to serve the City's residents and visitors;
- An extension of bandwidth in targeted areas, particularly the mountainous areas – this long-term goal is an important step to improve the attractiveness of the area as a place to work, live and visit, with European Union funding already secured;
- Continued investment to provide more accessible city and regional infrastructure – see Q.41;
- More community engagement in sport, health and physical activity resulting in many health, social and community benefits, including an extended sports volunteer network that builds on the wealth of experience that exists across the regions;
- More developed and enhanced connections and cooperation between regional neighbours to improve the attractiveness of the mountains as a place to live, contributing to reverse the trend of de-population;
- More attractive, dynamic and innovative tourist products that cover all that the 'macro-region' has to offer, including the sea, mountains, sport and culture. For example:
  - > Veneto Region has aspirations to raise its status from the Top 5 to the Top 3 tourist destinations in Europe, and
  - > Lombardy Region has ambitions to reach the Top 10 tourist destinations.

More details on the many benefits to be acquired by hosting the Games are described in Q.61.

## **Goal 3: To champion the Olympic spirit**

**To champion the Olympic (and Paralympic) spirit, inspire Olympians/Paralympians of the future and promote sport at all levels, using sport and physical activity as the catalyst to change lives.**

Hosting the Olympic Winter Games will help to deliver a range of sporting legacies, using the inspirational power of sport and events to transform lives. These legacies include:

- Improvements to sporting infrastructure and places for sports participation, training and competition;
- Social and health benefits attributed to increased participation

- in sport and physical activity, or involvement in sport in other ways, such as coaching, officiating or volunteering;
- The promotion of elite sport, including pathways and talent identification to develop the elite sportsmen and women of the future.

The Games will be a catalyst to help more people play, watch and engage with sport, particularly winter sport. We want to apply the inspirational power of hosting the Games to give existing programmes an important boost, as well as implementing a range of new sports-specific legacy programmes. These programmes will result in:

- More successful athletes on the world stage;
- More young people playing sport on a regular basis;
- More awareness of winter sport and Olympic values in schools and society;
- More people inspired to engage in sport and to be physically active and healthier.

More details on the sporting and other benefits to be acquired by hosting the Games are described in Question 61.



## **Goal 4: Alps as a major Sports Hub**

**To reinforce Italy's position as a leading host of events and the Italian Alps as a major Sports Hub, providing enhanced global profile and positioning on the European and world stages.**

The Games are a unique opportunity to showcase Italy's design style and creative skill that has seen the 'Made in Italy' brand become synonymous with excellence across many sectors all over the world.

The Games will enhance and reinforce Milano's position as a global event city and the Italian Alps as a Winter Sports Hub attractive to our national winter sports federations and International Federations (IFs). The Italian Alps will become the top choice for international winter sports events, as well as summer sports events, sports tourism, and as a destination for recreational mountain-based activities (cycling, mountain biking, climbing, walking, orienteering, etc). We will promote an unrivalled sporting, cultural and tourism offer that includes city attractions, mountains, lakes, art/culture, heritage etc.

Our enhanced venues will also provide improved training venues for elite sport – attractive to more national federations. For example, the Speed Skating Ice Rink Piné has the highest altitude (at 1030 metres above sea level) of any in Europe and will be attractive to national federations as both a winter and summer training location.

## **Goal 5: To strengthen the Olympic brand and add value to the Olympic Movement.**

Milano Cortina 2026 fully embraces the IOC's 'Agenda 2020' and the 'New Norm', along with a 'delivery partnership' philosophy that will take the Games to a new level and add value to the Olympic Movement.

We will contribute to a golden decade of Olympic and Paralympic sport, placing Milano Cortina alongside other leading international cities, to help re-shape what it means to host the

# VISION AND GAMES CONCEPT

Olympic and Paralympic Games and re-position the Games in modern society. An unforgettable Games-time experience will make **winter sport shine**, placing athletes at the very heart of our Games (as described in Q.19) and creating new sporting role models.

Milano Cortina 2026 will help to redefine how multi-sport events can be delivered in a more sustainable way by exceeding the ISO-20121: Event Sustainability Management System. In this way, we will help the IOC to attract a wider audience of cities to bid in the future.

We will be generous hosts, whilst our philosophy of moderation and financial responsibility will deliver Olympic Winter Games of which everyone – athletes, volunteers, delegations, spectators and the Olympic Movement alike – can be proud. Sport fosters friendship and dialogue, which in turn promote a culture of learning and understanding. Our commitment to the principles of gender equality, inclusion, and environmen-

tal protection will influence these Games' culture and spirit.

## *Promoting the Olympic Movement and its values*

Italy will be a proud and active partner to the Olympic Movement. We endorse and share the goals and the values of the Olympic Movement to contribute to the development of a better world through sport, promoting peaceful society and preserving human dignity.

Milano Cortina 2026 recognises the significant opportunity that hosting the Winter Games can provide to promote sport and the Olympic values in society. The Games will be a catalyst to enhance existing, and establish new, development programmes.

Our strategy addresses many of the points in the Olympic Agenda 2020 (including the joy of movement, fair play, respect for others, the pursuit of excellence and harmony) and includes the development of a dedicated educational pro-

gramme that will build on existing programmes in this area. The Milano Cortina 2026 Olympic (and Paralympic) Educational Programme will promote the values of both the Olympic (and Paralympic) Movements to transform society. These programmes will be the cornerstones upon which we will build our education initiatives and contribute to our overall Games vision to deliver memorable Games.

Since 2014, the 'Sport and Integration' project promoted by CONI has used sport as a tool to counter racial discrimination and intolerance, and to promote multi-cultural understanding, inside and outside schools. The project includes an educational campaign in schools on fair play, while the 'Sport Brothers' campaign raises awareness of sport and integration in sports clubs.

We will build on these programmes to use sport as a powerful tool to promote social inclusion, to counter racial discrimination and intolerance and to promote multi-cultural understanding, inside and outside schools.

Our memorable Games will spread the spirit of Olympism across the whole of Italy. Milano Cortina 2026 will also connect with and provide a source of inspiration and pride for all of the 4 million Italians living abroad, the 80 million people of Italian origin living around the world and the global audience who will connect with the Games and be inspired by the power of sport and Olympism.

## 2 | Games concept perfectly aligned with long-term local development plans

The vision for Milano Cortina 2026 is strong and credible, being based on the strategic rationales for the long-term development plans of the regions and the cities that are supporting the candidature.



# VISION AND GAMES CONCEPT

While fully respecting Agenda 2020 recommendations and the IOC new norm, the 2026 Milano Cortina Games aim to become a cornerstone in the history of the Olympic and Paralympic movements. We want to demonstrate how the Games can be successfully organised, being perfectly adapted to the characteristics of host regions and cities, generating long-term transformative beneficial effects.

In this context, the candidature process has already shown how the Games can act as a powerful catalyst, by accelerating the completion of already planned urban, transport and environmental infrastructures, which will significantly improve citizens' quality of life.

Hosting the Games will further strengthen these benefits, with all the public entities and local communities fully engaged in implementing their long-term development plans for the benefit of the entire Alpine macro-region.

From a strategic point of view, the Games also represent a milestone in the development path that Italy has already embarked upon by hosting the 2015 World Expo. This path has the objective of:

- **Strengthening the image of the Italy in the world**, thanks to the international reach of Milano and to the world-class sport and tourism destinations of Cortina and of the whole Alpine region;
- **Promoting new development patterns based on sport industry** that, in Italy, has achieved a relevant economic dimension, with a total direct, indirect and induced impact equal to approximately 3% of the Italian GDP;
- **Enhancing social development programmes** to reach a wider number of citizens. One of the pillars of this strategy, which is well-aligned with the concepts of the 2020 Olympic Agenda and of Olympism in action, will be the Olympic and Paralympic educational programme that will build further on the positive experiences of the Torino 2006 Winter Games, and of the 2015 World Expo in Milano. Fair play, respect for diversity, enhancement of sport culture, pursuit of excellence

and harmony, and a healthy lifestyle will be some of the key concepts to be developed with these programmes;

- **Encouraging specific mountain-centred development policies**, both at national and at European level, which will focus on sustainability as their main component. These policies will be beneficial not only for the organisation of the Games, but also for the improvement of fundamental services for local mountain communities, such as public transportation, cultural and natural heritage management, healthcare, schools, social assistance and tourist information. The provision of these quality services will be a crucial contribution to the overall strategy of preventing depopulation of the mountain areas, while ensuring land conservation, biodiversity protection and a good quality of life;
- **Integrating the various components of the macro-regional tourism offer (mountain, art & culture, seaside, lakes, wellness, gastronomy and oenology)** in a more effective way. This will allow Veneto to establish itself permanently as one of the 'TOP 3' destinations in Europe, and Lombardia to achieve 'TOP 10' ranking.

These strategic objectives can be found in the long-term strategic plans of all the partners involved in the candidature process, namely:

- Milano 2030 Urban Development Programme;
- 2018-2023 Regional Development Programme for Lombardia;
- Strategic Plan of the Veneto region (also covering Cortina).

A brief summary of the above-mentioned plans follows.

## The MILANO 2030 Urban Development Plan

The ambition of the Plan is to make Milano a city that is much better interconnected with the rest of the world, through five main Goals that guide the urban development of the City in the coming years. The overarching priority, which the Games concept will help to achieve, is to overcome physical, social

and economic barriers between the City centre and the outlying districts.

### 1. Connecting Milano, its metropolitan area and the world

The City development till 2030 will be based on a close integration between urban planning and mobility, in order to create a highly accessible city, enjoying a good balance between demand for mobility, quality of life and environmental sustainability.

The 2026 Winter Games organisation will take advantage of the many investments already planned within this Goal to strengthen the public transport network, by:

- adding a new metro line 4 connecting Linate Airport to the City centre in 14 minutes only;
- extension of the other metro lines;
- upgrading of the "railway belt" around the city, to create a Circle Line;
- enhancement of the regional railway system to link with the high-speed train connections with other cities.

### 2. An attractive and inclusive city full of opportunity

Supporting a business-oriented environment to attract foreign direct investments, offering new and better job opportunities and appropriate solutions to citizens' need for residential housing are the objectives of a city like Milano. Milano is happy to welcome people coming from a variety of cultures, having different socioeconomic status, and from all age-groups and origins, who have chosen Milano as their new home.

The sport-oriented attitude of the City will be further enhanced by the 2026 Games to create new job opportunities for young people. Milano, with its unique combination of public and private resources that has boosted and radically transformed its economic background into a tertiary economy, can also bring innovation to the sport industry.

The Games would also contribute to increase the supply of

# VISION AND GAMES CONCEPT

residential housing. This will benefit vulnerable categories such as students, young workers, new families and single parents.

## 3. A green, liveable, resilient city

Sustainability takes centre stage in the Milano 2030 Urban Development Plan, which aims to create a city-wide metropolitan park by connecting the Northern and the Southern parks, through the so-called 'Environmental regeneration areas'.

These areas include the seven abandoned railway yards (among which the Porta Romana site hosting the Olympic Village) that will be regenerated to host seven new parks completed with new residential housing and other community services.

Other dilapidated open spaces, both public and private, widespread in the zones between the 'railway belt' and the peripheral areas, will also be reclaimed and connected to create green corridors, thus forming the above-mentioned city-wide metropolitan park.

## 4. One city – 88 districts to call by name

Our Games concept will be truly inclusive of the entire city, consistently with the vision of Milano to enhance and bring closer all its 88 districts, thanks to better quality services, more efficient and widespread public transportation, and improved urban spaces, for the benefit of local communities, and most importantly, the more fragile categories.

Among the most ambitious projects, it is worth mentioning the re-opening of the 'Navigli', the old canals created by Leonardo da Vinci. Besides the seven abandoned railway yards already mentioned, another important regeneration project will involve six strategic aggregation centres to be located along the existing trolley bus circular service. This would follow the logic of urban growth that would see the maximum possible

number of people living and working very close to the public transport stops, in order to reduce dependence on, and use of, private vehicles.

## 5. A city that regenerates itself

Other projects of urban regeneration will involve some of the most outlying areas, such as the Santa Giulia site, which has been selected to host the Ice Hockey Venue, in the framework of a wider development project that will create a new district in the City.

The objective is to extend the positive effects of the event on those city districts that would risk marginalisation or exclusion from the City's economic and social growth. Incentives to reclaim rundown and abandoned buildings will help to increase the overall urban quality of the City.

## **The 2018-2023 Regional Development Programme for Lombardia**

The Lombardia Regional Development Programme is based on far-sighted measures that point the way ahead, to confirm the Region as a growth engine not only for Italy, but for the whole of Europe.

The Programme is based on 19 missions, with the vision for Milano Cortina 2026 having been perfectly aligned with the most significant ones. These include -

### 1. Policies on mountain areas

The 2026 Games will be supportive of the regional strategy to fight depopulation in mountain areas and to safeguard natural resources. The Region intends to promote specific actions to:

- Enhance local culture and traditions;
- Bridge the digital divide between mountain and urban areas;
- Develop new direct connections between the mountain valleys;

- Promote sustainable tourism;
- Improve railway connections and services between major cities and the mountain valleys.

This objective is further specified at local level by the Valtellina Territorial Development Plan, which is focused on environmental and natural protection of the mountain areas as an overarching priority for the coordination of all related socio-economic policies.

## 2. Strengthening the role and positioning of the Region in the international scene and enhance its tourism attractiveness

The attractiveness of the Region will be mostly promoted through the organisation of major events of international relevance such as the Winter Olympic Games in 2026. Major sport events, in particular, attract a wide audience and receive international media coverage. The Region recognises that this has a positive impact not only on the promotion of the sport practice and of the underlying values and ideals themselves, but also increases the international exposure of the host region, and boosts the economy.

This will result in a holistic approach to territorial marketing aimed at promoting new integrated touristic products and improved services.

## 3. Youth policies, sport and leisure

Grassroots sport in Lombardia is a powerful tool to encourage the adoption of better lifestyles and to improve health and well-being. It also fosters inclusion, integration and social cohesion with a positive impact on personal growth. The Region of Lombardia is convinced of its policy supporting the regional sport system. One of the main interventions planned consists of the setting-up of a sport centre in Livigno for athletes' physical and technical preparation and training. This facility would be part of the Livigno Olympic Village, and would remain as a permanent legacy of the 2026 Games in Valtellina.

## 4. Sustainable development and environmental protection

The Region intends to fully implement Regional Law 4/2016 for soil protection and for hydrogeological risk prevention measures. In addition, it will promote programmes linked to sustainable production and consumption through:

- Implementing the Green Procurement Regional Plan;
- Supporting enterprises in their transition towards more sustainable productive models;
- Launching specific education programmes, to promote more responsible and environmentally-conscious behaviours.

These positive actions will be included also in the Milano Cortina 2026 sustainability programme.

## 5. Infrastructure, transport and sustainable mobility

Smart mobility of people and goods is a precondition for developing a smart, competitive and well-connected Region.



The Regional Development Plan includes many priority actions that are crucial for the success of the 2026 Games:

- Investments to promote accessibility to stations and easier connections for passengers;
- Upgrading of the regional railway infrastructure and rolling stock;
- Integrated pricing system and smart ticketing;
- Better integration between rail and road networks and their technical services.

## **Strategic Plan of the Veneto Region and of the city of Cortina**

The Strategic Plan of the Veneto Region, which also covers Cortina, inspired our vision and the long-term goals linked to the 2026 Games concept. The main objectives of this plan are to -

### 1. Stimulate growth in the mountain areas to prevent depopulation

The mountain plays a pivotal role with regards to green economy. This is the main reason why dedicated development strategies could be beneficial not only for the entire Region, but for the whole of Italy.

Major events can catalyse resources for the growth of the mountain territory and provide tremendous opportunities to raise its international profile as a hub for both grassroots and elite sport, with a clear impact by creating new and more skilled jobs in the tourist industry.

### 2. Improve services for tourists and citizens

Mountain areas need not necessarily be disadvantaged by their orography. With appropriate public policies, they can play a major role in the Italian economy. This will also help to improve a wide range of services of benefit to local communities and tourists, thus increasing the attractiveness. Such services include:

- Sustainable mobility to connect these territories better;
- Broadband coverage with fibre optic cabling, to encourage the set-up of new businesses;
- Digital services (such as e-health and telemedicine) for lo-

cal populations living in remote areas;

- Innovative services for tourists visiting the Dolomites and their unrivalled natural and cultural assets.

## 3. Upgrade and renovate existing world-class sport facilities

Major events will be crucial not only to promote these territories as a symbol of healthy lifestyle, but also as 'the place to be' for winter and mountain sports in general.

To this end, school programmes will be promoted in cooperation with the Regional School Department of Veneto, in order to introduce new generations to winter sports.

In this perspective, the renovation of the Sliding Centre is one of the key points of the City Development Programme that the Mayor of Cortina launched in 2017, on the occasion of his election: "Bobsleigh is at the heart of Cortina's sport tradition. We want to renovate the Sliding Centre that will also be used for luge competitions and training. We will work in close cooperation with the Veneto Region, the neighbouring Provinces of Bolzano/Bozen and Trento, and with national sport authorities and International Federations".

## 4. Combine sport – nature and culture for citizens and tourists

In 2009, the Dolomites were listed by UNESCO among the World Heritage sites. This is not only an important achievement for the proud local mountain communities, but also for the sustainability policies that have been implemented for many years.

The 2026 Winter Games will provide an unparalleled stage for worldwide recognition and will help to develop new businesses and projects in the creativity and cultural sectors, allowing the broadening of the tourism offer, combining different products together. This will also be beneficial to extend the tourism season to the other periods of the year when tourism inflow is traditionally lower.

## 3 | An innovative and athletes-centred Games concept

**The main principles that have inspired the Vision of the Games have also driven the selection of the Milano Cortina 2026 venues,** based on our overarching commitment to deliver memorable Olympic and Paralympic Games by composing a responsible Games Concept through a careful selection of the best venues available.

**The selection of our venues is based on a number of criteria that have been applied throughout the process** and that we are sure will help to enhance the personal experience of both stakeholders and spectators.

### 1. A sustainable venue concept

The Games Concept that we envisage is truly sustainable. The great number of existing sport, transport and accommodation infrastructures will allow the reduction of soil consumption and the maintenance of a fiscally-responsible approach to organising the Games with a moderate budget.

As specified in Q.130, the comprehensive Post-Games legacy Programme will be defined under the supervision of a Legacy Forum. When not justified by long-term needs, we have considered using temporary venues, with relocatable structures to be reused in other parts of the country (such as for the Olympic Villages of Cortina and Livigno that after the Games will serve as temporary housing for Civil Protection, in case of emergencies).

### 2. A maximum use of existing iconic venues

We will not build new venues unless already planned and with well-established need, using temporary venues for some sports to take advantage of a particular location, or where there is no long-term demand. We will showcase the legacy of Cortina 1956 by using stunning venues such as the Olympic Stadium or the Sliding Centre.

Locations such as the Alpine skiing in Bormio and Cortina, the biathlon in Anterselva/Antholz or the Val di Fiemme venues will provide iconic locations in which to celebrate unforgettable Games, whilst enjoying Italy's lifestyle, culture and welcoming environment. The use of these locations will help to boost the promotion and development of sport at all levels and will add value to the Olympic and Paralympic movements.

### 3. An exciting athlete experience

Taking advantage of the many options provided by the host cities and regions, our Games concept has the ambition to provide exciting experience to the athletes who will compete in some of the most iconic and world-class venues for each discipline.

The spectacular settings and the technical level of the Alpine venues in Valtellina, Cortina and the Dolomites, as well as the passionate atmosphere in the three arenas in Milano will inspire the athletes to strive for excellence and hopefully to achieve brilliant results. The Opening Ceremony in the *Stadio Giuseppe Meazza*, the Closing Ceremony in the *Arena di Verona*, the elegance of the Medal Plaza in Milano's *Piazza Duomo*, will be other inspirational backdrops for our champions, who will bring back unforgettable memories of the Milano Cortina Games to their home countries.

These ideal environmental conditions will be complemented by the experience of enjoying the host cities and the surrounding environment in Lombardia and Veneto, together with their families and loved ones.

### 4. A multiplied visiting opportunity for the spectators

Each cluster is uniquely positioned to provide an always different experience to spectators. A well-developed tourism offer will allow all visitors to combine the Olympic experience of supporting their champions with endless visiting opportunities. This concept will be translated into the possibility of building

an 'à-la-carte' Games experience, by creating tailor-made ticketing/tourism packages to visit the many cultural and natural heritage sites located in the surroundings of the venue clusters. Amazing opportunities to enjoy the Italian lifestyle will also be possible thanks to the many entertainment, shopping and dining options provided by the host and venue cities.

### 5. A long-lasting legacy in accordance with the cities and regions' development plans

The concept fully embraces the novelty of the Olympic Agenda 2020 and IOC new norm, which put the long-term development strategies and challenges of the host cities and regions at the centre. The selection of the venues is fully aligned with the ambition of northern Italy to become a world-class hub of excellence for winter sports. The Games will provide a unique occasion to showcase the quality of the selected sport infrastructures in Milano and in the Alpine macro-region, and to invest in renovating/upgrading those venues that need significant investments to continue being used on a regular basis.

This is the case for instance of the Sliding Centre in Cortina and of the Ice Rink Piné in Baselga, which are at the heart of the Veneto Region and Province of Trento sport development plans, and also of the Palal Italia Santa Giulia in Milano. This long-awaited multi-purpose facility will finally replace the city Arena that closed in 1985.

Such investments will pave the way for hosting major events in the future, and for attracting elite sport.

### 6. A venue selection to guarantee full stadia

Considering the popularity of many winter sport disciplines in Italy, alongside venue capacities and revenue-generating opportunities, we have chosen the venues and designed their capacity to ensure that every session will have full stadia.

This will help to inspire the best athletes' performances and

will further enhance the powerful attractiveness of the Games, as a global arena for the best athletes in the world and as a venue for unity and cooperation of people around the globe.

## 7. A strong promotion of grassroots sport thanks to the renovated venues

The selection of the venues has been carried out in order to ensure a long-lasting legacy even for grassroot sport. In each cluster, the traditional vocation of the venue cities has been captured by our vision and transformed into a point of reference for practising grassroot sport.

Livigno, for instance, will position itself permanently among the world reference venues for practising those sports that are particularly attractive to young people, such as snowboard and freestyle. Val di Fiemme will confirm its unique positioning for nordic skiing and ski jumping, providing excellent venues and services for professional athletes and amateurs.

Ice sports in Milano will also grow exponentially thanks to the improvement of existing venues, including training venues.

## 8. An improvement of accessibility for future generations

Hosting the Games will be conducive to substantial improvements to the accessibility of the host and venue cities as well as the hosting regions.

Therefore we have chosen only existing venues that are already fully accessible and, where necessary, we will renovate them according to the most demanding accessibility standards for people with mobility and visual impairments.

Consistently with this principle, the plans to shift towards a barrier-free fully-accessible city, that have already being implemented in past years in view of the 2015 Milano World Expo, will also be completed by 2026.

## Games concept masterplan

The Milano Cortina 2026 venue masterplan (see Q4 and Map A) comprises 14 competition venues, included in four clusters. In addition, non-competition venues include the Opening and Closing Ceremony venues, three Olympic Villages and the IBC/MPC, with a secondary Mountain Media Centre in Cortina.

The four venue clusters, described in more detail below, are:

- Milano;
- Valtellina;
- Cortina;
- Val di Fiemme.

### The Milano Cluster

The Milano cluster will include three competition venues:

#### ● *Palal Italia Santa Giulia – Hockey 1*

Milano represents one of the cradles of hockey in Italy, having already hosted the finals of the IIHF World Championships in 1994. Milano will host the men's tournament and all the finals in a brand-new world-class venue, which will be built by private investors in Santa Giulia, with a capacity of 15,000 spectators. The venue is very well-served both by public transport (metro and high-speed train station of Milano Rogoredo) and by the Milano motorway ring. After the Games it will be used as a multi-purpose venue;

#### ● *Milano Hockey Arena – Hockey 2*

This venue was built as a temporary facility in 1985 to replace the main Sport Arena. After being closed down in 2010, it will now be completely renovated by a private investor to become another stunning multipurpose venue, hosting 7,000 people, with a specific vocation for sport events. Metro Line 1 ensures easy connection to any part of the city;

#### ● *Mediolanum Forum – Figure Skating and Short Track*

This multipurpose arena is currently the main sport and entertainment venue serving the city of Milano with a capacity of 12,000 seats. Located in Assago, it is conveniently served by Metro Line 2 and is well-connected to the city centre. Easy access is provided also by the Milano motorway ring. Many international events took place in the Mediolanum Forum, including the very successful and well-participated 2018 Figure Skating World Championships.

Before 2026, it will be upgraded to increase the overall capacity.

Other non-competition venues will include:

#### ● *Stadio Giuseppe Meazza – Opening Ceremony*

Commonly called San Siro, it is one of the most iconic football stadiums in the world. With an 80,000 seat capacity, it will host the most participated opening ceremony in the history of the Winter Games, together with Beijing 2022. Two Metro lines (1 and 5) serve the venue;



# VISION AND GAMES CONCEPT

- *Olympic Village – Porta Romana*

This village is a major private investment in the city of Milano that in its 2030 urban development plan foresees the reclamation of seven abandoned railway yards. Conveniently-located and well-dimensioned to host the athletes, it is more extensively described at Q.24-30. Public connection is ensured by Metro Line 3 and by a suburban railway line;

- *IBC/MPC – Exhibition Centre*

Media and broadcasters will find a superbly-equipped Media Centre in the Milano Exhibition Centre of Rho-Fiera. Perfectly served by Metro Line 1, by a high-speed station and accessible by the motorway ring, it will ensure operational efficiency and perfectly-coordinated services, as explained at Q.32.

## **The Valtellina Cluster**

The Valtellina cluster will be comprised of four venues:

- *Bormio – Pista Stelvio. Alpine skiing Men*

This is one of the many venues of our Games concept that has been selected to challenge and inspire our athletes in their Olympic performance. The Stelvio is one of the most



spectacular, technical and difficult tracks in the world, having twice hosted the Alpine skiing World Championships in 1985 and 2005 and many editions of the FIS World Cup. The starting point is located at 2,255 metres and the finish line at 1,268 metres. Thanks to the lighting system the track is also approved for night races;

- *Livigno – Mottolino/Sitas-Tagliede/Carosello 3000 - Snowboard and freestyle*

Three adjacent venues in one of the most amazing winter resorts for young people, the city of Livigno, located at the top of Valtellina and well-connected with Switzerland as well, will host all free-style and snowboard competitions. The three venues, which regularly host training sessions of several national teams, are all located within walking distance of one another. The venue capacities will range from 3,000 seats at the Carosello 3000 venue, to 10,000 seats at the venues of Mottolino and Sitas-Tagliede.

The non-competitive venues include the Olympic Village in Livigno, which will partially be a temporary venue located at a mere five minutes' walk from the three venues.

## **The Val di Fiemme Cluster**

Val di Fiemme will host three venues:

- *Baselga di Piné – Ice Rink Piné. Speed Skating*

This existing outdoor venue is the most important permanent elite training facility in Italy, and has been designated host venue of major events such as the Winter Universiade in 2013 and the Junior World Championships in 2019. A refurbished, fully-covered ice rink will provide a Speed Skating venue with a capacity of 5,000 seats for elite training and competition. At 1030 metres above sea level, it will be the highest such venue in Europe, thus providing amazing opportunities for athletes to achieve outstanding results;

- *Tesero – Tesero Cross-country Centre. Nordic skiing*

The choice of this venue is clearly justified by the amazing track record in hosting major events (including three world championships and a Winter Universiade) and in being one of the most versatile tracks at world level.

An already perfectly-fitted and operated venue will be one of the major factors of attraction, with a capacity that is expected to welcome 30,000 people. The existing lighting system will also allow hosting night races;

- *Predazzo – Trampolino 'G. Dal Ben'. Ski Jump*

In line with the IOC new norms, we have selected the best venue in Italy for this discipline, which is regularly used every year for the world cup. The stadium covers an area of 3,000 square metres and consists of two main trampolines (HS 134 and HS 106), three school trampolines and a series of facilities equipped for athletes, judges, federations, journalists and broadcasters. This fantastic venue will accommodate 20,000 spectators and provide a spectacular setting for the athletes.



The above venues will also host Nordic Combined competitions.

## The Cortina Cluster

Three competitive venues in Cortina – including some of the Cortina 1956 venues - and one in Anterselva/Antholz are included in this cluster:

- *Cortina – Olympic Stadium.* Curling

The iconic Olympic Stadium, which had hosted the Opening Ceremony of the VII Winter Olympic Games, has been carefully refurbished to maintain the original wooden stands that had been covered in 2009 to host the 2010 Curling World Championships. It is no surprise that this venue has been the obvious choice for this discipline. With a total capacity that can reach 3,100, it will be an inspiring venue bringing back wonderful memories of past Olympics;



- *Cortina – Tofane.* Alpine skiing Women

Alpine Skiing finds in Cortina one of its traditional world-renowned venues, as confirmed by the recent assignment of the 2021 World Championships. The Venue will host all the women's competitions and the team event. It is important to stress that, thanks to appropriate design features, it will be possible to have all finish lines converging into the same venue, that will accommodate 15,000 spectators in the Rumerlo area, thus providing also significant saving opportunities.

- *Cortina – Sliding Centre 'E. Monti'.* Bobsleigh, Luge, Skeleton

This historical and iconic venue, which has worked from 1956 until 2010 without interruption, has been selected to revamp the bobsleigh tradition in Cortina, having already hosted many world and continental championships. Major renovation works will transform the existing venue into a state-of-the-art and high-performing track that will become a point of reference for practising these disciplines. The majestic backdrop of the Cortina Dolomites will enhance the athletes' experience and also provide a unique setting for broadcasting. The venue capacity is 9,000 people for the Games (1,000 seated);

- *Anterselva/Antholz – Südtirol Arena.* Biathlon

The extraordinary array of world-class competition venues is completed by this biathlon stadium, the biggest in Italy and one of the biggest in the world. This facility is located at the end of *Val Pusteria-Pustertal*, at a height of 1,600 metres near the beautiful homonymous lake. The stadium was inaugurated in 1971 and since then has hosted five world championships, with a sixth one that will take place in 2020. Given the great attraction of this discipline in Europe, the overall planned capacity will be of 19,000 spectators.

The non-competitive venues include the Olympic Village in Cortina and the Mountain Media Centre, both located in the area of Fiames, at a mere five minutes' distance from the three venues in Cortina.

## The Closing Ceremony

In addition to the above cluster, we have selected a UNESCO World Heritage Site to host the Closing Ceremony: the stunning *Arena di Verona*, which is the largest and best-conserved Roman amphitheatre in northern Italy, dating back to the I century A.D. This unique setting will bring back memories of the Roman period when the ancient Olympic Games were still taking place and will give our Olympic heroes a once-in a-life-time opportunity to be celebrated in such a spectacular ven-

ue. It also provides convenient access from both Milano and Cortina, being located at walking distance from the Verona international high-speed train station.



## 4 | The Olympic theatre

See Map A at page 15.

## 5 | Top-notch sport facilities

See Table 5 at page 16.

## 6 | Efficient Training Venues within easy reach

See Table 6 at page 17.

## 7 | Non-competition Venues

See Table 7 at page 17.



# OLYMPIC GAMES CONCEPT MAP A





Tab. 05 \_ Olympic Winter Games Competition Venue Overview

Sport/discipline		Competition Venues													Games-time warm-up capacity (if required)	
		Venue Number	Venue Name	Name of Zone (if applicable)	Name of Cluster	Seating bowl capacity	Standing area capacity	Total gross capacity	Temporary seating capacity	Legacy seating capacity	Current use	Post-Games use				
<b>Biathlon</b>	Biathlon	1	Sudtirol Arena	Antholz	Cortina	4,000	15,000	19,000		4,000	Biathlon centre	Biathlon centre		1	Internal course	
<b>Bobslleigh</b>	Bobsleigh	2	Cortina Sliding centre	Cortina	Cortina	1,000	8,000	9,000	1,000		Closed-down	Bobsleigh and luge centre				
	Skeleton															
<b>Luge</b>	Luge															
<b>Curling</b>	Curling	3	Olympic Stadium	Cortina	Cortina	3,100		3,100	500	2,600	Ice Arena	Ice Arena				
<b>Ice Hockey</b>	Ice Hockey 1	4	Palal Italia Santa Giulia	Milano	Milano	15,000		15,000		15,000			Multi-purpose arena			
	Ice Hockey 2	5	Milano Hockey Arena	Milano	Milano	7,000		7,000		7,000	Closed-down		Multi-purpose arena			
<b>Skating</b>	Short Track	6	Mediolanum Forum	Milano	Milano	12,000		12,000		12,000	Multi-purpose arena	Multi-purpose arena		1	Second rink	
	Figure Skating															
	Speed Skating	7	Ice rink Pinè	Baselga di Pinè	Val di Fiemme	5,000		5,000	2,000	3,000	Ice Rink	Olympic Ice Rink				
<b>Alpine1</b>	Downhill	8	Tofane	Cortina	Cortina	5,000	10,000	15,000	5,000	Ski touristic complex	Ski touristic complex	Ski touristic complex	1	Adjacent slopes closed to public		
	Super-G															
	Giant Slalom															
	Slalom															
	Alpine Combined															
	National Team Event															
<b>Alpine2</b>	Downhill	9	Stelvio	Bormio	Valtellina	3,500	10,000	13,500	3,500	Ski touristic complex	Ski touristic complex	Ski touristic complex	1	Adjacent slopes closed to public		
	Super-G															
	Giant Slalom															
	Slalom															
	Alpine Combined															
<b>Cross Country</b>	Cross Country	10	Cross-Country Stadium	Tesero	Val di Fiemme	5,000	25,000	30,000	4,000	1,000	Cross-Country centre	Cross-Country centre		1	Internal course	
<b>Nordic Combined</b>	Ski Jumping	11	Ski Jumping Stadium	Predazzo	Val di Fiemme	3,100	16,900	20,000	1,100	2,000	Ski jumping centre	Ski jumping centre				
	Cross Country	10	Cross-Country Stadium	Tesero	Val di Fiemme	5,000	25,000	30,000	4,000	1,000	Cross-Country centre	Cross-Country centre		1	Internal course	
<b>Ski Jumping</b>	Ski Jumping	11	Ski Jumping Stadium	Predazzo	Val di Fiemme	3,100	16,900	20,000	1,100	2,000	Ski jumping centre	Ski jumping centre				
<b>Freestyle</b>	Aerials	12	Carosello 3000	Livigno	Valtellina	1,000	2,000	3,000	1,000	Ski touristic complex	Ski touristic complex	Ski touristic complex	1	Adjacent slopes closed to public		
	Moguls															
	Ski Halfpipe															
	Ski Slopestyle															
	Big Air															
<b>Snowboard</b>	Ski Cross	14	Sitas - Tagliede	Livigno	Valtellina	3,000	7,000	10,000	3,000		Ski touristic complex	Ski touristic complex		1	Adjacent slopes closed to public	
	Giant Parallel Slalom	14	Sitas - Tagliede	Livigno	Valtellina	3,000	7,000	10,000	3,000	Ski touristic complex	Ski touristic complex	Ski touristic complex	1	Adjacent slopes closed to public		
	SB Cross															
	SB Halfpipe															
	SB Slopestyle															
	Big Air															
<b>Total number of competition venues</b>		14														



**Tab. 06 \_ Training Venue Overview**

Sport/discipline		Training Venues						
		Venue Number	Venue Name	Name of Zone (if applicable)	Name of Zone (if applicable)	Venue type (existing/existing with permanent works/planned/ additional/ temporary/ demountable/relocatable)		Number of FoPs
<b>Ice Hockey</b>	Ice Hockey	1	Milano Exhibition centre	Milano	Milano		Existing	2
<b>Skating</b>	Short Track							
	Figure Skating	2	Agorà	Milano	Milano		Existing	1
	Speed Skating							

Additional training venues both in Milano and in mountain clusters can be identified upon request of the International Federations

**Tab. 07\_ Non-Competition Venues Overview**

Name of non-competition venue	Venue construction status (existing, existing with permanent works required, planned, additional, temporary)	Ownership (public/private/joint)	Permanent works			Post-Games Use	
			Original date of use construction	Date of upgrade (if completed)	Dates of permanent works (if required)		
			Start date	Finish date			
<b>Main Olympic Village - Milano</b>	Planned	Joint			2022	2025	Student Housing
<b>Mountain Olympic Village - Cortina</b>	Temporary	Public					
<b>Mountain Olympic Village - Livigno</b>	Temporary/planned	Public			2022	2025	Sport centre for physical and technical preparation and training
<b>Main IBC/MPC - Milano</b>	Existing	Public	2005				Exhibition Centre
<b>MMC - Cortina</b>	Temporary	Public					
<b>Opening Ceremony - Giuseppe Meazza Stadium</b>	Existing	Public	1926	2014			Football Stadium
<b>Medal Plaza - Cortina Olympic square</b>	Temporary	Public					
<b>Medal Plaza - Milano Piazza Duomo</b>	Temporary	Public					
<b>Closing Ceremony - Arena di Verona</b>	Existing	Public	I Century A.D.				
<b>Paralympic Opening Ceremony</b>	Planned	Private			2021	2023	Multi-purpose Arena
<b>Paralympic closing Ceremony</b>	Temporary	Public					

## 8 | A wealth of existing venues to host the Games

Site Maps for each Venue site are provided as separate documents.

## 9 | A smooth venue delivery processes

Milano Cortina 2026 is totally committed to put in place effective venue development procedures with an accurate monitoring process to keep construction schedules and costs under continuous and strict control.

**As illustrated in the Games Concept at Q.3, only two key Olympic venues need completely new infrastructures to be built. All the other venues are either existing, or existing with permanent works required (only three) or temporary.**

In particular, the Olympic venues that will need more significant construction works are:

- Milano Olympic Village (new);
- Pala Italia Santa Giulia, which will host the Men's Ice Hockey tournament (new);
- Milano Hockey Arena, which will host the Women's Ice Hockey tournament (existing with permanent works required);
- Sliding Centre 'Eugenio Monti' in Cortina, which will host Bobsleigh, Skeleton and Luge (existing with permanent works required);
- Ice Rink Pinè hosting Speed Skating (existing with permanent works required);
- Olympic Villages of Livigno and Cortina (temporary, with a permanent component in Livigno).

The governance framework that we envisage for the preparation and delivery of the Games (Q. 127) assigns the overall venue design and construction supervision to the *Agenzia di Proget-*

*tazione Olimpica*, which can enter into delegation agreements with other local delivery authorities. The legislation enabling the creation of the *Agenzia* will be adopted before November 2019, so that it can start operating in parallel with the OCOG. The *Agenzia* will not only act as a contracting authority, but will also carefully monitor the works carried out by private investors, in line with the long-term city development plans. This is the case, for instance, of the Milano Olympic Village, of *PalaItalia Santa Giulia* and of Milano Hockey Arena for Hockey 2.

The specific development processes of these three venues have already been precisely defined according to the below timeframe.

### a) *Olympic/Paralympic Village of Milano*

The construction of the Olympic Village is part of the wider regeneration project of the Porta Romana Railway Yard. The project is fully aligned with an overall regeneration programme of seven different railway yards throughout the city, as described in the 2030 City Development Plan. The delivery partner responsible for the design and construction process will be FS Sistemi Urbani, a company 100% owned by FS, the Italian Railway Infrastructure company, which is the owner of the area.

The Olympic Village will be completed and delivered to the OCOG eight months prior to the opening of the Games, in the following steps:

- Definition of guidelines and launch of the international architecture competition for the Concept Master Plan -> February 2019 – September 2019;
- Stakeholder engagement with local communities on the selected project -> October – November 2019 ;
- Fine-tuning of the Concept Master Plan to incorporate requests for amendment -> December 2019;
- Detailed Master Plan and Strategic Environmental Assessment (SEA) to be approved by the City of Milano -> January 2020 – July 2020;

- Draft Implementation Plan for the Olympic Village, including stakeholder engagement process -> August 2020 – January 2021;
- Final modifications and submission of the Implementation Plan -> February - April 2021;
- Approval of the Implementation Plan by the City of Milano -> May 2021;
- Definition of the contractual arrangements between the City of Milano and FS Sviluppo Sistemi Urbani -> June – December 2021;
- Issue of the building permits -> January – June 2022;
- Start of construction works -> June 2022;
- Completion of works -> May 2025;
- Delivery to OCOG -> June 2025.





## b) Venue planning and delivering process of Pala Italia Santa Giulia

Pala Italia Santa Giulia is a privately-owned facility that is part of a wider regeneration project denominated Montecity – Rogoredo, in the south-eastern part of Milano.

The responsible entity for planning and delivery the venue – Risanamento S.p.A. – will proceed according to the following delivery steps:

- Publication of the Strategic Environmental Assessment (SEA) -> January 2019;
- Deadline to submit requests for modifications/integration of the SEA -> March 2019;
- Urban planning assessment (on-going) -> March 2019;
- Conclusion of SEA -> July 2019;
- City Council approves the Integrated Intervention plan on Santa Giulia -> October 2019;
- Approval of the clean-up operational project -> December 2019;



- Definition of the contractual arrangements between the City of Milano and the private investor -> March 2020;
- Clean-up of the area started -> March 2020;
- Clean-up of the area completed -> December 2020;
- Construction authorisations and permits issued -> December 2020;
- Selection of the construction company -> December 2020;
- Start of construction works -> January 2021;
- Completion of works -> December 2023.

## c) Milano Hockey Arena

- Submission of the Technical-economic feasibility project by the private investor -> January 2019;
- Deadline for the assessment of the feasibility project by the City -> April 2019;
- Approval of the project to be included in the public works plan -> June 2019;
- Publication of the public tender to appoint the PPP investor (the project proposal will be compared with those submitted by other possible interested investors) -> July 2019;
- Public tender conclusion and awarding of the contract -> December 2019;
- Closing of financial agreement -> March 2020;
- Final project developed by the selected designer -> June 2020;
- Final approval by the *Conferenza dei Servizi* (multi-authority approval committee) and issue of the building permits by the City -> August 2020;
- Detailed construction project and validation by the delivery authority -> November 2020;
- Start of construction works -> December 2020;
- Completion of works -> September 2021;
- Opening of the Arena -> October 2021.

## **Venue planning and delivery process of the other venues under the responsibility of the Agenzia**

All the other key Olympic Venues to be constructed or renovated with permanent works will be under the direct responsibility of the *Agenzia*, which can conclude specific delegation agreements with local delivery authorities.

The delivery process will be fully compliant with national public procurement legislation (Law Decree 50/2016) as per the following schedule. It has to be noted that the technical-economic feasibility projects corresponding to the first step of the procedure is ongoing for the Sliding Centre in Cortina and for the Speed-Skating Ice Rink in Baselga di Pinè.

- Technical-economic feasibility project completed -> May 2019;
- International public procurement tender to identify the designer -> October 2019;
- Final project developed by the selected designer and Environmental Evaluation Impact-> March 2020;
- Assessment of the project and approval by the *Conferenza dei Servizi* (multi-authority approval committee) and issue of the building permits by the City -> May 2020;
- Detailed construction project developed by the selected designer and validation by the delivery authority -> October 2020;
- Launch of international public procurement tender to identify the construction company -> November 2020;
- Awarding of the contract -> May 2021;
- Start of construction works -> June 2021;
- Completion of works -> October 2024.

## **Protest and appeal procedures**

According to Italian law and the legislative framework under which the *Agenzia* will be enforced, the decisions taken by the *Agenzia* or any other Public Contracting Authority may be appealed to

# VISION AND GAMES CONCEPT

the Regional Administrative Court (of the competent region). The deadline for appealing the decisions taken (i.e. exclusions from a tender procedure, award of public contracts, etc.) is 30 days from its notification. It is possible to appeal to the Italian Council of State against the decisions of the Administrative Judge.

An appeal against a Public Contracting Authority decision may be lodged with the simultaneous request for suspension of the contested decision or act. If the request is not accepted, the Contracting Authority may proceed in accordance with the decisions taken, even before the end of the appeal procedure.

## 10 | Minimum use of private land

The maximum use of existing venues, as well as the inclusion in the Games concept of already-planned infrastructures that are strictly in line with the long-term development plans of the cities and regions, ensure that **the majority of the land needed to stage the Milano Cortina 2026 Winter Olympic and Paralympic Games is already owned, controlled or managed by public entities** that have confirmed their support for the event (such as the Olympic Village in Milano). Only a few venues are totally or partially located in privately-owned areas.

These include the following permanent venues:

- *Pala Italia Santa Giulia* - which is owned by a private investor (Milano Santa Giulia S.p.A.), which has already declared to grant use and control of the venue and control to the OCOG;
- *Milano Hockey Arena* - which is located on a public realm, with a minority part of the adjacent land being privately-owned;
- Speed Skating – *Ice Rink Pinè*. The ice rink is located in a public area owned by the City. However, additional adjacent privately-owned land will be necessary to build the ice rink

arena. The City has already established contact with the owners, and the areas will be acquired according to the procedures described below;

- *Cortina Sliding Centre*. The facility is located on a public realm, with a minority part of the adjacent land being privately-owned.

All private owners have been already contacted by the Candidature Coordination Committee during the candidature phase. If Milano Cortina are given the honour of hosting the Games in 2026, specific agreements will be discussed in detail, and formalised between the *Agenzia di progettazione Olimpica* (ref. Q.127) and each private owner, within 12 months from the signature of the Host City Contract. The procedure will also involve the institutional parties.

Should the expropriation of land be required, the procedures to be followed are defined by national law: Decree of the President of the Republic n°327, 08/06/2001, as published in the *Gazzetta Ufficiale* on 16 August 2001 and further modified by the D.L. n°98, 06/07/2011 and the D.Lgs, n°150, 01/09/2011.

The principles governing expropriation and protecting individual rights are based on Article 42 of the Constitution of the Italian Republic and on Article 1 of the Additional Protocol to the European Convention on Human Rights, ratified by the Republic of Italy by Law n°848, 04/08/1955.

It is also important to note that no displacement of communities and/or businesses is required, according to available information.

In addition, other temporary venues will be totally or partly situated in areas owned by private owners:

- Olympic Village of Livigno (totally);
- Olympic Village of Cortina (partly);
- Snowboard and Freestyle in Livigno (partly);
- Alpine Skiing in Bormio (partly).

Given the temporary nature of these structures, the process of land acquisition will be based on leasing the plots through contractual arrangements. G.2.7 and G.2.8 will provide guarantees from all the current and future owners concerned.

No specific risks that could significantly delay the whole procedure are foreseen.

## 11 | Solid business and legacy cases for new planned venues and refurbished sport facilities

A summary of the business/legacy cases for all new and renovated/reactivated venues is provided as a separate document.

## 12 | Master Venue Table

A master venue table integrating all venue information is attached to this Candidature file.

## 13 | Venue Funding and Development

See Table 13 at page 21.

## 14 | Reduced Capital Investments required to stage the Games

See Tables 14.a and 14.b at pages 22 and 23.



Tab. 13 \_ Venue Funding and Development

Sport/discipline	Paralympic sport/discipline	Name of venue	Venue status (existing/existing with permanent works/planned/additional/temporary/relocatable)	Field of play status (existing/new/permanent/temporary)	Pre-Games operations		Pre-Games venue use		Permanent works				Cost of construction			Venue development responsibilities			Venue								
					Venue owner	Venue operator	Venue use	User groups/ customers	Original date of construction	Date of upgrade (if completed)	Start date	End date	Duration	Total cost of permanent works USD 2018 (000)	Body responsible for financing of permanent works	Total cost of overlay USD 2018 (000)	Body responsible for financing of overlay	Total cost of venue USD 2018 (000)	% of land already secured for the Games project	Body responsible for construction approval	Body responsible for delivery of permanent works	Body responsible for delivery of overlay	Body responsible for funding from construction until Games-time	Date when venue will be made available to OCOG	Date when venue will be handed back to venue owner		
<b>Biathlon</b>	Biathlon	Sudtirol Arena	Existing	Existing	City of Anterselva /Antholz	Biathlon World Cup Committee	Biathlon centre	National federations, Sport associations, Amateurs	1971	2006	May 2025	November 2025	6 months	698,640	Agenzia	4,754,160	OCOG	5,452,800	100%	City of Anterselva/Antholz	Agenzia	OCOG	Venue operator	December 2025	March 2026		
<b>Bobsleigh</b>	Bobsleigh	Cortina Siding Centre	Existing with permanent works	Existing with permanent works	City of Cortina	SEAM (owned by the City of Cortina)	Closed-down	na	1956		June 2021	October 2024	40 months	47,712,000	Agenzia	5,532,320	OCOG	53,244,320	100%	City of Cortina	Agenzia	OCOG	Agenzia	December 2025	March 2026		
<b>Skeleton</b>	Skeleton																										
<b>Luge</b>	Luge																										
<b>Curling</b>	Curling	Wheelchair Curling	Olympic Stadium	Existing	Existing	City of Cortina	SEAM (owned by the City of Cortina)	Ice Arena	National federations, Sport associations	1956	2009	February 2025	November 2025	9 months	5,271,040	Agenzia	3,476,160	OCOG	8,747,200	100%	City of Cortina	Agenzia	OCOG	Venue operator	December 2025	April 2026	
<b>Ice Hockey</b>	Ice Hockey 1	PalaTatia Santa Giulia	Planned	Temporary	Private	Private	na	na	na	na	January 2021	December 2023	36 months	69,557,734	Venue owner	13,790,586	OCOG	81,348,320	100%	City of Milano	Venue owner	OCOG	Venue owner	December 2025	March 2026		
<b>Ice Hockey</b>	Ice Hockey 2	Para Ice Hockey	Milano Hockey Arena	Existing with permanent works	Temporary	City of Milano	Private	Closed-down	na	1986	December 2020	September 2021	9 months	8,315,520	Venue operator + Agenzia	3,652,240	OCOG	11,967,760	100%	City of Milano	Venue operator	OCOG	Venue operator	December 2025	April 2026		
<b>Skating</b>	Short Track	Mediolanum Forum	Existing	Temporary	Private	Private	Multi-purpose arena	various	1990									13,257,120	OCOG	13,257,120	100%	City of Asiago	Agenzia	OCOG	Venue operator	December 2025	March 2026
<b>Speed Skating</b>		Ice rink Pinerolo	Existing with permanent works	Existing with permanent works	City of Barletta di Pinerolo	Ice Rink Pinerolo (controlled by the City of Barletta di Pinerolo)	Ice rink	National federations, Sport associations	1986		June 2021	October 2024	40 months	32,660,000	Agenzia	3,692,000	OCOG	36,352,000	100%	City of Barletta di Pinerolo	Agenzia	OCOG	Agenzia	December 2025	March 2026		
<b>Alpine 1</b>	Downhill																										
<b>Alpine 1</b>	Super-G																										
<b>Alpine 1</b>	Giant Slalom	Alpine Skiing	Tofane	Existing	Existing	City of Cortina	Private	Ski touristic complex	National federations, Sport associations, Amateurs	na	na	May 2025	November 2025	6 months	1,368,880	Agenzia	7,469,200	OCOG	8,838,080	100%	City of Cortina	Agenzia	OCOG	Venue operator	December 2025	April 2026	
<b>Alpine 1</b>	Slalom																										
<b>Alpine 1</b>	Alpine Combined																										
<b>Alpine 1</b>	National Team Event																										
<b>Alpine 2</b>	Downhill																										
<b>Alpine 2</b>	Super-G																										
<b>Alpine 2</b>	Giant Slalom	Stelvio	Existing	Existing	City of Bormio	Private	Ski touristic complex	National federations, Sport associations, Amateurs	na	na	May 2025	November 2025	6 months	1,300,720	Agenzia	6,787,600	OCOG	8,088,320	100%	City of Bormio	Agenzia	OCOG	Venue operator	December 2025	March 2026		
<b>Alpine 2</b>	Slalom																										
<b>Alpine 2</b>	Alpine Combined																										
<b>Cross Country</b>	Cross Country	Cross-Country Stadium	Existing	Existing	City of Tesero	Private	Cross country center	National federations, Sport associations, Amateurs	na	na	May 2025	November 2025	6 months	1,590,400	Agenzia	8,247,360	OCOG	9,837,760	100%	City of Tesero	Agenzia	OCOG	Venue operator	December 2025	March 2026		
<b>Nordic Combined</b>	Ski Jumping	Ski Jumping Stadium	Existing	Existing	City of Predazzo	City of Predazzo	Ski jumping center	National federations, Sport associations, Amateurs	1989	2012	May 2025	November 2025	6 months	Same as Ski Jumping	Agenzia	OCOG	Same as Ski Jumping	100%	City of Predazzo	Agenzia	OCOG	Venue operator	December 2025	March 2026			
<b>Nordic Combined</b>	Cross Country	Cross-Country Stadium	Existing	Existing	City of Tesero	Private	Cross country center	National federations, Sport associations, Amateurs	na	na	May 2025	November 2025	6 months	Same as Cross-Country	Agenzia	OCOG	Same as Cross-Country	100%	City of Tesero	Agenzia	OCOG	Venue operator	December 2025	March 2026			
<b>Ski Jumping</b>	Ski Jumping	Ski Jumping Stadium	Existing	Existing	City of Predazzo	City of Predazzo	Ski jumping center	National federations, Sport associations, Amateurs	1989	2012	May 2025	November 2025	6 months	1,488,160	Agenzia	7,250,040	OCOG	8,747,200	100%	City of Predazzo	Agenzia	OCOG	Venue operator	December 2025	March 2026		
<b>Freestyle</b>	Aerials	Carosello 3000	Temporary	Existing	Private	Private	Ski touristic complex	National federations, Sport associations, Amateurs	na	na	May 2025	November 2025	6 months	1,976,640	Agenzia	3,771,520	OCOG	5,748,160	100%	City of Livigno	Agenzia	OCOG	Venue operator	December 2025	March 2026		
<b>Freestyle</b>	Moguls																										
<b>Freestyle</b>	Ski Halfpipe	Mottolino	Temporary	Existing	Private	Private	Ski touristic complex	National federations, Sport associations, Amateurs	na	na	May 2025	November 2025	6 months	2,414,000	Agenzia	6,594,480	OCOG	9,008,480	100%	City of Livigno	Agenzia	OCOG	Venue operator	December 2025	March 2026		
<b>Freestyle</b>	Ski Slopestyle																										
<b>Freestyle</b>	Big Air																										
<b>Freestyle</b>	Ski Cross	Sitas - Tagliade	Temporary	Existing	Private	Private	Ski touristic complex	National federations, Sport associations, Amateurs	na	na	May 2025	November 2025	6 months	2,414,000	Agenzia	6,594,480	OCOG	9,008,480	100%	City of Livigno	Agenzia	OCOG	Venue operator	December 2025	March 2026		
<b>Snowboard</b>	Giant Parallel Slalom	Sitas - Tagliade	Temporary	Existing	Private	Private	Ski touristic complex	National federations, Sport associations, Amateurs	na	na	May 2025	November 2025	6 months	Same as Freestyle	Agenzia	Same as Freestyle	OCOG	Same as Freestyle	100%	City of Livigno	Agenzia	OCOG	Venue operator	December 2025	March 2026		
<b>Snowboard</b>	SB Cross																										
<b>Snowboard</b>	SB Halfpipe	Mottolino	Temporary	Existing	Private	Private	Ski touristic complex	National federations, Sport associations, Amateurs	na	na	May 2025	November 2025	6 months	Same as Freestyle	Agenzia	Same as Freestyle	OCOG	Same as Freestyle	100%	City of Livigno	Agenzia	OCOG	Venue operator	December 2025	March 2026		
<b>Snowboard</b>	SB Slopestyle																										
<b>Snowboard</b>	Big Air																										
<b>Total number of competition venues</b>			15																								



Tab. 14.a \_ Capital Investments Competition and Non-Competition Venues 2018

Capital investments USD 2018 (000)								
	Non-OCOG Capital investment				OCOG Capital investment		Total	
	Public funding		Private funding		Budget line 1.1			
	Upgrading of existing installations	New installation	Upgrading of existing installations	New installation	Upgrading of existing installations	New installation		
<b>Competition Venue(s)</b>								
Sudtirol Arena	698,640	-	-	-	-	-	698,640	
Cortina Sliding Centre	47,712,000	-	-	-	-	-	47,712,000	
Olympic Stadium	5,271,040	-	-	-	-	-	5,271,040	
Palalista Santa Giulia	-	-	-	69,557,734	-	-	69,557,734	
Milano Hockey Arena	516,880	-	7,798,640	-	-	-	8,315,520	
Mediolanum Forum	-	-	-	-	-	-	-	
Ice rink Pinè	32,660,000	-	-	-	-	-	32,660,000	
Tofane	1,368,880	-	-	-	-	-	1,368,880	
Stelvio	1,300,720	-	-	-	-	-	1,300,720	
Cross-Country Stadium	1,590,400	-	-	-	-	-	1,590,400	
Ski Jumping Stadium	1,488,160	-	-	-	-	-	1,488,160	
Carosello 3000	1,976,640	-	-	-	-	-	1,976,640	
Mottolino	2,414,000	-	-	-	-	-	2,414,000	
Sitas - Tagliede	2,414,000	-	-	-	-	-	2,414,000	
Azzurri d'Italia Stadium (Paralympic Biathlon and Cross-Country)	585,040	-	-	-	-	-	585,040	
Tofane (Paralympic Snowboard)	198,800	-	-	-	-	-	198,800	
<b>Sub-Total</b>	100,195,200	-	7,798,640	69,557,734	-	-	177,551,574	
<b>Training Venue(s)</b>								
Training Venue 1, 2, 3	-	-	-	-	-	-	-	
<b>Sub-Total</b>	-	-	-	-	-	-	-	
<b>Villages</b>								
Olympic Village Milano	-	14,893,812*	-	84,398,268	-	-	99,292,080	
Olympic Village Cortina	-	37,076,768	-	-	-	-	37,076,768	
Olympic Village Livigno	-	43,544,016	-	-	-	-	43,544,016	
<b>Sub-Total</b>	-	95,514,596	-	84,398,268	-	-	179,912,864	
<b>IBC/MPC</b>	-	-	-	-	-	-	-	
<b>Mountain Media Centre</b>	1,187,120	-	-	-	-	-	1,187,120	
<b>Subtotal</b>	1,187,120	-	-	-	-	-	1,187,120	
<b>Other non-competition venues</b>								
Opening ceremony venue	1,402,960	-	-	-	-	-	1,402,960	
Closing ceremony venue	1,141,680	-	-	-	-	-	1,141,680	
Medal Plaza Milano	238,560	-	-	-	-	-	238,560	
Medal Plaza Cortina	113,600	-	-	-	-	-	113,600	
<b>Sub-Total</b>	2,896,800	-	-	-	-	-	2,896,800	
<b>Sub-total per construction</b>	104,279,120	95,514,596	7,798,640	153,956,002	-	-	361,548,358	
<b>VAT</b>	10,917,982	21,013,211						
<b>Total per stakeholder</b>	<b>231,724,909</b>		<b>161,754,642</b>				<b>393,479,552</b>	

\* This contribution is related to the legacy of the O.V. and, more specifically, to the conversion of its residential area into public student housing



Tab. 14.b \_ Capital Investments Competition and Non-Competition Venues 2026

Capital investments USD 2026 (000)								
	Non-OCOG Capital investment				OCOG Capital investment		Total	
	Public funding		Private funding		Budget line 1.1			
	Upgrading of existing installations	New installation	Upgrading of existing installations	New installation	Upgrading of existing installations	New installation		
<b>Competition Venue(s)</b>								
Sudtirol Arena	796,597	-	-	-	-	-	796,597	
Cortina Sliding Centre	54,401,713	-	-	-	-	-	54,401,713	
Olympic Stadium	6,010,094	-	-	-	-	-	6,010,094	
Palalista Santa Giulia	-	-	-	-	79,310,443	-	79,310,443	
Milano Hockey Arena	589,352	-	8,892,089	-	-	-	9,481,441	
Mediolanum Forum	-	-	-	-	-	-	-	
Ice rink Pinè	37,239,268	-	-	-	-	-	37,239,268	
Tofane	1,560,811	-	-	-	-	-	1,560,811	
Stelvio	1,483,094	-	-	-	-	-	1,483,094	
Cross-Country Stadium	1,813,390	-	-	-	-	-	1,813,390	
Ski Jumping Stadium	1,696,815	-	-	-	-	-	1,696,815	
Carosello 3000	2,253,785	-	-	-	-	-	2,253,785	
Mottolino	2,752,468	-	-	-	-	-	2,752,468	
Sitas - Tagliede	2,752,468	-	-	-	-	-	2,752,468	
Azzurri d'Italia Stadium (Paralympic Biathlon and Cross-Country)	667,069	-	-	-	-	-	667,069	
Tofane (Paralympic Snowboard)	226,674	-	-	-	-	-	226,674	
<b>Sub-Total</b>	114,243,598	-	8,892,089	79,310,443	-	-	202,446,130	
<b>Training Venue(s)</b>								
Training Venue 1, 2, 3	-	-	-	-	-	-	-	
<b>Sub-Total</b>	-	-	-	-	-	-	-	
<b>Villages</b>								
Olympic Village Milano	-	16,982,078	-	96,231,773	-	-	113,213,851	
Olympic Village Cortina	-	42,275,312	-	-	-	-	42,275,312	
Olympic Village Livigno	-	49,649,335	-	-	-	-	49,649,335	
<b>Sub-Total</b>	-	108,906,725	-	96,231,773	-	-	205,138,498	
<b>IBC/MPC</b>	-	-	-	-	-	-	-	
<b>Mountain Media Centre</b>	1,353,566	-	-	-	-	-	1,353,566	
<b>Subtotal</b>	1,353,566	-	-	-	-	-	1,353,566	
<b>Other non-competition venues</b>								
Opening ceremony venue	1,599,669	-	-	-	-	-	1,599,669	
Closing ceremony venue	1,301,755	-	-	-	-	-	1,301,755	
Medal Plaza Milano	272,009	-	-	-	-	-	272,009	
Medal Plaza Cortina	129,528	-	-	-	-	-	129,528	
<b>Sub-Total</b>	3,302,961	-	-	-	-	-	3,302,961	
<b>Sub-total per construction</b>	118,900,125	108,906,725	8,892,089	175,542,216	-	-	412,241,155	
<b>VAT</b>	12,448,796	23,959,480						
<b>Total per stakeholder</b>	<b>264,215,126</b>		<b>184,434,305</b>				<b>448,649,431</b>	

\* This contribution is related to the legacy of the O.V. and, more specifically, to the conversion of its residential area into public student housing

# VISION AND GAMES CONCEPT

## 15 | A partnership between private investors and local and Regional Governments

The Lombardia Region, the Veneto Region and the Autonomous Provinces of Trento and Bolzano/Bozen will be responsible for funding all infrastructural investments related to the venues located in their respective territories.

This will be centralised through, and supervised by, the *Agenzia di Progettazione Olimpica* (see Q.127) that will be the Olympic Delivery Authority, with the representation of major public stakeholders in its governance structure.

Private investors will ensure funding for the construction of the Olympic Village in Milano, of the Hockey 1 Venue Palalitalia Santa Giulia and of the Milano Hockey Arena for Hockey 2.



\*For Palalitalia Santa Giulia, Milano Hockey Arena and Milano Olympic Village

In addition, the *Agenzia di Progettazione Olimpica* will intervene by providing investments equal to 13.11 million € for the Milano Olympic Village, to 455,000 € for the Milano Hockey Arena in order to compensate private investors for any modification work needed to fully adapt the structures to the Games requirements, as well as for post-Olympic conversion.

In the event of financial or construction deficiency, the *Agenzia* will ensure necessary safeguards to mitigate any risk to the Games in the public-private-partnership model.

The organisations in charge of planning and delivering each key Olympic and Paralympic venue will also be responsible for running and maintenance costs until the exclusive use of the venue is granted to the OCOG for the preparation and the staging of the Games, as explained in the following table.

## 16 | Ideal time and conditions to host the Games

Our commitment is to provide the best possible conditions for athletes, the IOC Olympic and Paralympic family, and all other spectators at Milano and Cortina, by **hosting the Olympic Games from 6 to 22 February 2026, and the Paralympic Games from 6 to 15 March**.

The climatic conditions are normally very favourable for precipitation and snow cover in the mountain clusters. The possibility of activating snow-making facilities if necessary is also included. In addition, **daylight hours in this period are between 10 hours and 10 hours 45 minutes in Northern Italy**, which means ideal conditions to show off the Cities, the athletes and the Games to the world.

In 2026 these dates will coincide with the traditional Carnival holiday period in Italy, which means that:

- Ticket sales and interest in the Games can be maximised;
- Extended school holidays can be guaranteed, through a special agreement with schools that will by and large replicate what had been done for the Torino 2006 Winter Games;
- There will be less baseline traffic on the roads, ensuring quicker and easier journeys for all;
- There will be excellent opportunities to promote volunteerism and promotional activities during these school and University holiday periods.

No other major events will be hosted in Milano, Cortina and in Italy during these dates.

## 17 | Olympic Competition Schedule

See Table 17 at page 25.

# VISION AND GAMES CONCEPT

Cell highlighted in pale blue signifies a Medal Event  
 \* signifies the 1 Medal Event on days where there is more than 1 session taking place  
 \*\* signifies the 2 Medal Events within the same session  
 \*\*\* signifies the 3 Medal Events within the same session

**Tab. 17\_Olympic Competition Schedule**

Venue	Sport/Discipline	Cluster	Day -2 Wednesday 04/02/26	Day -1 Thursday 05/02/26	Day 0 Friday 06/02/26	Day 1 Saturday 07/02/26	Day 2 Sunday 08/02/26	Day 3 Monday 09/02/26	Day 4 Tuesday 10/02/26	Day 5 Wednesday 11/02/26	Day 6 Thursday 12/02/26	Day 7 Friday 13/02/26	Day 8 Saturday 14/02/26	Day 9 Sunday 15/02/26	Day 10 Monday 16/02/26	Day 11 Tuesday 17/02/26	Day 12 Wednesday 18/02/26	Day 13 Thursday 19/02/26	Day 14 Friday 20/02/26	Day 15 Saturday 21/02/26	Day 16 Sunday 22/02/26	Medals	
Meazza Stadium	Ceremonies	Milano				Opening Ceremony																	
Arena di Verona	Ceremonies	Arena di Verona																				Closing Ceremony	
PalaAlitalia Santa Giulia	Ice Hockey 1	Milano				Ice Hockey Preliminary Round M afternoon M evening	Ice Hockey Preliminary Round M afternoon M evening	Ice Hockey Preliminary Round M afternoon M evening	Ice Hockey Preliminary Round M afternoon M evening	Ice Hockey Preliminary Round M afternoon M evening	Ice Hockey Preliminary Round M afternoon M evening	Ice Hockey Preliminary Round M afternoon M evening	Ice Hockey Preliminary Round M afternoon M evening	Ice Hockey Preliminary Round M afternoon M evening	Ice Hockey Preliminary Round M afternoon M evening	Ice Hockey Qualification Playoffs M afternoon M evening	Ice Hockey Quarterfinals M afternoon M evening	Ice Hockey Semifinals M afternoon M evening	Ice Hockey Gold Medal afternoon	Ice Hockey Gold Medal afternoon	1		
Milano Hockey Arena	Ice Hockey 2	Milano				Ice Hockey Preliminary Round W afternoon W evening	Ice Hockey Preliminary Round W afternoon W evening	Ice Hockey Preliminary Round W afternoon W evening	Ice Hockey Preliminary Round W afternoon W evening	Ice Hockey Preliminary Round W afternoon W evening	Ice Hockey Preliminary Round W afternoon W evening	Ice Hockey Preliminary Round W afternoon W evening	Ice Hockey Preliminary Round W afternoon W evening	Ice Hockey Classification Games W afternoon W evening	Ice Hockey Semifinals W afternoon W evening	Ice Hockey Qualification Playoffs W afternoon W evening	Ice Hockey Quarterfinals W afternoon W evening	Ice Hockey Semifinals W afternoon W evening	Ice Hockey Gold Medal afternoon	Ice Hockey Gold Medal afternoon	1		
Mediolanum Forum	Figure Skating	Milano			Figure Skating Team Event M Short Program Ice Dance Rhythm Dance morning	Figure Skating Team Event M Short Program Pairs Short Program W Free Skating Pairs Free Skating morning	Figure Skating Team Event M Short Program Pairs Free Skating Pairs Free Skating morning	Figure Skating Team Event M Short Program Pairs Free Skating Pairs Free Skating morning	Figure Skating Team Event M Short Program Pairs Free Skating Pairs Free Skating morning	Figure Skating Team Event M Short Program Pairs Free Skating Pairs Free Skating morning	Figure Skating Team Event M Short Program Pairs Free Skating Pairs Free Skating morning	Figure Skating Team Event M Short Program Pairs Free Skating Pairs Free Skating morning	Figure Skating Team Event M Short Program Pairs Free Skating Pairs Free Skating morning	Figure Skating Team Event M Short Program Pairs Free Skating Pairs Free Skating morning	Figure Skating Team Event M Short Program Pairs Free Skating Pairs Free Skating morning	Figure Skating Team Event M Short Program Pairs Free Skating Pairs Free Skating morning	Figure Skating Team Event M Short Program Pairs Free Skating Pairs Free Skating morning	Figure Skating Team Event M Short Program Pairs Free Skating Pairs Free Skating morning	Figure Skating Team Event M Short Program Pairs Free Skating Pairs Free Skating morning	Figure Skating Team Event M Short Program Pairs Free Skating Pairs Free Skating morning	Figure Skating Team Event M Short Program Pairs Free Skating Pairs Free Skating morning	5	
Mediolanum Forum	Short Track	Milano			Short Track * W 500 m Qual. M 1000 m Qual. Mixed Gender Relay final evening			Short Track ** W 500 m Final M 1000 m Final W Relay Semifinals evening			Short Track ** W 1500 m Final M 3000 m evening			Short Track * W 500 m Qual. W 1000 m Qual. M 1000 m Final W 3000m Relay Final evening			Short Track *** M 500 m Final W 1000 m Final M 5000m Relay Final evening				9		
Number of medal events in Milano zone	Total				1	1	0	2	0	1	2	0	1	1	1	0	4	1	0	1	16		
Livigno - Motollo	Freestyle Skiing / Snowboard Halfpipe, Slopestyle	Valtellina			Snowboard W Halfpipe Qual. morning Final afternoon	Snowboard M Halfpipe Qual. Morning Final afternoon	Freestyle Skiing W Slopestyle Qual. Morning	Freestyle Skiing W Slopestyle Qual. Morning	Freestyle Skiing W Slopestyle Final morning	Freestyle Skiing W Slopestyle Final morning	Snowboard M Big Air Qual. afternoon Final evening	Snowboard W Big Air Qual. afternoon Final evening	Snowboard W Parallel Giant Slalom Qual. morning Final afternoon	Snowboard W Parallel Giant Slalom Qual. morning Final afternoon	Snowboard W Slopestyle Qual. Morning	Snowboard M Slopestyle Qual. Morning	Snowboard M Slopestyle Final morning	Snowboard W Halfpipe Qual. morning Final afternoon	Snowboard W Halfpipe Qual. morning Final afternoon	Snowboard W Halfpipe Qual. morning Final afternoon		8	
Livigno - Sitas Tagliede	Freestyle Skiing / Snowboard Cross, PGS	Valtellina									Snowboard M Slopestyle Cross Qual. morning Final afternoon	Snowboard M Slopestyle Cross Qual. morning Final afternoon	Snowboard W Slopestyle Cross Qual. morning Final afternoon	Snowboard W Slopestyle Cross Qual. morning Final afternoon	Snowboard W Slopestyle Qual. Morning	Snowboard M Slopestyle Qual. Morning	Snowboard M Slopestyle Final morning	Freestyle Skiing W Ski Cross Qual. morning Final afternoon	Freestyle Skiing W Ski Cross Qual. morning Final afternoon	Freestyle Skiing W Ski Cross Qual. morning Final afternoon		7	
Livigno - Carosello 3000	Freestyle Skiing Moguls Aerials	Valtellina			Freestyle Skiing M/W Moguls Qual. #1 morning #2 afternoon	Freestyle Skiing M/Moguls Qual. #2 morning Final afternoon	Freestyle Skiing W/Moguls Qual. #2 morning Final afternoon				Freestyle Skiing W/Aerials Qual. afternoon	Freestyle Skiing W/Aerials Qual. afternoon	Freestyle Skiing M/Aerials Qual. afternoon	Freestyle Skiing M/Aerials Qual. afternoon	Freestyle Skiing W/Aerials Final afternoon	Freestyle Skiing W/Aerials Final afternoon	Freestyle Skiing Mixed Team afternoon					5	
Livigno - Motollo	Freestyle Skiing / Snowboard Big Air	Valtellina									Snowboard W Big Air Qual. afternoon Final evening	Snowboard W Big Air Qual. afternoon Final evening				Freestyle Skiing W Big Air Qual. afternoon Final evening	Freestyle Skiing W Big Air Qual. afternoon Final evening					4	
Bormio - Stelvio	Alpine skiing M	Valtellina					Alpine Skating M downhill morning			Alpine Skating M Alpine Combined DH segment morning Salomon segment afternoon		Alpine Skating M Super G morning			Alpine Skating M Giant Slalom Run 1 morning Run 2 afternoon			Alpine Skating M Giant Slalom Run 1 morning Run 2 afternoon				5	
Number of medal events in Valtellina zone	Total				2	3	0	2	2	3	1	3	3	1	3	2	2	1	1	0	29		
Cortina - Tofane	Alpine skiing W Team Event	Cortina						Alpine Skating W Giant Slalom Run 1 morning Run 2 afternoon		Alpine Skating W Slalom Run 1 morning Run 2 afternoon			Alpine Skating W Super G morning				Alpine Skating W Downhill morning		Alpine Skating Team morning		6		
Cortina Sliding Centre	Bobsleigh	Cortina																	Bobsleigh Two-Women Heat 1 & 2 evening		4		
Cortina Sliding Centre	Skeleton	Cortina																			2		
Cortina Sliding Centre	Luge	Cortina																			4		
Olympic Stadium	Curling	Cortina	Curling Mixed Doubles Round Robin MD #1 evening	Curling Mixed Doubles Round Robin MD #2 morning MD #3 afternoon MD #4 evening	Curling Mixed Doubles Round Robin MD #5 morning MD #6 afternoon	Curling Mixed Doubles Round Robin MD #10 #2 morning MD #11 afternoon MD #9 evening	Curling Mixed Doubles Round Robin MD #12 evening	Curling Mixed Doubles Round Robin MD Bronze Medal afternoon MD Semifinals evening	Curling Mixed Doubles Round Robin MD #1 afternoon W #2 morning W #3 evening	Curling Mixed Doubles Round Robin MD #4 afternoon W #5 evening	Curling Mixed Doubles Round Robin MD #8 morning W #9 afternoon W #10 evening	Curling Mixed Doubles Round Robin MD #12 morning W #13 afternoon W #14 evening	Curling Mixed Doubles Round Robin MD #4 morning W #5 afternoon W #6 evening	Curling Mixed Doubles Round Robin MD #8 morning W #9 afternoon W #10 evening	Curling Mixed Doubles Round Robin MD #12 morning W #13 afternoon W #14 evening	Curling Mixed Doubles Round Robin MD #4 morning W #5 afternoon W #6 evening	Curling Mixed Doubles Round Robin MD #8 morning W #9 afternoon W #10 evening	Curling Mixed Doubles Round Robin MD #12 morning W #13 afternoon W #14 evening	Curling Mixed Doubles Round Robin MD #4 morning W #5 afternoon W #6 evening	Curling Mixed Doubles Round Robin MD #8 morning W #9 afternoon W #10 evening	3		
Sudtirol Arena	Biathlon	Cortina									Biathlon 20 km Individual morning	Biathlon 15 km Individual morning				Biathlon 12.5 km Pursuit morning W 10 km Pursuit afternoon		Biathlon 4x7.5 km Relay morning			11		
Number of medal events in Cortina zone	Total				1	1	2	3	2	2	4	0	1	4	0	2	1	3	2	30			
Speed Skating	Speed Skating	Val di Fiemme						Speed Skating W3000m afternoon	Speed Skating M5000m afternoon	Speed Skating M1500m afternoon	Speed Skating M1000m afternoon			Speed Skating * WteamPursuit Qual. M 500 m Final afternoon	Speed Skating * WteamPursuit Qual. M 500 m Final afternoon	Speed Skating W5000m afternoon	Speed Skating WteamPursuit Finals afternoon		Speed Skating M1000m afternoon	Speed Skating W Mass Start afternoon		14	
Ski Jumping Stadium	Ski Jumping Nordic Combined	Val di Fiemme						Ski Jumping M Individual NH Final evening	Ski Jumping W Individual NH Final evening	Ski Jumping Mixed Team NH evening	Nordic Combined M Individual NH morning			Ski Jumping M Individual LH Qual. Evening	Ski Jumping M Individual LH Qual. Evening		Ski Jumping M Team LH Evening	Nordic Combined M Individual LH morning	Nordic Combined M Team LH morning		5		
Cross-Country Stadium	Cross-Country Skiing Nordic Combined	Val di Fiemme									Cross-Country Skiing W 7.5 km + 7.5 km Skiatlon morning	Cross-Country Skiing M 15 km + 15 km Skiatlon morning				Cross-Country Skiing M 15 km Classic morning	Cross-Country Skiing W 10 km Classic morning		Cross-Country Skiing W 4x10 km Relay Classic/Free morning	Cross-Country Skiing W 10 km Mass Start Free morning	Nordic Combined M Individual 10 km afternoon		15
Number of medal events in Val di Fiemme zone	Total				3	3	2	3	2	1	3	2	2	1	4	1	1	3	1	34			
<b>TOTAL NUMBER OF MEDAL EVENTS</b>	<b>Total</b>				<b>7</b>	<b>8</b>	<b>4</b>	<b>10</b>	<b>6</b>	<b>8</b>	<b>6</b>	<b>10</b>	<b>6</b>	<b>5</b>	<b>9</b>	<b>6</b>	<b>9</b>	<b>4</b>	<b>7</b>	<b>4</b>	<b>109</b>		



## 18 | Olympic Test events concept

Test events will be organised starting from three years prior to the Games. The venue design as well as the level of service and the overall conditions that will apply during the Olympic and Paralympic Games will be tested, so that any modifications deemed necessary will be introduced before the Games. One of the strengths of the Milano Cortina 2026 project is that in several venue cities regularly hosting World Cup events, Organising Committees are already in place, which will provide highly skilled human resources to work in the test events' Organising Committees. This is the case for instance of Val di Fiemme for ski jumping and Nordic skiing, Bormio and Cortina for Alpine skiing, Anterselva/Antholz for biathlon.

For the other disciplines, the International Federations will be sent a request for the organisation of a major test event to be introduced in the international calendar of events.

The following principles will inspire test events organisation:

- Test events in outdoor venues will be organised, possibly starting from Winter Season 2022/2023 and mostly in the



winter season before the Games (Dec. 2024-March 2025);

- Test events in indoor venues to be constructed or requiring significant renovation works will be held in the winter season before the Games (Dec. 2024-March 2025);
- All the OCOG functions will be involved and will develop their concept of operations accordingly. Test events will also be the first opportunity to complete the 'Policies & Procedures' to be drafted in line with a comprehensive risk assessment exercise, and to measure the capacity of reaction of the main functions (including security, transport, logistics, arrivals & departures, technologies, accommodation, medical services, spectator services, media, crisis communication, protocol, look & feel, signage, Main Operations Centre, etc.);
- In a number of selected cases also, city operations activities will be tested to verify the level of preparedness of the host cities;

### Future Events

Sport	Venue	Event
<b>Biathlon</b>	Anterselva/Antholz	IBU World Cup 2024/2025 (January or February 2025)
<b>Bob &amp; Skeleton</b>	Cortina	BMW World Cup 2024/2025 or BMW IBSF World Championships 2025 (February - March)
<b>Luge</b>	Cortina	World Cup 2024/2025 or FIL World Championships 2025 (Jan)
<b>Nordic Skiing</b>	Val di Fiemme	FIS Cross-country World Cup 2024/2025 (January 2025)
<b>Ski Jumping and Nordic Combined</b>	Val di Fiemme	FIS Ski Jumping World Cup 2024/2025
<b>Alpine Skiing</b>	Cortina and Bormio	FIS Alpine World Cup 2024/2025 (December 2024-January 2025)
<b>Freestyle</b>	Livigno	FIS Freestyle World Cup 2024/2025 (December 2024 – February 2025)
<b>Snowboard</b>	Livigno	FIS Snowboard World Cup 2024/2025 (December 2024 – February 2025)
<b>Figure Skating/Short Track</b>	Milano	ISU European Championships 2025
<b>Ice Hockey</b>	Milano	Ice Hockey Tournament 2025
<b>Speed Skating</b>	Baselga di Pinè	ISU Speed Skating European Championships 2025

2

# GAMES EXPERIENCE

MILANO  
CORTINA  
2026

## 19 | An exceptional experience for Athletes, who will take centre stage

Competing at the Olympic and Paralympic Games is, for most athletes, a 'once in a lifetime' event that deserves a 'once in a lifetime' experience. Our primary goal is to deliver an exceptional experience for athletes, which encourages them to perform at their very best – using Italian style and creative flair.

We will draw on Italy's creative event expertise to ensure that every Games element delivers the best possible service to athletes. We have established a National **Athletes Commission** to inform our bid. As explained at Q.21, this Commission will be involved as an advisory board for all athlete-related services, including the Olympic Villages. **Our goal is to exceed athlete expectations.**

### A warm Italian welcome from experienced event hosts

From the very first greeting at our airports, athletes will experience our warm Italian welcome. Our world-class venues (competition, training, Ceremonies, Villages) will all contribute to this memorable Games-time experience, enhanced by the inspirational offer of Milano and Cortina, which combines the excitement of a modern metropolis with the thrill of a traditional Italian Alpine setting.

In addition to the Milano Expo 2015 that attracted 21.5 million visitors, Italy has hosted 153 Winter Sports events over the past 10 years, including seven World Championships and 146 World Cups. We will use this experience to deliver an exceptional event with a clear focus on the athletes.

Our overall Games concept has been carefully planned to select the **best possible competition venues for each sport**. In addition to a world-class competition and training environment, we also know that athletes want comfortable and well-equipped accommodation, with excellent catering and quick, efficient transport services. Our Olympic Village operations will deliver these services in an efficient, friendly and athlete-friendly way, using innovation and new technology where appropriate.

### Pre-Games access and training

Milano Cortina 2026 competition and training venues meet the highest technical standards as befit the world's elite athletes. Most have hosted many international sports competitions, for example, in sports such as figure skating, curling, alpine skiing, biathlon, cross-country, ski jump, snowboard and freestyle.

Our Test Event programme, described in Q18, will provide opportunities for athletes to visit the area and experience the competitive environment in advance of the Games. In addition, we will offer pre-Games access for training and familiarisation, with the possibility of also using other available training venues in Valtellina (Aprica, Valmalenco), Val di Fiemme and in the Cortina area.

### Pre-Games sports promotion and education

Our pre-Games promotional and communications programmes will inspire and engage people from all backgrounds, from local communities and from all over Italy. We will promote interest through a range of communication channels, building on the significant support that already exists (as seen in recent polls).

Whilst we will promote the Games to people of all ages, a strong focus will be on young people, including our Olympic and Paralympic Education programme and associated sports development work. These programmes will:

- Educate people about winter sports, including the less popular sports;
- Promote interest in home-nation athletes and build excitement in advance of the competition;
- Use Ambassadors to promote engagement and interest in the Games, and in winter sport.

We will use the inspirational images and athlete stories to drive Sports Development programmes in the build-up to Games-time, generating excitement and support for the Games, as well as providing a valuable boost to both grassroots and elite sport.

Our passion for sport and the Olympic Games will ensure that athletes are welcomed as heroes, inspired to perform at their very best.

### Knowledge of volunteers/involvement of National Federations and clubs

We recognise the importance of the role of the workforce in delivering a high-quality athlete experience. Our volunteering programme will include a cohort of volunteers focused on providing the best experience for athletes, including Athlete Concierge services. This knowledgeable workforce will ensure that all athletes are welcomed on arrival and have the information to meet their needs, with an easy transition to enjoy the Games and Village-life.

Milano Cortina 2026 will target volunteering opportunities for athlete-related roles at those involved in winter sports clubs or those passionate about winter sports, to deliver excellent services for athletes (as well as contributing to a significant legacy to inspire people to support winter sports and many other events in the future).

Italy is an experienced winter-sports host – it has hosted World Championships or World Cups in 13 out of 15 of the Olympic Winter sports over the past 10 years. Therefore, our National Winter Sports Federations have an extensive network of knowledgeable volunteers and officials. We will use these resources and wealth of experience to deliver the best experience for athletes.

### Competition experience

Our venue plans have carefully considered the spectator capacities for every sport, based on the nature of the sport, its location and its popularity. This venue-planning, our ticketing strategy and pre-Games promotions will deliver full stadia and the best possible atmosphere for athletes.

Our Italian passion and creativity will see the highest standards of Sports Presentation, with in-venue entertainment and

communications that fully engage spectators in witnessing the amazing sporting achievements of all athletes. Together with the Pre-Games sports promotion and education programme described above, the competition experience for athletes will mean full stadia, world-class venues and excellent Sports Presentation. Passionate and knowledgeable fans will inspire athletes to perform at their very best.

## Affordable ticketing and accommodation programme for athletes' families and friends

We acknowledge the role and importance of loved ones, families and supporters in the lives of the athletes. Athletes will have the opportunity to share their achievements as Olympians and Paralympians with these important people. There will

also be affordable ticket packages/offers reserved for athletes' families and friends covering tickets, transport and accommodation, as well as access to the many UNESCO historic sites, to encourage them to fully embrace Italian culture.

### *Post-competition and family experiences*

We are also proposing dedicated areas for family interaction, cultural opportunities and 'athletes as VIPs' offers. These offers will provide athletes with the opportunity to explore and embrace Italian culture with their loved ones including priority access to a diverse range of cultural activities including 17 UNESCO heritage sites to be visited in the Olympic host regions. In Milano, there will be convenient access to the city's wide-ranging attractions (shops, museums, galleries, entertainment and cultural activities) on non-competition days and post-competition. Many other opportunities are available

in Lombardia and Veneto (Venezia, Padova, Mantova, Lakes Como, Maggiore and Garda) as well as in other top-class destinations in Italy, such as Torino, Pisa, Firenze (1h 45' minutes from Milano by high-speed train) and Roma (2h 55' from Milano).

Athletes Houses, located in both Milano and Cortina, will provide a private, protected and convenient gathering space for athletes to socialise with their friends and family. They will also be able to follow their friends and teammates progress on large screens and through digital services, which will provide updates on all competitions.

Post-competition, we will ensure that athletes have the opportunity to explore all that northern Italy has to offer through leisure, relaxation and family-time post-competition, with many ways to experience the Italian lifestyle – art, culture, fashion, history, shopping, food and more. This will include opportunities for those athletes based in Cortina to visit/stay in Milano after their competitions and vice-versa, with extra Village capacity of 4% included to cater for this service.

## Opening, Closing and Medal Ceremonies

Our plans for all Ceremonies place athletes centre-stage for a truly memorable experience:

*Opening Ceremony* – A spectacular Opening Ceremony at the Stadio Giuseppe Meazza in San Siro will allow 80,000 spectators to welcome their champions, with the passion and excitement for which Italians are well known.

*Closing Ceremony* – We are proposing the Arena di Verona (the largest and best-conserved Roman amphitheatre in northern Italy) for our closing celebration. With convenient access from both Milano and Cortina, athletes from both areas will come together to be welcomed, as heroes in this spectacular venue, just as heroes were cheered in Roman times.



Medal Ceremonies – There will be Medal Plazas in both Milano and Cortina: *Piazza Duomo*, an iconic location in Milano's historical area, and the sublime backdrop of the Dolomites in Cortina. This will ensure unforgettable experiences for athletes, with dedicated family areas nearby to allow athletes to share these experiences with their loved ones.



## Overall Games celebrations

Our Games will focus on providing athletes with the best possible experience during their stay, including opportunities to establish friendships with athletes from other nations and to promote multi-cultural understanding. Our goal is to help all athletes train, compete and perform at their very best, and to celebrate post-competition in true Italian style, for a 'once in a lifetime', memorable experience.

## 20 | The crucial role of the National Athletes' Commission

Athletes' experience is central to the vision of Milano Cortina 2026, and the National Athletes' Commission continue to play a crucial role throughout the lifecycle of the OCOG to en-

sure full alignment between their needs/expectations and the organisation of the Games.

The National Athletes' Commission, established according to art. 31, paragraph 5 of the CONI Statute and of art. 32, paragraph 1.3 of the IOC Olympic Charter, acts as a permanent advisory body for CONI.

It contributes to the dissemination of the Olympic ideal and supports CONI in adopting strategies and programmes specifically targeted to athletes. In particular, it is responsible for collecting the opinions of athletes with reference to their needs and requirements for all issues related to the Olympic Games, and for other international and national competitions.

The **National Athletes' Commission, as part of the CONI National Council and Executive Board, has been involved in the Milano Cortina 2026 bid** to shape the Olympic and Paralympic project, with the goal of creating an environment where athletes are inspired to strive for excellence, including a high-quality training environment, comfortable and well-equipped accommodation, quick and efficient transport services to the venues, design of the Olympic Village and post-competition opportunities for leisure/relaxation/family time.

## 21 | Athletes at the heart of Games-related decision-making process

An **OCOG Athletes' and Coaches' Commission**, with representation from national and international Olympians and Paralympians, will advise on the Olympic and Paralympic plans. The Commission will be a permanent consultative body providing assistance to different departments (Sport, Olympic Village, competition venues, accommodation, transport, security, medical/healthcare, Food & Beverage), which will adopt a holistic approach in delivering a meaningful and integrated experience for the athletes.

It will also include representation from coaches to ensure that these plans fully meet athletes' needs. This Committee will build on the role of the National Athletes' Commission developed during the candidature phase in line with Olympic Agenda 2020 proposals to put **athletes at the heart of Games-related decision-making**.

From an organisational point of view, it will be linked to the function of NOC Services, which will chair and coordinate a dedicated NOC Steering Committee together with all the other involved functions.

Special attention will be given to the Villages operations, in order to assist the venue managers as well as the NOC services department in the relations with National Olympic Committees. This will include taking on board aspects such as, for instance, catering arrangements to focus on the eating habits of the various delegations, concentrating on those with many members and those of different geographic and cultural origins. It will be fundamentally important to also involve the Commission in the design and operational planning of the courses/tracks, in order to meet the demands of all the events held on them, respecting the different technical criteria, and giving athletes the opportunity to perform to the highest standard.

This will also happen during test events when the National Athletes' Commission will support the OCOG Sport Department to collect feedback and possible suggestions from NOCs, International Federations and athletes to improve the operations and to adapt the venues according to athletes' needs.

## 22 | Protecting Clean Athletes: anti-doping arrangements and measures

**Italy has adopted an advanced and comprehensive anti-doping legislative framework** compliant with the IOC operational requirements and other related guidelines.

**The Italian Sport-medical Federation (FMSI) anti-doping laboratory based in Roma will lead Milano Cortina 2026 anti-doping operations.** This Laboratory, located within the CONI Olympic preparation Centre of Acquacetosa, is accredited to the World Anti-Doping Agency (WADA) and is one of the leading research institutions in the field of athletic doping. It has to be noted that the laboratory already regularly performs drug testing for all national and international sports taking place in Italy.

The following table highlights the distance and travel time between the FMSI Laboratory in Roma and each Olympic Village and competition venue.

Distances in km and travel times in minutes and by car (2018)	Accredited laboratory	
	Km	Av. Min
Olympic Village 1 - Milano	566	336
Olympic Village 2 - Cortina	672	430
Olympic Village 3 - Livigno	766	501
Biathlon	731	444
Bobsleigh	668	424
Skeleton	668	424
Luge	668	424
Curling	668	424
Figure Skating	568	334
Short Track	568	334
Ski Jumping/Nordic Combined	654	397
Alpine skiing (Men)	711	465
Alpine skiing (Women)	675	447
Nordic skiing	646	389
Ice Hockey 1	562	331
Ice Hockey 2	591	351
Speed Skating	599	365
Free-Style	766	501
Snowboard	766	501

Plans to expand and improve the anti-doping laboratory are already in place, with works expected to start from mid-2019. Further improvements will be possible upon the request of the IOC in view of the 2026 Games.

With respect to logistical arrangements, samples will be transported to the Laboratory in Roma using strict chain-of-custody procedures, following one of the below options:

**1.** Samples taken (either in a competitive venue or in Olympic Villages) during and/or outside competitions between 04.00 GMT and 11.00 GMT, will be transported by:

- a certified express delivery service with vehicles due to arrive at the Roma Laboratory before 18.00 GTM, or
- a certified express delivery service to one of the airports serving the Games (Milano Malpensa, Milano Linate, Orio al Serio, Venezia, Verona, depending on the venue or the Olympic Village concerned); air transportation with arrival at Roma Fiumicino Airport before 14.00 GTM; transport with police escort from the Fiumicino Airport to the Laboratory before 15.00 GTM;

**2.** Samples taken (either in a competitive venue or in an Olympic Villages) during and/or outside competitions after 12.00 GMT, will be transported by a certified express delivery service to one of the Milano airports and then transported to Roma Fiumicino Airport by plane. Should any delay occur, due to possible technical problems for night flights, samples will be immediately transported to the Roma Laboratory by a certified express delivery service vehicle.

The above options have been successfully applied by FMSI during some of the most relevant sport events held in Italy in the past 20 years (Giro d'Italia, 1990 FIFA World Cup, 1997 and 2007 Universiades, 2007 Mediterranean Games and other European and World Championships).

Every venue will constantly have human resources and means

of transportation available for the above-mentioned anti-doping operations.

As part of its on-going activities, CONI has also developed many athlete educational programmes in cooperation with other institutions (Ministry of Interior, Ministry of Education, Ministry of Health, Regional and local Olympic Committees, schools). In 2026, these programmes will be integrated into the overall athlete educational programmes to be launched by the OCOG, with the support of FMSI.

## 23 | Full protection of the integrity of sport

The Italian Government's Office for Sport ([www.sportgoverno.it](http://www.sportgoverno.it)) had proposed signing the CoE Convention on Manipulation of Sport Competitions (<https://rm.coe.int/16801cdd7e>) in 2016. This is currently under the Parliamentary ratification process.

Its main provisions have already been implemented. In 1989, Italy introduced the specific crime of match-fixing into national legislation (Law n° 401, 13 December 1989), and the National Platform was set up at the Ministry of Interior in 2011 (articulated in a specific Sports Betting Information Unit -UISS- and in an Investigation Group for Sports Betting -GISS (15 June 2011, n° 110019). The Betting Regulator ADM (<https://www.adm.gov.it>) has been ensuring a daily high-level monitoring of betting fluxes since 2001.

In 2014, CONI established the General Prosecution Office (<https://www.coni.it/it/attivita-istituzionali/procura-generale-dello-sport.html>) with a specific focus on fighting match-fixing. CONI is part of the UISS Unit where coordination with LEAs and the Betting Regulator is implemented.

In 2016, through European Commission (DG Home) funding,

the Office for Sport developed the project 'AMFF' (<http://www.anti-match-fixing-formula.eu>), a very advanced domestic integrated private-public model for match-fixing prevention and a related intervention plan by establishing:

- 1.** A dedicated Protected Reporting System (<http://www.sportpulitoitalia.it/index.php/eng/>) and (<http://www.rischioreatospoit.it/indexENG.html>) within the framework of the introduction of the Italian Law to protect whistleblowers, Law n.179, 30th November 2017;
- 2.** A dedicated Digital Cooperation Room in order to ensure effective international cooperation: <http://www.icamf.it>. International cooperation is a key component of the fight against match-fixing and it is ensured by the Italian co-chairing of KAP Action Line III, the participation in IPACS and the role at UN level following the adopted Resolution 7/8 UNCAC in 2017, OP10: (<http://www.unodc.org/unodc/en/corruption/COSP/session7-resolutions.html>)
- 3.** Specialised Training interventions (<http://www.anti-match-fixing-top-training.net/>) and (<http://www.tpreg-training.eu>).

Milano Cortina 2026 will promote an integrated approach for awareness raising on sport integrity, including communication campaigns.

## 24 | The Milano Cortina 2026 Olympic Villages

**Athletes will be the most important stakeholders of Milano Cortina 2026 and our Games concept is mainly focused on providing them with the best possible experience.**

This mantra has shaped also our Olympic Villages concept. Safe, comfortable and secure accommodation for all eligible athletes and officials will be provided by the three Olympic and Paralympic Villages located in Milano, Cortina and Livigno for the duration of the Games. At the same time, athletes

competing in Bormio, Val di Fiemme and Anterselva/Antholz will be accommodated in existing hotels providing comparable types and quality of services to the residents at the OVs.

**This will allow all athletes and team officials to be accommodated within a 30 minutes' drive of their respective competition venue.**

The Villages will also create a unique and unforgettable experience for all athletes in a welcoming environment where all required services will be made available by a mix of permanent and temporary facilities delivered according to the long-term development plans of the host cities.

Our warm Italian welcome will also be focused on providing each athlete with:

- smoother operations for security and accessibility;
- well-programmed housekeeping services;
- world-class nutrition, with food options reflecting different cultures;
- unique entertainment options located throughout the living space.

### Main design elements and other features

The main Olympic and Paralympic Village will be located in Milano on a publicly-owned area (18,7 hectares at 120 mt a.s.l.), where the City has already approved a development plan for the reconversion of a former railway terminal. The land owner, *FS Sistemi Urbani*, has already confirmed the availability of the area for Olympic purposes.

The project is perfectly aligned with the on-going redevelopment process of the area launched by the City of Milano. Thanks to the catalytic effect of the Games, the area will be given back to the community in 2026 to host different services, from students' and social housing to offices and a wide public park.

A joint venture with a private investor is already in place, and will ensure that the construction works will be completed in 2025, with a timeline perfectly fitting the Olympic needs (see Q9).

The Milano Olympic and Paralympic village will lie on the southern part of the area which, according to the long-term housing plans of the City, will host social and student housing after the Games. The residential area will consist of five seven-storey buildings lying on 6,500 m<sup>2</sup>, leaving 80,000 m<sup>2</sup> area available for temporary buildings and services. In the post-Games use, residential areas will be converted with minimum works into social and student housing. The Village will host 70 single rooms and 630 doubles (280 of them wheelchair-accessible) for a total of 1,330 residents. Each room will have a private bathroom.

The maximum distance from the last residential building to the transport mall is 750 metres flat.



The refurbished Porta Romana railway station will be adjacent to the Milano Olympic and Paralympic Village plaza and will be connected to the existing metro station. These two main links will provide easy access to the main services and venues. The distance of the Village from the key venues hosted in Milano are the following:

- 9 km (14 minutes) from Ice Hockey 1;
- 12 km (21 minutes) from Ice Hockey 2;
- 9 km (11 minutes) from Short Track/Figure skating;
- 10 km (16 minutes) from the Opening Ceremony;
- 22 km (34 minutes) from IBC/MPC.

The private investor, who will develop the area, will also be responsible for delivering the Olympic Village. The *Agenzia* will supervise the construction of the Venue in line with Olympic requirements and with the established timelines.

A second Olympic Village will be located in Cortina on a publicly-owned area of 9 hectares at 1,293 m. which was once occupied by the Cortina airport. The area, owned by the City of Cortina, has already been secured for Olympic purposes. The village will be fully temporary. The residential area will be based on 25 two-storey buildings made up of temporary modules. After the Games, a strong legacy case has been already planned thanks to the cooperation with the local Civil Defence, which will keep the temporary buildings as emergency housing.

The Village will host 60 single rooms and 540 doubles (150 of them wheelchair-accessible) for a total of 1,140 residents. Each room will have a private bathroom.

Another 30,000 m<sup>2</sup> are available for overlay.

The distance of the Village from the key competition venues hosted in Cortina (Sliding Centre, Curling stadium and Alpine Ski venue) is 4 km (7 minutes). The Mountain Media Centre will be located in an adjacent area at walking distance.

The *Agenzia per la progettazione Olimpica*, using public funds, will be responsible for the construction and delivery of the Village.

Finally, a third village will be located in Livigno, serving snowboard and freestyle venues and the Paralympic venue of Val-didentro (Biathlon and Cross-Country). The village will be located on a private area of 9 hectares at 1,816 m. The City has already planned a small permanent development as a tourist residence. The land-acquisition process is on-going based on the following criteria:

- the land needed to build the permanent portion of the intervention will be secured by exchanging it with other publicly-owned areas of the same value;
- the land needed to deliver the temporary structures will be leased.

The Village will consist of 4 four-storey buildings lying on 2,400 m<sup>2</sup> leaving 94,000 m<sup>2</sup> area available for temporary allocation. The rest of the residential area will be based on 16 buildings of two storeys made up of temporary modules in the same way as Cortina, and with the same planned legacy use.

The Village will host 70 single rooms and 474 doubles (96 of them wheelchair-accessible) for a total of 1,018 residents. Each room will have a private bathroom. The existing public sport complex will be used during the Games to meet athletes' needs in terms of sport and recreational activities.

The maximum distance from the last residential building to the transport mall is 200 metres flat.

The distance of the Village from the key competition venues hosted in Livigno (Snowboard and Freestyle) is 1 km (3 minutes).

The *Agenzia per la progettazione Olimpica* will be responsible for delivering the Olympic Village in Livigno as well.

## 25 | Villages site maps

Maps for each Olympic Village (Milano, Livigno, Cortina) are provided as separate documents.

## 26 | Other Olympic Villages' features

The areas where the Olympic and Paralympic Villages will be located have been carefully selected in order to minimise the extent of works required to deliver the venues.

### Milano Village

The whole district of Porta Romana, where the Milano Olympic and Paralympic Village will be located, is involved in a deep transformation project called 'Smart Cities and Communities solutions integrating energy, transport, ICT sectors through lighthouse projects' financed by the EU Programme 'Horizon 2020'.

The on-going project envisages synergic interventions for the realisation of almost zero-energy smart districts and for the creation of replicable models in other European cities.

This flat site is a decommissioned railway yard. The whole area is currently under environmental investigation according to national and local laws. A clean-up was started in 2014 and is on-going. However, the area has no protected status, and according to regional, provincial and municipal planning tools, it is not known for flood risks or any other natural hazards.

**Cortina Village**

The selected location consists of a flat area with no soil contamination. The extent of site work will be related only to soil preparation and protection to host the temporary structures, with minimum impact on the existing landscape. Water and sewage temporary facilities will be connected to existing networks with already-planned improvements.

**Livigno Village**

The area is already served by road connections, sewers, water supply, power supply and telecommunication technologies. It does not require major preparation works to host the temporary village. The land has no soil contamination and thanks to its favourable topographical conditions will be easily prepared to allow temporary buildings, due also to its flat orographic conformation.

**27 | Straightforward procedures to develop the Olympic Villages**

A timeframe outlining the various stages of the development plans for the venues has already been described in Q.9.

With respect to the Olympic Villages, the following tables provide specific information on the steps required. They clearly illustrate how the overall delivery process will be straightforward and manageable within the deadlines to ensure a smooth delivery to OCOG for fit-out in due time.

The *Agenzia Olimpica di Progettazione* will oversee the tender processes for the construction and delivery of the Olympic Villages, regardless of whether they are built through public or private entities.

Design	Construction	Fitting-out	Olympic to Paralympic transition	Retrofitting works	Long-term legacy conversion works
<b>Olympic Village MILANO</b>					
August 2019 April 2021 <i>Private investor</i>	June 2022 June 2025 <i>Private investor</i>	June 2025 January 2026 <i>OCOG</i>	24 February 01 March <i>OCOG</i>	17 March 31 May 2026 <i>OCOG</i>	June 2026 March 2027 <i>Private investor</i>
<b>Olympic Village CORTINA</b>					
February 2023 August 2023 <i>Agenzia Olimpica di progettazione</i>	September 2023 September 2025 <i>Agenzia Olimpica di progettazione</i>	October 2025 January 2026 <i>OCOG</i>	24 February 01 March 2026 <i>OCOG</i>	17 March 31 May 2026 <i>OCOG</i>	Not Applicable
<b>Olympic Village LIVIGNO</b>					
<b>Permanent buildings</b>					
September 2021 February 2022 <i>Agenzia Olimpica di progettazione</i>	March 2022 September 2025 <i>Agenzia Olimpica di progettazione</i>	October 2025 January 2026 <i>Agenzia Olimpica di progettazione</i>	24 February 01 March 2026 <i>Agenzia Olimpica di progettazione</i>	17 March 31 May 2026 <i>Agenzia Olimpica di progettazione</i>	June 2026 November 2026 <i>Agenzia Olimpica di progettazione</i>
<b>Temporary buildings</b>					
February 2023 August 2023 <i>Agenzia Olimpica di progettazione</i>	September 2023 September 2025 <i>Agenzia Olimpica di progettazione</i>	October 2025 January 2026 <i>OCOG</i>	24 February 01 March 2026 <i>OCOG</i>	17 March 31 May 2026 <i>OCOG</i>	Not Applicable

**28 | A clear split of responsibilities in financing, running and maintaining the Villages up to the Games**

As indicated in Q.15, the organisations in charge of planning and delivering each key Olympic and Paralympic venue will also be responsible for the running and maintenance costs until the exclusive use of the venue is granted to the OCOG for the preparation and the staging of the Games.

This will also apply to the three Olympic Villages, as shown by the table below.

Olympic Village	Organisation in charge of financing, running and maintenance costs	Organisation in charge of operational management during the period of exclusive use
<b>Milano</b>	Private investor	OCOG
<b>Cortina</b>	<i>Agenzia Olimpica di progettazione</i>	OCOG
<b>Livigno</b>	<i>Agenzia Olimpica di progettazione</i>	OCOG

In particular, for the temporary Villages of Livigno and Cortina, the set-up activities will be scheduled to minimise the time-frame between the completion date and the exclusive use by the OCOG.

The Use Agreements to be signed will specify all the terms and conditions for use, to ensure a smooth and effective delivery of these facilities to the OCOG. This will happen not later than eight months prior to the opening of the Games for the Olympic Village (O.V.) in Milano, and not later than four months for the villages in Cortina and Livigno.

## 29 | Number of Rooms and Beds in the Village

**Tab. 29 – Village - Number of Rooms and Beds**

Type of room	Olympic Winter Games		Paralympic Winter Games		
	Number of rooms	Number of beds	Number of rooms	% of rooms wheelchair accessible	Number of beds
<b>OLYMPIC VILLAGE MILANO</b>					
Single rooms	70	70	70		70
Double rooms	630	1,260	630	44%	1,260
<b>OLYMPIC VILLAGE CORTINA</b>					
Single rooms	60	60	60		60
Double rooms	540	1,080	540	28%	1,080
<b>OLYMPIC VILLAGE LIVIGNO</b>					
Single rooms	70	70	70		70
Double rooms	474	948	474	20%	948
<b>Total</b>	<b>1,844</b>	<b>3,488</b>	<b>1,844</b>		<b>3,488</b>

## 30 | Three Olympic Villages that are aligned with local long-term housing needs

### Olympic Village in Milano

**The Olympic Village located in Porta Romana will be converted into a residential campus for students post-Games, thus addressing the existing shortfall in accommodation for University students.**

The specific need for additional student housing is a clearly identified priority, as set out in the new General Development Master Plan of the City of Milano, which was also highlighted in the reply to Q.2.

According to this plan, the university system, which represents more than 10% of that nationally by number of members, today positions Milano as the 33rd most attractive city in the world (QS INDEX).

The student population in Milano has grown by 15% in the last 10 years, and has now reached 178,000, with more than 8% being from foreign countries. These figures endorse the level of excellence offered by Milano universities' offer, whilst highlighting a specific need for additional dedicated housing.

The residential housing for students, currently available in Milano, comprises 46 residences with a total of around 6,600 beds that, according to research carried out by Student Marketing, covers approximately only 3% of the potential demand.

The completion of the Olympic Village project, with approximately an extra 1,100 beds, would therefore increase the total student accommodation offer by 20% and make a significant contribution to the achievement of the target set in the General Master Plan of the City. This Plan also foresees other University Housing serving more specifically the State University, the Polytechnic, Bocconi University and the Catholic University.

### Olympic Village in Cortina

The temporary Olympic Village concept involves the provision of temporary relocatable units. These are made of prebuilt modules that are assembled to create apartment buildings on a concrete base.

The apartments use high technology energy sources and are equipped with solar panels, making them a highly-sustainable accommodation option. Based on the existing modules, each housing block can house twin and single rooms, all with en suite facilities.

Post-Games, the National Civil Defence Department has already taken an interest in these facilities to be used as relocatable apartments across Italy, for example in case of earthquakes, floods or other natural disasters. This will provide a national legacy for the benefit of society.

## Olympic Village in Livigno

The temporary component of the Village in Livigno will also be kept for use by the National Civil Defence Department for the same purpose described above.

In addition, the permanent housing blocks, which can accommodate up to 300 people, will host a training and physical preparation centre for elite athletes. To ensure a full use of the facility, it will also serve as residential housing for seasonal workers, who are normally employed in a variety of activities and often lack residential units at affordable prices.

## 31 | A unique experience for broadcasters and press

Milano Cortina 2026 will provide an effective, innovative and stimulating working environment for broadcasters and the media, including easy access to the venues, the athletes and the cities. We will help the media to communicate spectacular Games-time experience to the world, starting with the incomparable scenarios of the Alpine mountain venues, and the cultural richness of the city of Milano.

To help achieve this, we will promote **early cooperation with the media** to develop plans for operational efficiency and excellence. **The City of Milano has significant experience with hosting Major Events.**

As from a reasonable period before the start of the Games, members of the press will have the possibility to register and achieve accreditation according to the IOC procedures. A number of media events will also be organised to showcase the preparation of the venues as part of the build-up to public awareness of the Games.

The IBC/MPC in the Fairground of Milano will host fully-fledged media centre, designed to ensure comfortable and dedicated access to all the accredited media, who will find fully-equipped working stations, translation devices, free internet access, printing services and state-of-the-art technologies. This is described in more detail in the next question.

A mountain media centre in Cortina, plus dedicated areas in the other venues, will offer comfortable working premises in the other hosting cities as well.

The travelling time between the different hosting cities will also be conceived as an opportunity to optimise time, not only by relaxing and enjoying the landscapes, but also offering the opportunity to work in comfortable railway coaches equipped with the necessary technologies, such as ultra-fast wifi connection, monitors to broadcast the official video channels, etc.

**In addition, a dedicated service before and during the Games will assist all the members of the media with the last-minute reservation of rooms in each Olympic cluster.** A broad and varied range of accommodation on offer, from luxury/five-star hotels to one-star/two-star budget hotels will be available for all kinds of needs. This will facilitate and smooth any movement between Olympic venues.

We will also cater for broadcasters and other members of the Press, providing special access passes and information

for those wishing to experience the tremendous cultural and entertainment offer that Milano, Cortina and the other venue cities will stage.

## 32 | The Milano Cortina 2026 IBC/MPC

### A combined IBC and MPC to smoothen operations and maximise efficiency

The Milano Cortina 2026 Main Media Centre, comprising the International Broadcast Centre (IBC) and Main Press Centre (MPC) will be co-located at the Exhibition Centre of Rho-Fiera, **the second-largest exhibition centre in Europe and the biggest in Italy.**

This will increase operational efficiency and better coordinated services for both press and broadcasters operators.

The Main Media Centre is located 10 minutes away from the Olympic Stadium since it is connected to the centre and to all the other venues by two motorways as well as by Metro Line 1. In addition, the MMC is served by a high-speed train station with travel times of a few minutes to the other three main stations in Milano (including Rogoredo station, that serves Hockey 1 venue in Santa Giulia) and is served by many regional railway lines.

Media will have also the opportunity to take direct high-speed trains to Venezia-Cortina and to Trento-Val di Fiemme (thus optimising their travel time to the other venue clusters of the Games) as well as to other leisure destinations in Italy such as Roma, Firenze, Napoli, Bologna or Torino.

Two out of three training venues will also be located in the same Exhibition Centre.

## Proven expertise and know-how for the delivery of international events

Rho-Fiera Exhibition Centre is a regular host to key international events, including the annual '*International Salone del Mobile*' - the world's largest event dedicated to the furniture and interior design industry - and the '*Artigiano in fiera*', an international exhibition dedicated to handicraft production, which attracted more than 1,650,000 visitors during the nine days it was open in December 2017.

The Exhibition Centre company will be responsible for delivering the MPC/IBC pavilions to the OCOG and then to the OBS, in full compliance with the OBS and IOC operational requirements.

## A very efficient and flexible venue for the media

Combining world-class services with a forward-looking architectural design, the Exhibition Centre is a brand-new modern venue inaugurated in 2005, and designed by the famous architect, Massimiliano Fuksas. Experts in venue design, Olympic broadcast and media operations have ensured that the MMC will provide smooth transport, easy venue access, efficient operations and excellent services.

Flexibility is the key concept of the Exhibition Centre that can boast 20 different one-storey or two-storey pavilions with various surfaces, for a total indoor exhibition area of 345,000 m<sup>2</sup>.

During the Games, the venue will comfortably host the MMC, offering a total built-up area of more than 345,000 m<sup>2</sup> and more than six hectares of available outdoor spaces.

34,000 m<sup>2</sup> will be dedicated to the IBC (with a ceiling height of 10 m) and 15,000 m<sup>2</sup> will be set aside for the MPC. All the built-up areas will be hosted in already built-up Pavilions.

The Rho-Fiera exhibition centre is designed to be fully walkable. A covered 1.4 Km long boulevard, organised in two different levels, easily helps to connect all the Pavilions and allows the organisation of secure access and separate flows for different accredited categories of clients, thus maximising comfort for all the stakeholders that will have to have access to the venue (media, athletes, spectators, etc).

The IBC/MPC concept will therefore fully exploit this 'boulevard' concept, which already hosts common services to be used by the IBC and the MPC in a pleasant setting, such as shops, restaurants, (including a Michelin-starred restaurant), bars, info kiosks and travel agencies.

The Exhibition Centre is already perfectly equipped to deliver additional services such as fitness room, multiple meeting rooms of various sizes, as well as the Convention Centre *Stella Polare*, whose interior features are flexible, with technologically-advanced spaces.

10,000 parking spaces are available in both outdoor and multi-storey car parks. These may be reserved for VAPPs' owners.



**Available technologies and spaces on the venue allow maximal flexibility and adaptability to meet the evolving needs of the media, as rapidly-changing technologies impact future requirements.**

## Size of adjacent space available

A further 60,000 m<sup>2</sup> of outdoor exhibition areas provide convenient spaces for all broadcasters operations who would need to park trucks and other technical vehicles. Outdoor spaces will also host the MMC Transport Mall and all the required overlays and infrastructures that will be necessary for a perfect functioning of the venue.

## Confirmation of land allocation

Fiera Milano S.p.A. has already sent a letter confirming the availability of the area and granting use and control of venue to the OCOG.

The MMC will be made available exclusively for the Games in line with the conditions set by the HCC-operational requirement.

Exclusive use of the venue will end on 16 March 2026, after the conclusion of the Paralympic Games. The non-exclusive use period after the Games will extend until April 2026 to allow sufficient time to complete dismantling operations.

These dates will be confirmed in the additional guarantees to be submitted by 12 April 2019.

## Post-Olympic use

After the Games, the Exhibition Centre of Rho Fiera will continue to be used for its ordinary activity as Italy's premier exhibition centre.

## 33 | IBC and MPC site maps

A site map for the IBC and MPC, as well as for the Mountain Media Centre, is provided as a separate document.

## 34 | Other IBC and MPC features

The main IBC/MPC will be hosted in the new Milano Exhibition Centre located in Rho and opened in 2005. For this reason there will be no permanent works to be done but only the OBS dressing for IBC and temporary dressing for MPC and services areas.

The MMC will be located in a temporary venue close to the Mountain Olympic Village of Cortina in Fiames, at four km distance from all the venues. The temporary building will be developed on a flat green area of more than 57,000 m<sup>2</sup> including also the athletic stadium of Cortina.



The land has no soil contamination. The extent of site work will be related only to soil preparation and protection to host the temporary structure with minimum impact on the existing landscape. Water and sewerage temporary facilities will be connected to the existing network with already planned improvements that will also benefit the Olympic village close by. The land, after the Games, will be returned in the original condition to the community of Cortina.

## 35 | No major construction works needed

### No major construction works are required or planned with regard to the IBC/MPC

As presented in the reply to Q.32, the Milano Cortina 2026 Main Media Centre (MMC), comprising the International Broadcast Centre (IBC) and Main Press Centre (MPC) will be co-located at the existing Exhibition Centre of Rho-Fiera.

No major construction works are required.

## 36 | Sufficient time for fitting-out the IBC and MPC

The handover of the IBC and MPC facilities to the OCOG will take place three months before the beginning of the Games, to allow sufficient time for fitting-out and overlay.

The temporary facility that will host the MBC in Cortina will also be completed and delivered to the OCOG three months before the Games. After the Games, the IBC will be returned to Fiera Milano one-and-a-half months after the Closing Ceremony, to ensure enough time for dismantling and retrofitting.

Any variation of the above timeline will be submitted to the unconditional previous approval of the IOC.

## 37 | IBC/MPC rental fees

As explained at Q32, *Fiera Milano S.p.A.*, the owner of the Rho-Fiera Exhibition Centre, has already confirmed the availability of the space required to host the IBC/MPC. This is already existing, totally operational and fully satisfies all HCC-operational requirements.

The rent that is being requested to secure the venue amounts to € 18.525 million, including the use of the infrastructure and the related basic services, for a period of four months (December 2025-March 2026). No other fees or compensation for business interruption will be charged by the owner of the site.

### Exclusive access period and security

The exclusive access period to the IBC/MPC pavilions will coincide with the availability period indicated above. Non-exclusive access will be possible before this period, according to the needs of the IOC and of the Olympic Broadcasting Service.

Security controls regulating access will be fully guaranteed. During the exclusive-use period, the venue will be controlled for 24 hours a day, and only accredited people or personnel with appropriate security credentials (to be established by the IOC, the OBS and the OCOG) will be allowed to enter.

During Games time, access will be limited just to persons with appropriate Games accreditation or guest passes, and will be subject to the overall screening procedures established by the Olympic Security Task Force.

## 38 | The IBC/MPC is an existing venue

The IBC/MPC will be hosted in an existing venue (see Q.32).

## 39 | An exciting spectator experience

The Olympic and Paralympic Winter Games in Milano Cortina will attract many local, national and international spectators/visitors greeted with a warm Italian welcome to an experience that combines the cosmopolitan character of Milano, with the unique mountain setting of the Italian Alps, with many cultural, tourism and leisure attractions on offer.

**Milano is a city with a decidedly cosmopolitan character. As well as being the ‘beating heart’ of the Italian economy,** Milano boasts a wealth of artistic and cultural assets that date back many years (from the Roman times to Romanesque and Gothic, Renaissance, Neo-classical to 20th century modernism). When it comes to music, **Teatro alla Scala** makes Milano a landmark for lovers of opera, ballet and music in general. The City has more than 30 museums exhibiting priceless works



of art, including masterpieces by Caravaggio, Raffaello, Michelangelo, Leonardo and Mantegna. **Da Vinci’s Last Supper**, the Brera Gallery, the Sforza Castle museum with the famous **Michelangelo’s ‘Pietà Rondanini’** are amongst the world’s most renowned masterpieces. The City is also famous for design, fashion, decorative arts, high-quality crafts and manufacturing, providing visitors with many ways to enjoy their leisure time (such as visiting the Milano Triennale or the Contemporary Art Pavilion) or shopping in the City’s famous fashion districts.

Cortina’s beauty is also world renowned. Known as **Queen of the Dolomites**, Cortina is the only Italian location included in the **Best of the Alps**, the Association that has identified the **12 most beautiful mountain resorts of the Alps**. Its natural environment and the jagged peaks of the surrounding Dolomites offer a unique backdrop to hosting the Games. It is also famous for its high-quality winter sports facilities including ski lift system, ski slopes and range of visitor accommodation. As well as Cortina’s fashion boutiques, visitors can explore the Mario Rimoldi Museum of Modern Art, which hosts a valuable collection of artworks by world-famous twentieth century Italian artists. The city regularly hosts **cultural and international events, including concerts, artistic and culinary events to guarantee an exceptional visitor experience**.

**The whole of Italy is also a very popular visitor destination** attracting over sixty million visitors per year. The UNESCO World Heritage Cities of Venezia, Verona or Padova; beautiful art cities like Bergamo or Mantova; stunning lakes like Maggiore, Como, Garda and Iseo; and the beautiful mountains ranging from Valtellina to the Dolomites make for a truly unforgettable experience.

The surrounding regions are also easily accessible including art cities like Torino, Pisa, Firenze (1h 45’ minutes from Milano by high-speed train), Roma (2h 55’ from Milano) or hidden pearls like Portofino and Cinque Terre in Liguria. Not to be

forgotten the neighbouring regions in Switzerland (Ticino and Grisons) and in Austria like Tyrol and Carinthia.

At Games-time, a range of spectator-support services will create an exciting celebratory atmosphere in these iconic host cities to help to make visitor experiences truly memorable:

- All visitors will receive **a warm and friendly welcome**, from arrival and for the duration of their stay, with a diverse and well-trained volunteer workforce meeting their varied multi-cultural needs;
- **Efficient transport services** within and between host cities will provide quick and easy access to venues, city activity sites and tourist attractions, interactive transport information;
- **Dedicated accommodation information centres** will help visitors find accommodation to suit their needs and their budget;
- We will adopt the highest standards of Customer Care, including services in different languages, to serve the diverse needs of Games-time visitors;



- A **stunning Cultural Olympiad programme**, as befits a region with such a wealth of cultural assets, will involve every venue city and some of the best cultural institutions in Italy and Europe;
- **Digital media/CRM solutions** will be promoted to assist visitors and spectators in planning their visit, including Games-related information and wider tourism offers, tailored to personal interests;
- **Sports Presentation will be world class as befits the world's best athletes** – informative, innovative, entertaining and inspiring, including innovative ideas and technology to enhance spectator engagement and the spectator experience;
- High quality, interactive activities at **Live Sites and Fan Zones**, will help spectators live a 'round-the-clock' Olympic experience;
- We will encourage all visitors to indulge in **the Italian way of life** as part of their visit, through unique offers and tailored packages relating to food, culture and tourism.

## 40 | A sport festival embracing Milano and the Italian Alps

The extraordinary backdrop provided by the City of Milano and the Italian Alps will help to deliver a truly memorable global spectacle for visitors and broadcast audiences at both the Olympic and Paralympic Games, adding value to create some of the most inspirational moments in sporting history.

In line with our overall vision, our Games-time plans will deliver a diverse, entertaining city-wide festival that embraces Italian lifestyle and creativity to engage with citizens and visitors/spectators alike.

Our Opening and Closing Ceremonies will place athletes centre stage but will be equally inspirational for all those involved,

whether attending in person or viewing the spectacular broadcast images. **The Opening Ceremony at the Stadio Giuseppe Meazza, with its 80,000 capacity, will provide a memorable welcome for everyone involved. Our Closing Ceremony will be hosted at the spectacular Arena di Verona**, one of Italy's best preserved and iconic amphitheatres where athletes from all locations will come together to celebrate their Olympic experience.

Our City Dressing programme in the host and venue cities will frame this important moment in history. Special attention will also be given to the Medal Plazas, located in the iconic *Piazza Duomo* (Cathedral Square) in Milano and in the Olympic square adjacent to the Olympic Stadium in Cortina. These two quintessentially Italian locations will provide an inspirational stage to welcome the Olympic and Paralympic medalists, with entertainment and live shows from the most renowned Italian and international artists.

Live sites in *Piazza Castello*, *Piazza Gae Aulenti*, *Tre Torri* and *Darsena* will form a natural extension to the venues into Milano; all amazing locations where fans, visitors and local citizens will be able to enjoy the Games-time atmosphere together; and within walking distance of world-famous mas-



terpieces such as the **Galleria Vittorio Emanuele, La Scala Theatre and Leonardo da Vinci's Last Supper**. With close and convenient access to the city's transport network (Metro stations and high-speed train stations), visitors and residents will have quick and easy access to Live Site activities, generating a vibrant, inclusive and multi-cultural atmosphere.

Sponsor activations will provide exciting, interactive entertainment to further enhance the Live Site experience. A co-ordinated City Operations programme, jointly developed by the OCOG and the cities of Milano and Cortina, will ensure a range of opportunities for sponsors in these Live Site locations, in strict compliance with IOC rules.

To spread the Games-time celebrations across the two host cities, Fan Trails, starting from the Live Sites, will connect iconic locations and buildings of special note throughout the cities of Milano and Cortina. These locations will be decorated with banners, flags, lighting and projection imagery and other special effects. The nature, colour and design of this imagery will be selected for maximum broadcast impact, reviewed on camera prior to production, to showcase coordinated and complementary Games-time images across the two main host cities and help to connect all venues with the Games through effective and iconic branding.

Communities, including schools, clubs and community groups from across the host cities will also be encouraged to plan their own Games-time celebrations to ensure that the Olympic spirit reaches out to all. City activities will be complemented by a **a full and comprehensive Cultural Programme**, as part of the Cultural Olympiad, described in more detail in Q.62. These cultural and artistic events will attract both Italians and overseas visitors to showcase Milano and Cortina on the world stage, creating proud, special and memorable moments for all.

3

# PARALYMPIC WINTER GAMES



MILANO  
CORTINA  
2026

## 41 | The Milano Cortina 2026 Paralympic Vision

Italy has demonstrated a strong commitment to promoting Paralympic sport and to the encouragement and development of athletes with disabilities. We also recognise the potential contribution that hosting the Winter Paralympic Games can make to para-sport and the Paralympic values, by promoting inclusion, equity and the principles of fair play.

### Vision for Paralympic Games

Our vision for the 2026 Paralympic Games is the same as for the Olympic Games.

### The most sustainable, inspirational, memorable Winter Games ever, to change lives for future generations

Together, we will deliver memorable Paralympic Winter Games that embrace sustainability, using Italy's experience, passion and heritage in winter sports to inspire para-athletes and deliver many long-term benefits for sport and society. By delivering on this vision, we will not only help to create a **more inclusive and equal society** in our host cities, regions and across Italy, but will **positively influence young people from all over the world** and **make an impact on global attitudes towards people with disabilities**.

We will deliver Winter Paralympics of the highest quality – efficiently-planned, managed and delivered, with Italian creativity and with legacy as a key driver.

Our main goals for hosting the Paralympic Games are also similar to those stated in Q1 for the Olympic Games and are as follows:

**Goal 1: To provide an inspirational Paralympic Games-time experience for all - for athletes, spectators, media, volunteers, officials, sponsors, business, Paralympic Games Family and most importantly, for all Italian citizens, by creating proud, special and memorable moments.**

The spectacular locations of Milano, the Dolomites and the Italian Alps, combined with Italy's passion for sport and experience of delivering para-sport events of the highest quality, will deliver an inspirational Games-time experience.

We will use the Games to celebrate the achievements of all Paralympic athletes and the Paralympic Movement. Our communication plans will place great emphasis on the many compelling examples and personal stories of triumph over adversity to promote the Paralympic values of determination, equality, inspiration and courage, with many benefits for society. We look forward to showcasing the outstanding performances of the best Paralympic athletes. These inspiring images will attract great media coverage and will be communicated globally, reaching more people, through television and other media, than ever before. This will contribute significantly to the worldwide promotion of the Paralympic Movement. See also Goal 5.

The key points of our Paralympic Games concept are:

- A compact Paralympic concept across three clusters with a high-quality competitive and training environment;
- All competitive and non-competitive venues will be fully accessible to people with disabilities, in full compliance with current regulations and the 'UN Convention on the Rights of Persons with Disabilities', transposed in Italy by Law No. 18 /2009;
- Shared services/branding, where appropriate, to address the 'New Norms' and deliver a more sustainable and financially-aware Paralympic Games;
- An inspirational Opening Paralympic Ceremony at *Palal Italia Santa Giulia* and Closing Ceremony in *Piazza Duomo*.

- Innovative technologies, such as a specific app to smooth the visiting experience for people with impairments, will enhance the legacy of the Paralympic Games.

Our Paralympic Games concept will deliver a highly-enjoyable and productive experience for athletes as they train and compete on the world stage, as well as for spectators and visitors as they cheer on their para-sport heroes.

Milano Cortina 2026 will provide the very best 'Made in Italy' brand to enhance the celebration and delivery of the Paralympic Winter Games.

**Goal 2: To promote sustainable development, strengthen cooperation in the macro-alpine region and act as a catalyst for the long-term development of Milano, Cortina and the Regions, delivering many lasting legacy benefits to society.**

Our Paralympic Games concept is focused on the principles of sustainability to deliver environmental, social and economic benefits, but with a particular focus on improving the lives of those living with disabilities for a more inclusive and equal society.

The Games will help to promote more accessible, more inclusive and more active communities.

### More accessible communities

Our bid is already serving as a catalyst for change, by promoting consideration and prioritisation of accessibility projects that will enhance the quality of life for all citizens.

The Milano 2015 Expo resulted in great improvements to accessibility across the city – a commitment that was recognised by the European Commission through the Access City Award 2016. There is a dedicated web portal containing useful information for all visitors with disabilities. The **mapping**

**of accessibility** for transport options, hotels, restaurants and the main sites of historical, cultural and artistic interest will continue, including the promotion of touristic cultural itineraries to allow more people with disabilities to explore and fully appreciate the beauty of the city.

In addition, **a key principle enshrined in the Charter of Cortina is to 'ensure access for people with disabilities to the practice and enjoyment of winter sports'**. Significant improvements to accessibility are already being made ahead of the 2021 World Ski Championships to enhance the experiences of para-sport athletes.

Together, all bid partners will continue to champion accessibility across the wider metropolitan and alpine area including more accessible transport systems, as well as public spaces, hotels and entertainment venues such as restaurants, theatres and museums. **The City of Milano will continue implementing the city-wide accessibility plan, in order to gradually shift towards a barrier-free city.**

Similarly, the reduction of these physical barriers in the mountain areas will improve the daily life for local citizens and will enhance the warm, Italian welcome given to visitors with different needs.

Our strategy is to maximise the broad range of opportunities that hosting the Paralympic Games brings to those people with disabilities or other socially-excluded people. For example:

- Targeted volunteer programmes will help to encourage those with disabilities to engage in volunteering to enhance their own personal and social development;
- Young leaders and education-related projects will also serve as a platform for social and personal development;
- The Paralympic Games Education Programme will promote the Paralympic values across society, raising awareness of para-sport and its ability to enhance quality of life.

We will encourage community engagement through targeted legacy programmes that use sport for social development.

## More active communities

Our Paralympic Games plans are focused on delivering a range of wider benefits to promote more active communities. This includes improvements to infrastructure (both physical and human) to support physical activity and encourage people with disabilities to lead active healthy lives.

The benefits of our targeted approach and promotional programmes will be:

- More disabled people taking part in sport and physical activity;
- More disabled people volunteering and becoming involved in sport in various roles;
- Clearer routes, from participation to higher levels of sporting performance, for those with talent and ambition;
- More people engaging in sport in different ways (as coaches, sports leaders or administrators) and greater awareness of the benefits of an active healthy lifestyle.



## Goal 3: To champion the Paralympic spirit, inspire Paralympians of the future and promote para-sport at all levels, using sport and physical activity as the catalyst to change lives.

Hosting the Paralympic Games provides extensive opportunities for CIP and the National Winter Sports Federations as they strive to identify and develop the para-athletes of the future.

The development of para-sport talent is one of the National Paralympic Committee's primary goals. Hosting the Paralympic Games will provide a 'kick start' to many of these talent-development programmes. It will also provide a renewed impetus for all sports-development programmes targeted at those with a disability.

We will use the Paralympic Games to raise awareness of para-sports and the achievements of para-athletes. Hosting the Paralympic Games will contribute significantly to the development of the Italian Paralympic Movement from grass roots to high performance. The inspirational example of the Paralympic athletes will encourage many more of the 2.5 million people with an impairment living in Italy, particularly young people, to take part in sport or develop more active lifestyles, with the associated social and health benefits.

## Goal 4: To reinforce Italy's position as a leading host of para-sport events and the Italian Alps as a Winter Sports Hub, enhancing global profile and positioning on the European and world stage.

Hosting the Paralympic Games will not only help to maintain Italy's reputation as a major international para-sport event host of the highest quality, but will also serve the para-sport athletes of the future, by providing training facilities of the highest quality and accessibility.

The development of an inclusive Winter Sports Hub will see more opportunities for people with disabilities to access winter sports.

We anticipate many new innovations, for example, the availability of more advanced equipment and training opportunities tailored to those with disabilities, as already seen following Torino 2006.

On the world stage, Italy will enjoy an enhanced national profile as an innovative and creative advocate of para-sport, dedicated to the promotion of the Paralympic values and the benefits that this can provide to society. This global profile will also support the city/regions' long-term goals to become attractive and inclusive places to live, work and visit.

**Goal 5: To strengthen the Paralympic brand, develop the Paralympic values and add value to the Paralympic Movement.**

Milano Cortina 2026 will consolidate the Paralympic Games' position as the most influential and socially-impactful sporting event, improving the quality of life for so many people with impairments, both in Italian society and throughout the world.

The most significant and valuable benefit will be achieved by showcasing para-sport and the achievement of Paralympians to help change society's perceptions of people with impairments. It will raise public awareness of Paralympic sport and the achievements of Paralympians and provide great opportunities to promote the Paralympic values throughout Italian society.

Our para-sport development programmes will also add value to the Paralympic Movement by emphasising the social and inclusive benefits of sport, as well as demonstrating how sport can really make a difference to the lives of people with disabilities.

We will use Paralympians as ambassadors within both our Olympic and Paralympic Educational programmes, since their qualities are often even more inspirational, particularly to socially-excluded young people.

Milano Cortina 2026 Paralympic Games will be inspirational – underpinned by our belief in the power of sport, physical activity and events to transform lives and inspire people to fulfil their potential, regardless of the nature of their disability. By showcasing talent, effort and teamwork, as well as passion, commitment and endurance, we will deliver memorable Games of which the whole Paralympic Movement will be extremely proud.

## 42 | The Paralympic theatre

The selection of our Paralympic venues is largely inspired by the goals underpinning our Games vision and is based on the same criteria outlined at Q3:

1. A sustainable venue concept;
2. A maximum use of existing iconic venues;
3. An exciting athlete experience;
4. A multiple visiting opportunity for spectators;
5. A long-lasting legacy in accordance with the cities' and regions' development plans;
6. A venue selection to guarantee full stadia;
7. A strong promotion of grassroot sport thanks to the renovated venues;
8. An improvement of accessibility for future generations.

In addition, taking in consideration the specificities of the Paralympic Games, including the lower number of disciplines, we have opted to make the overall Olympic Master Plan even more compact, by concentrating our venues into three clusters:

- Milano;
- Valtellina;
- Cortina.

As a result, the location of three disciplines has been changed with respect to the Olympic Games.

### Paralympic Games concept masterplan

The Milano Cortina 2026 Paralympic venue master plan (see Map B) is comprised of six competition venues.

In addition, non-competition venues include the Opening and Closing Ceremony venues, three Olympic Villages and the IBC/MPC.

### The Milano Cluster

The Milano cluster will include the Milano Hockey Arena, as described at Q.3, which will host all the tournament of Para Ice Hockey.

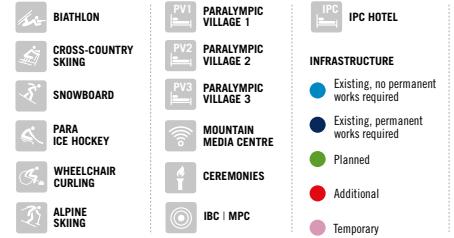
The Paralympic Village will be hosted in the same venue as the Olympic Village, with easy access to the Milano Hockey Arena (average travel time: 21 minutes), and to the City centre.

The Opening Ceremony will be hosted by the *Palatilia Santa Giulia* that will be specially fitted to welcome all our para-athletes with innovative and on-purpose scenic effects to deliver a memorable show.

The Closing Ceremony will take place in *Piazza Duomo*, Milano's main square in the historic heart of the City, which will have hosted the Medal Plaza in the previous days. The venue, which has already been regularly used for major concerts, will accommodate 2,500 seated people plus 25,000 standing spectators, and will welcome all our Paralympic heroes after a spectacular parade throughout the City centre that will provide the opportunity to involve a much wider audience.

Finally, the IBC/MPC will be maintained in the Exhibition Centre and scaled down to adapt to the Paralympic requirements.

# PARALYMPIC GAMES CONCEPT MAP B



## The Valtellina Cluster

The Valtellina cluster will be comprised of one existing venue that will be specifically used for the Paralympic Games.

- *Valdidentro – Stadio Azzurri d’Italia.* Biathlon – Cross Country This Biathlon and Cross-Country Training Centre has been operating since 2007 and is located in the village of Valdidentro, 8 km from Bormio, at an altitude of 1,350 metres. The shooting centre is located along the cross-country track named ‘Viola’ and is already approved by International Federations to host international competitions. The venue will be designed to welcome 6,000 spectators.



All the athletes will be accommodated in the Olympic Village of Livigno, as described more in detail at Q.24-30.

## The Cortina Cluster

Three competitive venues all located in the former Cortina 1956 venues will comprise this cluster.

As for the Olympic Games, Curling will be hosted in the iconic Olympic Stadium, as described at Q.3.

Similarly, the Alpine Skiing will be hosted in Tofane, where the Women’s Alpine Skiing competition will take place during the Olympic Games.

In addition, Cortina will also host Snowboard competitions in the area of the Tofane.

- *Cortina – Tofane.* Snowboard

This venue will provide a spectacular track with highly-technical features. At the 2021 Alpine Skiing World Championships, it will host downhill competitions. For Paralympic Games purposes, it will be perfectly fitted to host all snowboard competitions, providing an amazing field of play to our athletes. The total capacity of the venue will be of 15,000 spectators.

The Olympic Village, in the area of *Fiamme*, will also host the Paralympic Village, and will be at five minutes’ distance from the three venues in Cortina.

## 43 | Full integration of the Olympic and Paralympic Winter Games

The overall Games governance, which is described in more detail at Q.127, is designed to incorporate representatives of the Italian National Paralympic Committee (NPC) at all levels

to ensure full integration between the two events.

The President of the National Paralympic Committee will be a member of the ***Consiglio Olimpico***, which will be responsible for ultimate oversight of Games organisation.

From an operational point of view, the Milano Cortina Winter Olympic and Paralympic Organising Committee will also be in charge of planning and delivering the Paralympic Games. Once again, the President of the Italian Paralympic Committee will be a member of the Board of Directors and of the Executive Committee, thus ensuring direct participation in formulating strategic guidance and in supervising all preparatory activities of the Games.

Within the OCOG a dedicated Paralympic Games Department will be responsible for planning and coordination of the Paralympic Games and will provide assistance to all functional areas, monitor preparatory work and liaise with the IPC to report on the progress of the organisation. Dedicated Paralympic Games staff will also be recruited for each functional area, in order to take into account specific Paralympic needs from the beginning, in line with a holistic approach. This will also include the Communication Department that will be in charge of all promotional activities, including educational programmes for schools, information campaigns, the Paralympic Cultural Programme, communication strategies in support of ticketing, etc.

Finally, as indicated in Q.127, a Paralympic Expert Steering Group, including international experts and representatives of the National Athletes’ Commission, will also be set up to provide strategic guidance on how to improve the overall Games experience for athletes, IPC family, and spectators.



## 44 | Paralympic Competition Schedule

The proposed Paralympic Competition Schedule is described in the following Table.

Tab. 44 \_ Paralympic competition schedule 2026

Venue	Sport/ Discipline	Cluster	Day 0	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8	Day 9	Medals
			Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	
			06/03/26	07/03/26	08/03/26	09/03/26	10/03/26	11/03/26	12/03/26	13/03/26	14/03/26	15/03/26	
<b>Palalitalia Santa Giulia</b>	Ceremonies	Milano	Opening Ceremony										
<b>Piazza Duomo</b>	Ceremonies	Milano											Closing Ceremony
<b>Cortina - Tofane</b>	Alpine skiing	Cortina		Alpine Skiing W & M Downhill All Classes morning	Alpine Skiing W & M Super-G All Classes morning			Alpine Skiing W & M Super Combined All Classes SG morning SL afternoon	Alpine Skiing M Slalom All Classes morning afternoon	Alpine Skiing W Slalom All Classes morning afternoon	Alpine Skiing M Giant Slalom All Classes morning afternoon	Alpine Skiing W Giant Slalom All Classes morning afternoon	30
<b>Cortina - Tofane</b>	Para-Snowboard	Cortina					Snowboard M&W Cross all day				Snowboard M & W Banked Slalom all day		10
<b>Cortina - Olympic Stadium</b>	Wheelchair curling	Cortina		Wheelchair Curling Round Robin afternoon evening	Wheelchair Curling Round Robin morning afternoon evening	Wheelchair Curling Round Robin morning afternoon evening	Wheelchair Curling Round Robin morning afternoon evening	Wheelchair Curling Round Robin morning afternoon evening	Wheelchair Curling Round Robin morning afternoon evening	Wheelchair Curling Tie breakers morning	Wheelchair Curling Bronze Medal Game morning Gold Medal Game afternoon		1
<b>Valdidentro – Azzurri d'Italia Stadium</b>	Biathlon	Valtellina		Biathlon W6km M7.5km Sitting morning			Biathlon W10km M 12.5 km Sitting morning			Biathlon W 12.5 km M15km Sitting morning			18
<b>Valdidentro – Azzurri d'Italia Stadium</b>	Cross Country Skiing	Valtellina			Cross-Country Skiing M15km Sitting morning	Cross-Country Skiing M20kmFree W15kmFree Standing/ Visual Impaired morning		Cross-Country Skiing M & W Sprint Classic All Classes Qualifications morning			Cross-Country Skiing M 10 km Classic W 7.5 km Classic Standing/Visual Impaired morning	Cross-Country Skiing 4 x 2.5 km Mixed Relay All Classes morning	20
<b>Milano Hockey Arena</b>	Ice Sledge Hockey	Milano		Ice Hockey Preliminary Games afternoon (x2) evening	Ice Hockey Preliminary Games afternoon (x2) evening	Ice Hockey Preliminary Games afternoon (x2) evening	Ice Hockey Preliminary Games afternoon (x2) evening	Ice Hockey Play-off 5th-8th afternoon evening	Ice Hockey Semi-Finals afternoon	Ice Hockey Game for 7-8 place afternoon	Ice Hockey Bronze Medal Game afternoon	Ice Hockey Gold Medal Game afternoon	1
	<b>Total gold medals</b>			<b>12</b>	<b>8</b>	<b>9</b>	<b>12</b>	<b>9</b>	<b>3</b>	<b>11</b>	<b>6</b>	<b>10</b>	<b>80</b>

Cell highlighted in pink signifies a Medal Event

## 45 | Paralympic test event concept

**The same principles described in Q.18 for Olympic test events will apply for the Paralympic Games as well.**

The test events will be, in their own right, an extraordinary opportunity to promote Paralympic winter sports among the general public and to foster enthusiasm towards the event, with a potential boost for ticket-sales.

Important functions and delivery programmes will be tested, such as the Paralympic educational programme that is supposed to be one of the pillars for successful, passionate and participative Games.

In addition, Paralympic test events will also be a major challenge to measure the overall accessibility level of the host cities. It will be possible to adjust city accessibility plans, cover possible deficiencies and fill the gaps in ample time before the Games.

The table below lists all possible events to be organised, in agreement with the relevant International Federations and with the Italian Paralympic Committee.

**Tab. 45\_Possible Test Events**

Discipline	Venue	Events
Alpine skiing	Cortina	Alpine skiing World Cup 2024/2025
Biathlon – Cross Country	Valdidentro	Biathlon and Cross Country World Cup 2024/2025
Para Ice Hockey	Milano	Ice Hockey Tournament 2025
Snowboard	Cortina	Snowboard World Cup 2024/2025
Wheelchair Curling	Cortina	World Championship M/W 2025 (Mar.)

## 46 | Paralympic Winter Games Competition Venues

See Table n. 46 at page 49.

## 47 | Same key Paralympic non-competition venues as for Olympic Winter Games

**All the locations proposed to host the key Paralympic non-competition venues will be an integral part of the Milano Cortina 2026 Olympic Games Concept.**

The Paralympic Villages will be located in the same venues as the Olympic ones: Milano Porta Romana, Livigno and Cortina. As already described in Q.24, these villages will be properly adapted to the accommodation needs of the Paralympic Athletes and Officials soon after the Closing Ceremony of the Olympic Winter Games.

Similarly, the Paralympic IBC/MPC will be located in the Exhibition Centre of Rho – Milano, which will host the Broadcasters and Press Centre during the Games.

As regards the Ceremonies, we are proposing to stage the Opening Ceremony at the newly-built Ice Arena of *Palaltaia Santa Giulia* (which will host the Ice Hockey 1 venue during the Olympic Winter Games). The Closing Ceremony, which will involve all the city in an unforgettable parade, will end up in *Piazza del Duomo*, which will be the main Medal Plaza during both the Olympic and the Paralympic period.

## 48 | A streamlined Paralympic transport operations concept

The main purpose of Milano Cortina 2026 is to promote autonomy and accessibility to mountain and city venues. While in Milano the development of public transport network allows the necessary investments to be made in a normal city-transport planning process, in the mountain areas the Milano Cortina 2026 approach will allow accessibility through the integration of additional services to cope with the needs of people with reduced mobility.

### A network of accessible long-distance infrastructure

As per the Olympic Games transport concept, the Milano Cortina 2026 Paralympic transport concept is to take advantage of the high level of international railway and motorway accessibility, and a very strong and reliable infrastructure network.

By 2026, the main official ‘ports of entry’ in Milano Malpensa (MXP) and Venezia Marco Polo (VCE) international airports, will both be connected with the high-speed railway backbone between Milano and Venezia, ensuring full accessibility at international standards. Special assistance is guaranteed for clients with reduced mobility on high-speed trains and in stations. Each improvement planned will be in line with EU and Italian legislation on accessibility for transport infrastructure (Regulation 1300/2014).



Tab. 46 \_ Paralympic Games Competition Venue Overview

Sport/discipline	Competition Venues												Games-time Warm up capability (if required)	
	Venue Number	Venue Name	Name of Zone (if applicable)	Name of Cluster (if applicable)	Seating bowl capacity	Standing area capacity	Total gross capacity	Existing accessible seating capacity	Legacy seating capacity	Current use	Post-Games use			
Alpine Skiing	1	Tofane	Cortina	Cortina	5,000	10,000	15,000			Ski touristic complex	Ski touristic complex	1	Adiacent slopes closed to public	
Biathlon	2	Azzurri d'Italia Stadium	Valdidentro	Valtellina	1,000	5,000	6,000			Biathlon complex	Biathlon complex	1	Internal course	
Cross-Country Skiing	2	Azzurri d'Italia Stadium	Valdidentro	Valtellina	1,000	5,000	6,000			Biathlon complex	Biathlon complex	1	Internal course	
Para Ice Hockey	3	Milano Hockey Arena	Milano	Milano	7,000		7,000		7,000		Multi-purpose arena			
Snowboard	1	Tofane	Cortina	Cortina	5,000	10,000	15,000			Ski touristic complex	Ski touristic complex	1	Adiacent slopes closed to public	
Wheelchair Curling	4	Olympic Stadium	Cortina	Cortina	3,100		3,100		2,600	Ice arena	Ice arena			
<b>Total number of competition venues</b>	<b>4</b>													

#### Accessible public transport in Milano

In Milano, the public transport network will be extended with one additional new line bringing the total of the underground network up to five lines. The 12 regional sub-urban railway lines (S) complement the transport supply, allowing all stakeholders to move easily and autonomously and to reach Games venues and all other celebrations, such as the Medal Plaza and the different Fan Zones.

#### Special mobility services in the mountain clusters

As far as the mountain areas are concerned, Valtellina (Valdidentro venue/s), and Cortina, are both easily reachable via rail and/or roads to/from the two main airports of Milano Malpensa and Venezia Marco Polo.

24-hour transport services will connect competition venues, Paralympic Villages, athletes' hotels, airport/stations and other

non-competition venues, such as the Cortina Medal Plaza. A convenient number of barrier-free T1-T2-T3 vehicles and buses will be provided to meet the Paralympic family's requirements.

#### Games' clients mobility

**NPC delegations and games officials:** Athletes and team officials will benefit from a network of direct shuttle lines from accommodation to venues, also connecting to most important non-competition venues and ensuring smooth and efficient arrivals and departures. The fleet will be adapted in order to increase the supply of accessible buses and cars.

**Paralympic Family:** As per the Olympic Games, these participants will be carried by the OCOG using a combination of services by car or bus.

**Media** transport services will ensure continuous connection between the MPC/IBC and the venues of the related clusters and to main transport hubs, to connect each cluster.

**Spectators and workforce** will rely on public transport and on temporary shuttle bus lines where needed. Between the clusters, the train will be the main carrier for these two client groupings. Free public transport will be guaranteed for all stakeholders and the general public within the Milano area and within each of the identified mountain clusters. Dedicated fully accessible shuttles will be offered to any client from the Park&Ride and the railway hubs of the Milano Cortina 2026 Paralympic transport network.

## 49 | Paralympic Winter Games Accommodation Plan

The venue clusters identified for the Paralympic accommodation plan are:

- Milano;
- Valtellina;
- Cortina.



This plan has been built to satisfy the general criteria reported in the HCC-Host City Contract, to ensure in particular:

- a room pricing lower than the one negotiated for the Olympic Games;
- at least one per cent of fully-accessible rooms out of the overall Paralympic Games hotel room inventory, apart from the requirements for accessible rooms at the PFHs;
- non-discriminatory room rates for accessible hotel rooms;
- whenever possible, one hotel to accommodate all the members of the same stakeholders group.

The Paralympic Winter Games accommodation plan has already taken into consideration the specific needs of the following stakeholder groups:

## **Games officials**

There are two types of Games officials, with different requests:

### *1. IF Games officials*

They will be accommodated, upon approval by the IPC, in a special zone of the Paralympic Village, separated from the Residential Zone.

### *2. IPC Games officials*

They will be accommodated in hotels (single rooms, level 3\*-4\*) close to the Paralympic Villages.

## **Paralympic Family**

The Paralympic Family Hotels (PFH) will be selected among the hotels identified for the Olympic Games (OFH). In order to smoothen any movements between the different venues, all the IPC sub-group members will be assigned a room in each of the clusters.

## **Media**

This category of stakeholders will be accommodated as close as possible to the MPC/IBC and to the competitive venues (considering a maximum transfer time of 30 minutes).

## **Spectators**

Spectators will be a fundamental component to ensure the full success of the Paralympic Games. The accommodation capacity in the different venues will allow spectators to find accommodation easily, being able to choose between different hotel categories (or alternative accommodation) and service levels.

## **50 | Guaranteed room rates for the Paralympic Winter Games**

As for the past Olympic and Paralympic Games, an increase in accommodation pricing related to the high demand during the event is expected. In order to control and limit price pressure, we have liaised with the main hotel associations in Italy to implement different actions.

For the venues considered, we have projected the maximum room rate for 2026, which has been calculated taking into account the following elements:

1. Basic Room Rates recorded during March 2018 – Average room rates, including breakfast, for each level of service (2\*, 3\* 4\* and 5\*) and type of room (single and double);
2. City Tax;
3. Inflation rate;
4. An incremental rate defined and agreed with hotel associations and other local authorities.

The definition of the maximum room rate for 2026 (first phase) has been made projecting the first three components from 2018 to 2026:

1. Basic room rates have been projected to 2026 taking into account the room-price history and calculating the price increase over the last years, for the locations considered and excluding inflation;
2. City Tax is supposed to be indexed to inflation;
3. The average inflation rate from 2018 to 2026 is equal to 1.7% per annum.

**The negotiation of the maximum applicable rate is currently taking place, both for the Olympic and the Paralympic Games. A Framework Agreement with hotel associations, tour operators and local authorities will be signed before April 2019 to establish a service level and a maximum room-rate** (including the extra rate mentioned above) and to commit each associated hotel to apply the agreed room-rate during the Paralympic Games, as requested by the Accommodation Guarantee.

The maximum room-rate will be the reference value for the implementation of a Monitoring Programme. The actual average room-rates will be collected from hotels, monitored and published in order to ensure price transparency. Moreover, during the Paralympics Games, a further check will be assured to ensure non-discriminatory prices. The following table illustrates the average 2018 convention rates (€ 2018).

**Tab. 50 \_ Average 2018 convention rates for the month of the Paralympic Winter Games**

		2 star	3 star	4 star	5 star
<b>Milano</b>	Single, including 1 breakfast	74	103	145	306
	Double/twin, including 2 breakfasts	88	118	166	420
<b>Bormio</b>	Single, including 1 breakfast	112	142	237	409
	Double/twin, including 2 breakfasts	131	182	282	523
<b>Livigno</b>	Single, including 1 breakfast	125	163	262	-
	Double/twin, including 2 breakfasts	162	209	300	-
<b>Cortina</b>	Single, including 1 breakfast	118	185	262	392
	Double/twin, including 2 breakfasts	157	247	349	523

## 51 | Accessible infrastructures put at the service of the Paralympic Winter Games

The City of Milano and the Lombardia and Veneto Regions are among the areas in Italy with the highest accessibility standards for people with impairments.

Accessibility in Italy is a Constitutional Right as outlined by Article 16 of the Italian Charter, stating that every citizen is free to travel within Italy. This Right also applies to people with impairments, in line with the principle of equality contained in Article 3 of the same Charter.

The UN Convention on the Rights of Persons with Disabilities is in force in Italy, with Law n°18/2009: the right to mobility, defined as the ability to access transport and buildings to ensure full social inclusion. In this respect, the Plan to Eliminate Architectural Barriers (PEBA) has been implemented to ensure access to buildings and public spaces, under Law n°41/1986 and the framework law on disability n°104/1992. Other Presidential Decrees (DPR) and laws setting accessibility standards include:

- DPR n°384/78 (architectural barriers and public transport);
- DPR n°236/89 (removal of architectural barriers to guarantee accessibility to private buildings);
- Law n°21/92 (special public bus services for the transportation of people with disabilities);
- DPR n°503/96 (removal of architectural barriers in public spaces and buildings);
- DPR n°151/12 (new rules on traffic circulation to facilitate mobility, regarding both structures and signage).

### General accessibility

With respect to overall city accessibility, Milano made great efforts to improve accessibility in preparation for the 2015 World Expo. This was recently recognised by the European Commission, which gave Milano the Access City Award 2016.

**The City of Milano has implemented a city-wide accessibility plan in partnership with LEDHA, which coordinates all the associations promoting the rights of people with disabilities**, and has already expressed its full support to the Milano Cortina 2026 Candidature, as well as with AMAT (City Agency for Mobility and Environment). This plan was launched further to a comprehensive assessment of the accessibility level of a number of infrastructures (including public transport, bus stops, metro and train stations, sports facilities, touristic and cultural heritage sites, commercial activities, restaurants, theatres and other entertainment facilities, and parking spaces).

Ten thematic itineraries have been specifically designed for people with impairments to help them visit the city, with a specific smartphone app providing information.

The City of Cortina is also developing an accessibility plan in preparation for the 2021 Alpine World Championships, in line with one of the principles of the Cortina Charter, paying special attention to guaranteeing the accessibility of people with impairments to the practice of winter sports.

### Accommodation

Accessibility in hotels and alternative accommodation is regulated by DPR n°236/89 and by Law 104/92.

All accommodation facilities (hotels, and alternative accommodation) must have their common parts and services, as well as a percentage of rooms, fully accessible to people with impairments.

At least two accessible rooms every 40 rooms (or fraction of 40) must be designed and fitted to be suitable for wheelchair users. The rooms should also be equipped with audible and visible alarm indicators.

For the Paralympic Games, accommodation in the Olympic Villages and in the Paralympic Family hotels will be completely barrier-free.

### Transport

Italian infrastructures are regulated by the DPR n°384/78 (architectural barriers and public transport) and Law n°21/92 (special public bus services for the transportation of people with disabilities). These are in line with the European Regulations fixing accessibility standards.

Nowadays, accessibility on the Italian public transport is a standard; the Milano regional bus fleet can rely on 80% of fully low chassis accessible vehicles. Metro trains and station, as well as railways, are mostly accessible and will be fully accessible by 2026.

Regione Veneto, Trento and Bolzano/Bozen provinces are all working in the same direction, as new standard interurban public transport buses are equipped for at least one wheelchair every 45-47 seats. In addition, important rolling stock renovation plans for trains are ongoing, as per Regione Lombardia DGR 6932 'Programme for the purchase of rolling stock



for the regional railway service for the years 2017-2032', which will assure investment plan for the purchase of new trains fully accessible with the aim of reducing the average age of vehicles by around 2025. Public transport operator ATM is renovating its bus fleet with the introduction of brand new fully-accessible and electric/hybird buses to up to 75% of the fleet by 2026.

## Venue accessibility

Full accessibility in strict compliance with IPC standards as established in the IPC Accessibility Guide and national and international legislation will be guaranteed at all existing and new or renovated venues. To this end, the 'Agenzia di progettazione olimpica' (Olympic Delivery Agency), and the other private or public delivery partners, will include provisions for accessibility in their tenders from the early stages of venue design and construction/renovation.

This will include specific provisions on the maximum distance between transport mall/bus stops to the venue entrance, maximum ramp gradients, full accessibility to all facilities, specially-designed flooring materials for outdoor venues to ensure wheelchair accessibility, special considerations necessary for village residents, and special signage for individuals with a visual impairment.

## 52 | The Milano Cortina 2026 Paralympic Winter Games promotion and communication plan

**The Paralympic Games and the champions who take the stage to compete will be communicated and presented to the wider audience in a fully integrated way with the Olympic Games**, so that participants recognise that their experience is equal to the Olympic experience in every organisational and emotional aspect.

The promotional campaign would be launched immediately Milano Cortina is given the honour to host the 2026 Games, in order to benefit from the seven-year period leading to the Paralympic Games to educationally showcase Paralympic sports.

The experience acquired in Torino 2006, as well as in other Games, such as London 2012, will be inspiring for developing a promotional campaign that will outreach to nation-wide programmes and activities. The whole campaign will be conceived in full agreement and under the supervision of the Italian Paralympic Committee, and will focus on different targets in order to fully achieve the potential transformative effects of the Paralympic Games on the mentality of the country.

The pillars of this multi-level communication campaign will include the following targets/actions.

### • Students/schools

The Paralympic Educational programme, which will be jointly developed with the Olympic one on a national basis, will bring **a potential school population of 8.8 million students (including primary, middle secondary and high schools)** to get acquainted with Paralympic winter sports, as well as with the values and ideals inspiring the Paralympic movement. Starting from the 2021/22 scholastic year onwards, a digital school kit and a dedicated website will provide cross-disciplinary educational tools that teachers may use to develop a compelling programme to raise enthusiasm for the Games among students.

Specific projects that have already been successfully implemented in preparation for the Torino 2006 Games will be updated and re-proposed:

➢ The 'Paraplay' project will be developed under the responsibility of the school physical education teachers, and will consist of a series of lessons to get the students acquainted with the athletic gestures and challenges at the basis of winter Paralympic disciplines. Students will be encouraged to challenge themselves and test their capabilities by simu-

lating winter Paralympic sports, to understand how visual or mobility impairment can impact sport practice;

➢ The special school-ticketing programme will allow students to attend Paralympic test events and the Paralympic Games themselves as passionate and supportive spectators.

### • General public

➢ The agreement with the appointed national broadcaster to the Games will be a tremendous opportunity to promote Paralympic sports, foster enthusiasm and showcase Paralympic sports events. Engaging and comprehensive coverage of the Tokyo 2020, Beijing 2022 and Paris 2024 Games will also trigger fans' interest in attending the 2026 Paralympic Games to support national and international athletes in their performances.

➢ Paralympic champions from winter sports and from other disciplines will be an inspirational model for the general public and will contribute to creating a passionate atmosphere in preparation of and during the Games. For instance, athletes like the Para-fencer Bebe Vio and Paracycling champion Alex Zanardi are truly national stars that every Italian recognises and supports, not only for their memorable success in sport, but also for the extraordinary human qualities and for the example that they give in everyday life.

➢ Test events will be an extraordinary opportunity to bring international world-class Paralympic events to Milano, Cortina and to the Valtellina cluster. The opportunity of admiring Paralympic champions one or two years before the Games will pave the way for an engaging ticketing campaign that, hopefully, will be conducive to have full stadia in 2026.

➢ In the host cities, spectacular countdown events, culminating in the Paralympic Torch Relay will raise attention and will bring the people in Milano and Cortina to celebrate the Paralympic Games in anticipation and in a joyful atmosphere.

➢ An inspiring digital and off-line media strategy will fully explore all the opportunities that will be available in future years to spread awareness around the Games.

## • Grassroots Para-sport practice

➢ The Italian Paralympic Committee envisions the Milano Cortina 2026 Paralympic Games as an extraordinary opportunity to draw more athletes with an impairment into the practice of para-sport.

To this end, para-sport associations will have a unique chance to showcase their activities on the occasion of the Games and of the sport events, thanks to dedicated promotional areas in the Fan Zones located in the centre of Milano and Cortina.

➢ School programmes to encourage para-sport practice will be put in place, in parallel with the Paralympic educational programme.

➢ Successful events such as the Paralympic Day will be replicated in winter with a special edition dedicated to winter sports.

## • People with impairments

➢ As described in the reply to Q.51, the Paralympic Games will also be an opportunity to further expand the accessibility plans in the host and venue cities and to provide up-to-date information services through apps and websites for a smoother and better-planned visiting experience. This will apply not only to the City of Milano, which has already developed these kinds of tools in preparation for the 2015 World Expo, but also to all the other cities involved.

➢ Dedicated campaigns will also be targeting specific categories (taxi-drivers, shop owners, cultural heritage sites, public entertainment facilities, web-service providers, etc) to promote the culture of accessibility for both mobility- and visually-impaired persons.

We are convinced that these combined communication actions will have truly transformative effects on the degree of social integration of persons with disabilities, generating permanent benefits for the whole of society.

## 53 | Wide experience in hosting para-sports events at national and local level

The Italian Paralympic Committee, together with the responsible national federations, have been actively engaged in attracting international and elite level events, which have contributed to increase the support and enthusiasm for many para-sports.

The main events hosted in Milano, Cortina, and in the Lombardia and Veneto regions, as well as in the rest of the country are listed in the Table at page 55. **Winter sports events are highlighted in bold.**

## 54 | Clear Budgeting policies for the Paralympic Winter Games

We are committed to delivering the 2026 Olympic and Paralympic Winter Games as one single event: the most sustainable, inspirational and memorable Games ever.

This approach has characterised our project since its conception and early planning, and was used as the underlying philosophy in calculating the Milano Cortina 2026 budget.

For this reason, we made the calculations for both the Olympic and the Paralympic Winter Games operational costs with a high degree of parallelism.

The majority of the revenue and expenditure items of the Winter Games are closely intertwined, while a few of them have been estimated separately:

- the Paralympic Winter Games ticketing revenue was specifically calculated in order to reflect differences in volume, ticketing-tier allocation and ticketing prices for the Paralympic Winter Games. Our ticket pricing is based on the

average cost of the tickets during the previous editions of the Paralympic Winter Games, with values replicating those of Pyeongchang 2018. The Torino 2006 ticket prices were used as a benchmark in order to check the consistency of our assumptions;

- Additionally, specific contributions from the Regional Governments involved in the project have been secured in order to provide appropriate funding that will be specifically dedicated to the organisation of the Winter Paralympics;

- All other revenue streams (i.e. sponsorship, merchandising and lottery) were included in the Olympic Winter Games projections;

- All the locations proposed to host the key Paralympic non-competition venues will be an integral part of the Milano Cortina 2026 Olympic Games Concept. At the same time, 50% of the Paralympic Disciplines will be hosted in the same venues as the Olympic Games. For these venues, the incremental Paralympic Winter Games costs are included in the overall overlay and infrastructure budget in the form of ramps, barrier-free seating/platforms, other accessibility build-outs and transition costs. These costs are spread across the competition venues and Paralympic Villages to support accessibility for athletes with a wide variety of impairments;

In addition, specific costs have been calculated for the three existing venues that will be specifically used for the Paralympic Games (in particular Biathlon and Cross-Country hosted in Valdidentro and the snowboard competitions hosted in Cortina);

- Incremental Accommodation, Logistics and Transport expenses have been specifically estimated taking into consideration the specific Paralympic needs;

- The remaining Paralympic Winter Games expense budget is integrated with the Olympic budget. These costs were estimated on the basis of both the Olympic and Paralympic Winter Games periods in total, and not separately.



A summary of the incremental Paralympic Winter Games budget (already included in table 106) follows:

**Tab. 54**

Revenues (000s)	EUR 2018	USD 2018	EUR 2026	USD 2026
<b>4. Ticket Sales</b>	<b>7,337</b>	<b>8,335</b>	<b>8,366</b>	<b>9,504</b>
4.1 Ticket Sales Revenue	<b>7,337</b>	<b>8,335</b>	<b>8,366</b>	<b>9,504</b>
4.2 Additional Ticketing products (including Hospitality)				
<b>6. Government Contribution</b>	<b>55,000</b>	<b>62,482</b>	<b>62,712</b>	<b>71,243</b>
6.1 Olympic Games				
6.1.1 National Government	-			
6.1.2 Regional Government	-			
6.1.3 Local Government	-			
6.2 Paralympic Games	<b>55,000</b>	<b>62,482</b>	<b>62,712</b>	<b>71,243</b>
6.2.1 National Government	-			
6.2.2 Regional and Local Government	55,000	62,482	62,712	71,243
<b>9. Total Revenues</b>	<b>62,337</b>	<b>70,817</b>	<b>71,077</b>	<b>80,746</b>

Expenditures (000s)	EUR 2018	USD 2018	EUR 2026	USD 2026
<b>1 Venue Infrastructure</b>	<b>4,050</b>	<b>4,601</b>	<b>4,618</b>	<b>5,246</b>
1.3 Temporary Infrastructure - Overlay - (incl. set-up, maintenance and disposal costs)	3,760	4,271	4,287	4,870
1.3.1 Competition Venues (please list all competition venues)	3,760	4,271	4,287	4,870
1.3.2 Olympic/Paralympic Village(s)				
1.3.3 IBC/MPC				
1.3.4 Other Key Olympic Venues				
1.3.5 Other venues/sites				
1.4 Energy	290	329	331	376
<b>2 Sport, Games Services &amp; Operations</b>	<b>27,704</b>	<b>31,473</b>	<b>31,588</b>	<b>35,886</b>
2.1 Accommodation	17,471	19,848	19,921	22,631
2.2 Food and Beverage	999	1,135	1,139	1,294
2.4 Logistics	500	568	570	648
2.8 Transport	8,704	9,888	9,924	11,274
2.10 Venue Operations Management	30	34	34	39
<b>5 Ceremonies &amp; Culture</b>	<b>7,000</b>	<b>7,952</b>	<b>8,011</b>	<b>9,067</b>
5.1 Opening & Closing Ceremonies	7,000	7,952	8,011	9,067
<b>8 Other Expenses (eg. Marketing rights, payments to IOC/IPC/NOC, etc.)</b>	<b>6,634</b>	<b>7,537</b>	<b>7,565</b>	<b>8,625</b>
<b>9 Contingency</b>	<b>17,254</b>	<b>19,602</b>	<b>19,674</b>	<b>22,350</b>
<b>10 Total Expenditures</b>	<b>62,643</b>	<b>71,165</b>	<b>71,455</b>	<b>81,174</b>

Net Financial Result	EUR 2018	USD 2018	EUR 2026	USD 2026
Surplus/Shortfall (Rev - Exp)	-306	-347	-378	-427

Exchange Rate used 1 EUR = 1.136 USD  
Accumulated inflation until 2026: 14.02%



## Milano and Cortina

**2015** ICF Canoe World Championships, Milano, August

**2013** Water Skiing World Championships, Milano, September

**2012** Showdown European Championship, Milano, July

## Lombardia and Veneto Regions

**2018**

FEI Equestrian Competition CPEDI3\*, Ornago (Lombardia), March  
ITU Paratriathlon World Circuit, Iseo Franciacorta (Lombardia), June  
IPC Para Trap Para Shooting World Championships, Lonato del Garda (Lombardia), October

**2017**

FEI Equestrian Competition CPEDI3\*, Somma Lombardo (Lombardia), June  
ITU Paratriathlon World Cup, Iseo Lake (Lombardia), July

**2016**

FEI Equestrian competition CPEDI3, Caselle di Somma Campagna (Veneto), March  
UCI Paracycling Track World Championship, Montichiari (Lombardia), March  
UCI Paracycling Europe Cup, Bovezzo-Nave (Lombardia), April/May  
EUROSAF Sailing Euro Cup, Lago di Garda (Lombardia), May  
FEI Equestrian competition CPEDI3, Somma Lombardo (Lombardia), June

**2015**

FEI Equestrian competition CPEDI3, Caselle di Somma Campagna (Veneto), April  
INAS Rowing Indoor World Championships, Gavirate (Lombardia), May  
FEI Equestrian competition CPEDI3, Somma Lombardo (Lombardia), 1June  
FISA Rowing World Cup II, Varese (Lombardia), June  
ITU World Paratriathlon Event, Iseo Lake (Lombardia), July

**2014**

IFDS Euro Cup 2.4-Skud-Sonar, Riva del Garda (Lombardia), May  
INAS-FID Rowing Indoor World Championships Gavirate (Lombardia), May  
IWAS Wheelchair Fencing World Cup Grand Prix, Lonato del Garda (Lombardia), May  
ITU World Paratriathlon Event, Lake Iseo (Lombardia), 4July

**2013**

Equestrian CPEDI 3\* FEI International Event, Somma Campagna (Veneto), April  
IWAS Wheelchair Fencing World Cup, Lonato del Garda (Lombardia), May  
Equestrian CPEDI 3\* FEI International Event, Casorate Sempione (Lombardia), June

**2012**

Wheelchair Fencing World Cup, Lonato del Garda (Lombardia), May

**2011**

Para Cycling World Championships, Montichiari (Lombardia), March 2011

## Other locations in Italy

**2018**

**IPC Alpine Skiing European Cup, Sella Nevea, January/February**  
IWAS Fencing World Cup, Pisa, March  
FSSI European Championships Volley U21, Palermo, May/June  
WA European Cup Circuit Para Archery, Olbia, June  
UCI Paracycling Road World Championships, Maniago, August  
IWBF Women European Championships U21, Lignano Sabbiadoro, September  
IWAS European Championships Fencing, Terni, September  
IPCH Powerchair Hockey World Championship, Lignano Sabbiadoro, September  
FIFDS European Futsal Championship, Terni, November

**2017**

IWBF Wheelchair Basketball European Championship Under 22,  
Lignano Sabbiadoro, January  
**IPC Para Alpine Skiing World Championship, Tarvisio, January**  
IWAS Wheelchair Fencing World Cup, Pisa, March  
ITF Wheelchair Tennis World Team Cup BNP Paribas, Alghero, May  
UCI Paracycling Road World Cup, Maniago (PN), May  
IBSA Football B2-B3 World Championship, Cagliari, May/June  
WA Para Archery European Cup 1° leg, Olbia, June  
IPC European Para Youth Games, Genova, October  
IWAS Wheelchair Fencing World Championships, Roma, November

**2016**

**IPC Alpine Skiing World Cup, Tarvisio, January**  
FITET Lignano Master Open, Lignano, February  
INAS Athletics Indoor World Championships, Ancona, March  
**IPC Snowboard World Cup, Moena (Trento), March**  
IWAS Wheelchair Fencing European Championships, Casale Monferrato, May  
INAS European Swimming Championships, Loano, June  
IPC Athletics European Championships, Grosseto, June  
IWRF European Wheelchair Rugby Championships (division C),  
Lignano Sabbiadoro, June  
ICSD Soccer World Championships, Capaccio Paestum, June/July  
Trisome Games 2016, Firenze, July  
IWBF Women European Championships (Division 2), Atri, July  
IBSA Showdown European Championships, Tirrenia, September  
IWAS Wheelchair Fencing World Cup, Pisa, November

**2015**

**IPC Alpine Skiing Europe Cup Finals, Sella Nevea, February**  
ITTF Table Tennis Lignano Master Open, Lignano, March  
IWAS Wheelchair Fencing World Cup, Pisa, May  
UCI Para-cycling Road World Cup (Round 1), Maniago, June  
World Deaf Bowling Championships, Bologna, August  
FEI Equestrian competition CPEDI3, Arezzo, October  
IPC Wheelchair Dance World Champions, Roma, November

**2014**

**IPC WC Finals Alpine Skiing, Tarvisio, February**  
ITF Wheelchair Tennis 3 Series WC, "Alpi del Mare", Cuneo, March  
International Boccia Trophy, Barcellona, April  
UCI World Cup - Para-cycling Road, Castiglion della Pescaia, May  
Water Skiing European Championships, Novara, July  
INAS Basket European Championships, Loano, September

**2013**

**IPC Alpine Skiing World Cup, Sestriere, January**  
UCI Paracycling World Cup, Merano (Bolzano/Bozen), June  
IBSA European Blind Football Championships (cat. B1), Loano, June  
IAADS European Championships – Athletics, Roma, June  
ITTF Para Table Tennis European Championships, Lignano Sabbiadoro,  
September/October  
**IPC Para ice hockey Qualification Tournament, Turin, October**

**2012**

**Alpine Skiing World Cup, Arte Terme, January**  
UCI World Cup Paracycling road, Roma, May  
Sailing World Championships Open 2.4, Porto S.Giorgio, September  
Goalball European Championships, Ascoli Piceno, October

**2011**

**IPC Alpine Skiing World Championships, Sestriere, January**  
Para Archery World Championships, Turin, July  
INAS Fid Global Games 2011, Liguria, September/October  
IWAS Wheelchair Fencing World Championships, Catania, October

4

## SUSTAINABILITY AND LEGACY

MILANO  
CORTINA  
2026

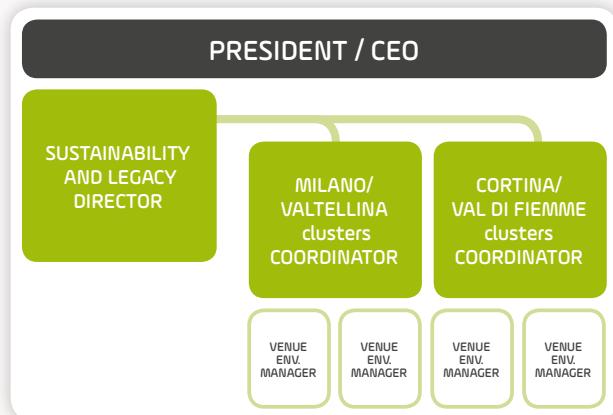
## SUSTAINABILITY AND LEGACY

### 55 | A robust Sustainability Governance for truly sustainable Games

The sustainability approach and related criteria will be core drivers in the entire life cycle of the event. From an organisational point of view, **a dedicated department, reporting directly to the CEO, will be set up with the aim of correctly implementing the Overall Games Delivery Plan** and to ensure coordination of all the other departments within the OGOC organisation, in particular supporting the Venue and Infrastructure Development Department. Other core Departments that will work in close coordination with the Sustainability and Legacy Department include Mobility, Operations and Waste Management, Event Organisation, Procurement, Marketing & Sponsorship and Merchandising.

It will also liaise with the OCOG external partners and suppliers, who will be encouraged to adopt specific initiatives.

The Sustainability and Legacy Department will include different skills and know-how (such as standards on sustainable events, circular economy, climate management, stakeholder



engagement, offsetting and reuse) and will be leveraged by the experience of experts who have worked in the organisation of previous major events.

The Department will also be responsible for ensuring:

- the adoption of environmental and social criteria and standards within the entire OGOC organisation;
- the implementation of specific plans and programmes for the mitigation and/or compensation of environmental and social impacts and for maximising the value of the event;
- the development of an environmental communication strategy on the overall sustainability programme and stakeholder engagement along the event life-cycle;
- the certification of the management system, according to the standard adopted;
- the launch of awareness-raising initiatives on the Games sustainability good practices, after the end of the Games;
- the coordination with the Sustainability and Legacy Forum to share best practices and support the achievement of long-term legacies of the Games;
- the reuse and recycling of goods and material at the end of the event.

Coherently with the Governance framework described at Q.127, **the Sustainability and Legacy Department will coordinate the Sustainability and Legacy Forum and, if necessary, will also participate in the other Steering Groups.**

### 56 | A sustainability engagement strategy encompassing all relevant stakeholder

Consistently with the OCOG governance framework, **the integrated approach to Games planning and delivery will be accompanied by a continuous and coherent stakeholder engagement programme**, with the aim to include and in-

volve different third parties and Organisations from the public and private sectors and from civil society.

The consultation process has started already in the candidature phase within the framework of the 'Pact for Development', an existing partnership platform that has been developed at institutional level by the Lombardia Region and that has been extended to the Veneto Region under similar conditions (see also Q.127 and Q.130).

The 'Pact for Development' identifies all the stakeholders at local and regional level and maps their main interests in relation to the various phases of the Games, which includes design, construction, organisation and management and dismantling. The stakeholder mapping will be periodically reviewed in order to incorporate possible modifications/integrations needed during the entire Games lifecycle.

In addition, other stakeholders, who will be also regularly consulted, have been identified at national and international level (**see the preliminary Map below**).



## SUSTAINABILITY AND LEGACY

This process is also aligned with the stakeholder categories suggested by ISO Standard 20121:2012 (the Stakeholder Engagement Standard 'AA1000SES' issued by AccountAbility in 2015, will also be taken into consideration) for the circumstances of Olympic Games with several venues and the characteristics of the OGOC, and the governance of the Games.

This process will be included in the Sustainability Management System according to ISO Standard 20121:2012 and will be compliant with the Stakeholder Engagement Standard 'AA1000SES' issued by AccountAbility in 2015.

The stakeholders' interests will be preliminarily identified on the basis of the following:

- online research and monitoring;
- analysis of press releases and media reports;
- interviews with key departments of OGOC.



The Stakeholder Engagement Plan will be defined and adopted by the OCOG not later than six months from the date of the assignment of the Games to Milano Cortina, with a specific set of indicators to monitor the process and the results

obtained. All the engagement process will be characterised by inclusion and equity, transparency, openness and cooperation, responsibility and accountability.

### 57 | A forward-looking Sustainability Management System for Milano Cortina 2026

Milano Cortina 2026 will adopt the ISO 20121:2012 international standard (Event sustainability management systems – Requirements with guidance for use), in view of managing potential environmental, social and economic impacts in a coherent and integrated way, following the positive experience of the Milano 2015 World Expo.

The OGOC Sustainability Management System (SMS) will be:

- designed as from the foundation phase of the Games Delivery Plan, constantly revised and adapted to each phase of the Games life cycle, starting from the construction and preparatory phase, until the event phase and the post-Games dismantling phase;
- based on a materiality analysis to identify 'what really matters', in full compliance with the legislation to reduce the risks of legislative breaches;
- integrated with key operations under direct control by OGOC;
- extended also to other external entities (influenced by OGOC) that will be encouraged to adopt correct behaviour aligned with the OCOG sustainability strategies and objectives;
- made simple, clear and functional, with limited documentation to be produced;
- based on the full engagement of the stakeholders and regular reporting activity (GRI Guidelines will be adopted);
- certified by an accredited body.

This will not only lead to improvements in key sustainability

issues such as transport, resources management, and sustainable food policies, but will also help to create skills, employment and business legacies and to enhance international reputation.

The Milano Cortina 2026 'Statement of Values' will be adopted in the framework of the SMS. It will identify principles and criteria that should be followed by the OGOC in fulfilling its mission. Such guiding elements will be established at the first stage of the organisation of the Games, as a result of a constructive debate with the stakeholders involved.

Other significant activities for the development of the SMS of the OGOC will include the adoption of:

- the SMS's scope and responsibilities;
- the Initial Environmental, Social and Economic Report and the identification of significant aspects to be monitored;
- the Sustainability Programme outlining the objectives for the Milano Cortina 2026 Games;
- the operational control and monitoring to be applied both to the activities directly implemented by OCOG and to those of contractors, suppliers and partners;
- the environmental and safety audit programmes for construction sites;
- the internal audit programme to be implemented, with the objective of verifying legislative compliance of the OGOC activities, and the functionality and effectiveness of the SMS itself.

### 58 | A comprehensive sustainability programme to be applied throughout the event life cycle

Milano Cortina 2026 is committed to adopting a comprehensive approach to deliver a sustainable event, embedding the key values of environmental protection, social equity, social inclusion and economic growth of the local and national communities.

## SUSTAINABILITY AND LEGACY

**The main objective of our Sustainability Programme is to promote a shared-value creation process by enhancing the synergy between social and economic benefits activated by hosting the 2026 Winter Olympic and Paralympic Games.**

This will be made possible thanks to the fact that Milano Cortina 2026 will be the first edition of the Winter Games to be wholly conceived, planned, developed and closed/dismantled following the Agenda 2020 recommendations, the IOC 'New Norms' and the objectives of the Global Agenda for Sustainable Development (Agenda 2030).

We will put the Alpine region of Italy at the heart of sustainable development strategies. A specific focus will be dedicated to environmental protection. Innovative solutions will ensure maximum respect of the delicate environment of the hosting World Heritage sites. For this reason, the OCOG will work together with the UNESCO Dolomites Foundation to integrate the existing Dolomites Overall Management Strategy (DOMS) in the 2026 Sustainability Programme.

Basing on the experience of the DOMS, our Programme will be based on a voluntary, flexible and dynamic framework agreement involving all the relevant stakeholders, and identifying a set of strategies and objectives tailored to the needs of the Games and the different venue cities and territories.

Our Sustainability Programme will monitor the qualitative and quantitative contributions in reaching the UN-SDGs delivered by the overall Games Delivery Plan, as better described in Q.61, by focusing on:

- monitoring the state of advancement of projects and initiatives set up for the Games;
- identifying corrective actions or integrative measures to the Games Delivery Plan;
- informing and empowering the stakeholder engagement initiatives set up by the OCOG.

Furthermore, the set of indicators used to assess the sustainability of the Milano Cortina 2026 Winter Olympic and Paralympic Games, will support the creation of a brand-new sporting events monitoring framework based on the SDGs.

A reporting process will be defined by the OCOG to share with the stakeholders the objectives, progress and results obtained by the overall Milano Cortina 2026 Sustainability Programme. The OCOG will also periodically publish a Sustainability Report in compliance with the Sustainability Reporting Guidelines issued by Global Reporting Initiative (GRI).

Finally, the Milano Cortina 2026 Delivery Plan will undergo an overall Strategic Environmental Assessment (SEA), as requested by Law Decree 152/2006. The SEA will be delivered by an ad-hoc assessment commission, which will involve all the Regional Authorities involved in the Games: Lombardia Region, Veneto Region and the Autonomous Provinces of Bolzano/Bozen and Trento.

Further details on the measures to be implemented and on the standards to be applied for each focus area are described hereunder.

### Infrastructure and natural sites

The overall Games Delivery Plan will be further submitted to a specific assessment (DPR 375/97) to avoid any possible impact on conservation of biodiversity and cultural heritage, within the Environmental Strategic Assessment procedure.

The OGOC, with the support of regional forest agencies, will develop a venues evaluation and surveillance service (pre and post-event) based on satellite Earth observation technologies, in order to monitor the macro-territorial effects of the Games with reference to forests and land use.



the OCOG will identify, in case of biodiversity loss, a set of compensatory measures based both on consolidated best practices (e.g. Ecological Value Compensation - STRAIN Method), and on a dedicated programme of ecological restoration. This programme will take into consideration every potential loss of ecological value connected with the construction of the venues and will quantify the 'equivalent hectares' necessary to offset the loss (ecological value to be offset is the initial ecological value less the ecological value following the implementation of the project). The stakeholder engagement process will define the compensation measures to be implemented, the implementation governance model and the resources to maintain those measures over time (10-20 years).

### Sourcing and resource management

Milano Cortina 2026 will take a circular economy approach to deliver a great and sustainable edition of the Winter Olympic and Paralympic Games. To do so, the OCOG will implement the following measures.

#### *Infrastructure design*

In order to grant the sustainability of temporary buildings and other overlays since their conception, a specific guidelines document will be issued by the OCOG for the design, construction and dismantling phases integrating the environmental criteria.

For new permanent buildings or infrastructures, the OCOG will strongly recommend the adoption of the two international protocols EnvisionTM and LEED, as mentioned in Q.59.

#### *Green procurement*

Milano Cortina 2026 will apply the complete set of Minimum Environmental Criteria, as defined by the Italian Ministry of Environment, in the purchasing processes implemented by the two main delivering bodies: the OCOG and Agenzia.

## SUSTAINABILITY AND LEGACY

In addition, these bodies will apply further social and ethical criteria (labour standard, source traceability, fair trade, disadvantaged personnel protection, etc) in selecting their products and services providers.

Particular attention will also be paid to maximising the use of certified wood (FSC and PEFC), recycled or renewable materials in the construction phase of permanent and temporary buildings, as well as during the venues fit-out. The focus will also be turned on the use of food & beverage products with the 'Mountain Products' European Brand or with Protected Geographical Indication (PGI, as defined in the Regulation CE 510/2006), and on promoting sustainable and responsible consumption.

Finally, the OCOG will publish Green & Social Procurement Guidelines to be addressed to all its partners, suppliers, licensing operators and the broadest range of actors involved, including the Olympic Family and local communities. These guidelines will provide specifications about the preferred green and sustainable characteristic of all services and products involved in the Games preparation and delivery (e.g. construction materials, furniture, equipment, food & beverage, clothing, merchandising, packaging, event organisation, maintenance and cleaning services, logistic and security services).

### *Food & Beverage System*

the OCOG will install water kiosks in every venue to reduce the related logistical activities and avoid post-consumption packaging management. It will also define a set of mandatory rules for food operators to reduce packaging and to prevent waste generation:

- provision of water in jugs;
- use of washable - rather than disposable – tableware and tablecloths. If disposable tableware is used, it must be made of 100% biodegradable and compostable material, meeting standard EN 13432, so that it can be sent to composting-digesting centres;

- 100% ban on food & beverage single-use plastics (tableware, straws, etc.) and packaging;
- safety measures to facilitate the recovery of unconsumed food.

### *Food recovery system*

With the support of non-profit organisations, Milano Cortina 2026 will organise the recovery of unconsumed food and about-to-expire unsold food products in all venue cities, with a target of recovering 100% of unused food.

### *Separate collection of waste*

Milano Cortina 2026, anticipating EU targets, is committed to achieve the recycling of 70% of municipal and 80% of packaging waste.

To reach these targets Milano Cortina 2026 will accurately:

- assess the quantity and quality of waste that will be produced at each venue;
- select the most suitable containers for each type of waste;
- organise an audit programme in each venue to monitor its performance.

A collection counter will be installed to assess the environmental benefits and indirect economic benefits derived from proper waste management (e.g. less CO<sub>2</sub> emissions, reduction of raw materials use). A specific communication plan will be adopted to engage relevant stakeholders to promote knowledge of the positive effects of a correct daily behaviour.

### *Games asset reuse*

Milano Cortina 2026 is committed to guarantee high targets for post-Games assets reuse. A comprehensive reuse programme will be defined at G-4 aiming at ensuring a second life to the Games assets (e.g. IT hardware, equipment, sport equipment, clothing, memorabilia, gadgets).

### *Water footprint*

The Overall Games Delivery Plan will undergo a water footprint assessment compliant with ISO 14046 in order to:

- assess the magnitude of potential Games-specific environmental impacts related to water;
- identify opportunities to reduce water-related potential impacts associated with the Games during the whole event life-cycle;
- prepare a risk management strategy related to water;
- promote water efficiency and the optimisation of water management;
- influence the OCOG's partners, suppliers and other stakeholders of the potential impacts related to water.



## 3. Mobility

Milano Cortina 2026 identifies mobility as a key intervention area where to concentrate its effort to ensure that any Games stakeholders, including general public and logistics operators, could move around the different venues in a comfortable, healthy and sustainable way.

## SUSTAINABILITY AND LEGACY

the OCOG will promote the implementation of different solutions for people and goods mobility based on the characteristics of each single venue and supply chain and involving sectoral operators.

Games transport strategy will offer various alternatives for people mobility, as a widespread mass transit network capable of giving travellers plural, sound and accessible opportunities to move around the Olympic areas.

The whole transport network will be perfectly integrated with the Regional and National rail and bus networks, thus completing an intermodal transport system allowing people to reach all venues comfortably.

An integrated mobility as a service platform (MaaS) is being developed by the City of Milano in order to facilitate access to sustainable mobility services. By 2026, the projects will be operational and extended to all the venue cities, allowing special travel packages to be purchased using mobile devices among the territories involved in the 2026 Games concept.

Moreover, a dedicated branded App will be released by the OCOG, enabling the integration of the transport modes and the possibility for customers to purchase 'mobility packages', granting a defined volume of access to public transport, bike-sharing, car-sharing, carpooling and taxi services at the same time. The App (based on Maas technology) will provide travellers with easy, flexible, reliable, price worthy services and environmentally-friendly travel.

Particular importance will also be given to the development of electric mobility and to low environmental impact means of transportation in general. This will improve the efficiency, accessibility, competitiveness, comfort and environmental sustainability of the 2026 transport operations. In 2026, 50% of the bus fleet will be made up of electric vehicles, 25% of hybrid vehicles and the remaining part of diesel Euro 6. By

2030, it will be 100% electric, at least in the Milano region. In addition, 5G connectivity and new technology will pave the way for using electric driverless vehicles to connect the Olympic Village and the other venues in Milano.

Finally, the logistics systems of all the venues will be conceived to put together procurement, security and environmental sustainability needs.

Deliveries and maintenance activity will be carried out during the night, and the use of eco-friendly vehicles (Euro 6, electrical, bio-fuel powered) will be promoted throughout the supply chain. Goods will be delivered to the final destination only by zero emissions vans within Olympic areas.

### 4. Workforce

Milano Cortina 2026 (both OCOG and Agenzia), in addition to what is already requested by Italian law, will define specific agreements with trade unions in order to:

- foster the growth of skills of their staff and local communities involved in the Games concept;
- grant the regularity of labour relations and gender equality;
- ensure the safety of the workplace during the construction, delivery and dissolution phases of the Games, also involving the volunteering system.

A prevention and control system will be developed in full partnerships with trade unions, to ensure the legality and safety of the working environment and conditions as well as of the volunteers' activities. This system will also eliminate the risk of possible infiltrations by criminal organisations.

The compliance with the Milano Cortina 2026 contractual framework will be requested to all subcontractors involved in the project through specific prescriptions and requirements to be replicated in the providers' labour contracts.

Particular attention will be given to gender issues (not only

from a contractual point of view but also in terms of opportunities and awareness) and to the most vulnerable categories of workers. Finally, a Plan will be defined, before the beginning of the Games, identifying the best processes and solutions to ensure the reallocation of personnel at the end of the event.

### 5. Climate

Milano Cortina 2026 is committed to set up ambitious carbon management plans and to achieve a carbon-neutral event.

The Cities of Milano and Cortina, and the Lombardia and Veneto Regions share a strong commitment to tackling climate change and ensuring sustainable long-term growth.

Milano Cortina 2026 will define a Carbon Management Strategy including all the measures to minimise, as far as possible, the Games carbon footprint and will disclose carbon performance information throughout the event lifecycle. In particular, the following commitments will be undertaken:

- application of the best energy-efficient solutions for permanent and temporary infrastructures;



- preparation of guidelines, based on the best approach and up-to-date smart technological innovations to be applied in temporary infrastructures and adoption of the LEED Protocol for new or deep refurbished buildings;
- 100% use of renewable energy (locally produced or purchased with a certified origin) to satisfy the overall energy demand during the event;
- outdoor lighting 100% LED;
- monitoring and disclosing greenhouse gas (GHG) emissions associated with Games activities (both direct and indirect emissions), using a certified system compliant with ISO 14064 standard and IOC new Carbon Footprint Methodology for the Olympic Games (2018);
- implementing compensation measures to achieve carbon neutrality, including local projects and/or purchase of verified and registered carbon credits;
- fostering climate action through communication and enabling knowledge-sharing capacities to optimize the impact of collective effort on climate action.

In terms of climate change, Milano Cortina 2026 will develop a risk analysis (based on the most recent methodologies already applied by the '100 Resilient Cities' network) on climate change trends potentially affecting the communities involved in the Games. On the basis of this assessment, mitigation and adaptation measures will be identified and implemented in order to prevent risks and to be ready for action in case of emergency. A specific Protocol will be adopted for climate events emergency response involving all the relevant stakeholders.

The Milano Cortina 2026 approach to climate change management and adaptation will fit within the actions and programmes that the host Cities and Regions have already planned, acting as a catalyst for other on-going or new initiatives.

## 59 | Venue Sustainability assessments

### Minimising the environmental impact of the Games

As presented in Q9, the Olympic Games concept comprises only two new permanent key Olympic venues, which have already been planned: the Milano Olympic Village and the Palatapia Santa Giulia Arena. In addition, three more venues will need permanent works to stage the Games (the Milano Hockey Arena, the Sliding Centre 'Eugenio Monti' in Cortina and the Ice Rink Pinè in Baselga) and two temporary venues will be built (Olympic Villages of Livigno and Cortina).

Therefore, **the Master Plan of the Milano Cortina 2026 Winter Games has been conceived to minimise the environmental impact, thanks to the wide use of existing infrastructure** to host the event. Nevertheless, a comprehensive set of tools to ensure a detailed environmental assessment will be put in place, in order to carefully evaluate their likely effects on the environment and mitigate any potential risk, in particular:

- The overall Strategic Environmental Assessment for the Milano Cortina 2026 Winter Games will ensure that environmental considerations are taken on board when developing strategic actions;



- In addition, major construction works on new, existing or temporary venues will undergo a project-approval process that is described at Q.10. Such a process will be streamlined thanks to the 2026 Olympic Law (see Q.120). This will involve all the local competent authorities on environmental protection and will set up dedicated 'Conferences of services' for project approvals;

- In this framework, the relevant authorities will have to determine if the above projects must be subject to a specific Environmental Impact Assessment (EIA). The EIA will fall under the responsibility of the Regions and will be carried out preliminarily during the design phase, in line with Art. 27 bis of the Legislative Decree n. 152/2006 and with the relevant regional legislation (Law n. 04/2016 of the Veneto Region and Law n. 05/2010 of the Lombardia Region).

### Cutting-edge construction practices, policies and legislation to be implemented

Milano Cortina 2026 aims to achieve natural resource and energy efficiency in delivering the key Olympic venues by basing on a circular economy approach.

Therefore, the following criteria will be applied in delivering both permanent and temporary buildings:

- making use of the most recent sustainable construction management solutions;
- ensuring a healthy environment for those who will live or work in the venues;
- provide universal accessibility of the venues;
- raise awareness on the sustainable solutions implemented through the venue architecture.

All major construction works on new, existing or temporary venues will then be subject to:

- Minimum Environmental Criteria for Buildings – as defined by the Decree of the Ministry of the Environment of 11.01.2017 – which establish the environmental require-

## SUSTAINABILITY AND LEGACY

ments (mandatory for public buildings and highly encouraged for private interventions) for the various stages of the procurement process of the construction phase. This will help to identify the best design solutions, products and services from an environmental point of view, with a focus on the use of construction materials with recycled content;

- Regional legislation concerning energy efficiency and environmental protection in construction. This will include rainwater management, aimed at reusing uncontaminated water for different purposes and reduce the water load on existing sewerage networks;
- Compliance with local regulations derived from the voluntary commitments made at international level by the Municipality of Milano to become a 'Carbon Neutral and Resilient City' by 2050;
- Alignment with the voluntary commitments undertaken in the framework of the international certification on the sustainability and resilience of communities (ISO 37101) by the Municipality of Cortina d'Ampezzo, regarding climate change emissions and adaptation.

Finally, the sustainability of major construction works related to the Milano Cortina 2026 Olympic and Paralympic Winter Games will be strengthened by adopting one of the following protocols:

- the Envision™ protocol for infrastructures developed by the Institute for Sustainable Infrastructure (ISI) and Harvard University;
- the LEED protocol (Leadership in Energy and Environmental Design) developed by the Green Building Council.

### No displacement of existing communities or businesses to stage the Games

The Milano Cortina Games Concept anticipates no displacement of existing communities and/or businesses.

## 60 | Suitable water capacity and quality

### Milano

The water supply system in Milano and its surrounding areas is managed by Metropolitana Milanese (MM), one of the main Italian multi-utility operators, which is 100% owned by the City of Milano. The potable water supply in Milano is entirely provided by groundwater lying at a depth of between 30 and 100 metres. More than 400 boreholes feed 28 pumping stations in the aqueduct.

The total population served is of 1.4 million inhabitants, with a total water supply, in 2017, of 135.1 cubic metres per inhabitant (corresponding to approximately 370 litres per day on average). However, the total potential capacity of the Milano aqueduct can reach 1 billion litres (corresponding to approximately 715 litres per inhabitant) per day, which means that the system can easily cater for the additional demand at Games time, without any problems. This has already been the case for the exceptional demand during the 2015 World Expo, which registered over 21 million visitors in six months.

Extracted water goes through a purification and a careful monitoring and control process before being distributed to the city through a 2,228 km-long water-pipe network, which is interconnected in the shape of a spider's web.

Constant monitoring and laboratory testing ensure groundwater quality and measure the total available water supply capacity, in line with the Water Safety Plan and with the requirements of the World Health Organisation and of the *Istituto Superiore di Sanità* (ISS - Higher Institute of Health).

Purification methods include:

- filtration process with activated carbon;
- aeration towers to eliminate volatile pollutants;
- disinfection with sodium hypochlorite or UV rays;
- reverse osmosis.

The Table below summarises the main testing parameters and results.

Wastewater treatment is ensured by three sewage plants that follow the highest international standards. Treatment wastewater is then reused for agricultural purposes.

### Cortina

The City of Cortina is mainly served by the public aqueducts network, managed by *BIM Gestione Servizi Pubblici SpA* (owned by the municipalities of the Province of Belluno, where Cortina is located). Four more small private aqueducts serve the villages of Zuel di Sopra, Campo Salieto, Cojana and Azzon.

All the aqueducts use local mountain springs, ensuring the purity of the drinking water supply. The water availability is currently guaranteed for 450 litres per inhabitant per day. A new water storage tank is also being built in the area of Pocol to increase the water availability if needed.

Regarding sewage and purification services, both entirely managed by the public operator, the main sewerage system converges to the Socol - Pian de Ra Spines treatment plant, which has a capacity of 18,500 population equivalent. Further upgrading of the existing network and treatment plant are already planned in the next few years to ensure even higher environmental standards.

Drinkable water analysis (Milano)	2014	2015	2016	2017	2018 (estimated)
Number of samples analysed	17,252	17,440	17,809	21,714	22,000
Number of parameters	229,860	205,182	250,799	199,663	200,000
Rate of satisfactory testing	99.46%	99.51%	99.56%	99.70%	99.80%



## Existing and planned artificial snow-making facilities

City	Per capita Availability of Renewable Freshwater Resources		Artificial snow making facilities and installations	
	Actual Consumption Per-Person (CBM/Inhabitants/Year)	Potential Availability (Additional Potential Inhabitants)	Existing	Planned
<b>Milano</b>	135.6	400,000	Not applicable	Not applicable
<b>Cortina</b>	55	25,000	<p>Snowmaking equipment:</p> <ul style="list-style-type: none"> <li>• Tofane track - 45 snow guns (low pressure);</li> <li>• Vertigine track - 50 snow guns (low pressure);</li> <li>• Col Druscié track - 33 snow guns (low pressure).</li> </ul> <p>The Snowmaking systems use 80,000 cubic metres of water from the Boite river (average). No chemicals or bacterial-based additives are used.</p>	<p>The construction of a new water tank is being evaluated to manage peak demand. The installation of an additional pump plant at the bottom of the Col Druscié slopes is also under consideration to further increase the water pressure.</p>
<b>Bormio</b>	50.51	14,536	<p>Snowmaking equipment:</p> <ul style="list-style-type: none"> <li>• Stelvio track - 38 snow guns (high-pressure) and 28 snow guns (low-pressure).</li> </ul> <p>The average annual snowfall is equal to 200,000 cubic metres.</p> <p>Snowmaking systems use 120 litres of water per second from three main sources:</p> <ul style="list-style-type: none"> <li>• Sobretta spring (2,160 metres asl), guaranteeing 45 litres per second;</li> <li>• Bocche d'Adda spring (1,551 metres asl), guaranteeing 45 litres per second;</li> <li>• Groundwater (1,200 metres asl and 90 metres depth) guaranteeing 30 litres per second (used only during periods of peak demand).</li> </ul> <p>No chemicals or bacterial-based additives are used.</p>	<p>The plant will be improved in terms of energy efficiency and power with the replacement of low-pressure guns (ensuring a reduction in noise impact and energy savings up to 25%).</p>
<b>Livigno</b>	49.90	36,828 (A new well and a dedicated source will be developed by 2024 increasing the water availability of an extra 851,472 cubic metres per year.)	<p>Snowmaking equipment:</p> <ul style="list-style-type: none"> <li>• Mottolino track - 20 snow guns and lances</li> <li>• Sitas-Tagliede track - 10 snow guns and lances</li> <li>• Carosello 3000 track - a variable number of snowmaking machines is used (140 movable snow guns and 200 lances) according to the annual needs.</li> </ul> <p>The average annual snowfall production is equal to 1,280,000 cubic metres.</p> <p>Snowmaking systems use 1,150 cubic metres of water per hour from 726 wells collecting water from the Spoel river.</p> <p>No chemicals or bacterial-based additives are used.</p>	<p>New interventions are planned to enhance the existing snowmaking systems thanks to the creation of an additional reservoir for water storage.</p>
<b>Anterselva/Antholz</b>	38	35,000	<p>Snowmaking equipment:</p> <ul style="list-style-type: none"> <li>• 8 snow guns (high-pressure)</li> </ul> <p>The average annual snowfall is equal to 55,000 cubic metres.</p> <p>Snowmaking systems use from 6,1 up to 30 litres per second of water from the Anterselva river.</p> <p>No chemicals or bacterial-based additives are used.</p>	<p>The plant will be improved in terms of energy efficiency.</p>
<b>Val di Fiemme Predazzo</b>	49	3,000	<p>Snowmaking equipment:</p> <ul style="list-style-type: none"> <li>• 10 snow guns (high-pressure)</li> <li>• 6 snow guns (low-pressure)</li> </ul> <p>The average annual snowfall is equal to 10,000 cubic metres.</p> <p>Snowmaking systems use a well collecting water from the Avisio river.</p> <p>No chemicals or bacterial-based additives are used.</p>	<p>No upgrading of the snowmaking system has been planned</p>
<b>Val di Fiemme Tesero</b>	50	7,918	<p>Snowmaking equipment:</p> <ul style="list-style-type: none"> <li>• 17 snow guns (low-pressure)</li> </ul> <p>The average annual snowfall is equal to 135,000 cubic metres.</p> <p>Snowmaking systems use 54 wells containing potable waters coming from various streams collected in a reservoir (with a flow of 51 liter per second).</p> <p>No chemicals or bacterial-based additives are used.</p>	
<b>Valdidentro</b>	95	31,000	<p>Snowmaking equipment:</p> <ul style="list-style-type: none"> <li>• 4 snow guns (high-pressure)</li> </ul> <p>The average annual snowfall is equal to 6,000 cubic metres.</p> <p>Snowmaking systems use water from the Viola track with a capacity of 45 litres per second.</p> <p>No chemicals or bacterial-based additives are used</p>	

## 61 | The long-term benefits of the Milano Cortina 2026 Olympic and Paralympic Winter Games

### Long-term benefits

**Delivering long-term benefits for the host cities, surrounding regions and country, as well as for the Olympic Movement, is fundamental to the Milano Cortina 2026 vision described in Q.1.**

Our bid is underpinned by the principles of sustainable development, particularly using sport and the Games as tools to deliver benefits across social, economic and environmental themes. These are shaped in part by our commitment to achieving the Sustainable Development Goals (SDGs) launched by the United Nations in 2015, along with the long-term strategic plans of key stakeholders at city, regional and national levels and the far-reaching goals of CONI and CIP, the two national bodies responsible for promoting sport at all levels.

As already stated in Q.1, **our Generation 2026 ambitions are that all children born after 2010 will:**

- **Play sports regularly;**
- **Recycle ¾ of the waste they produce;**
- **Use sustainable means of transportation only;**
- **Use sport to understand cultural diversity;**
- **Grow in a more inclusive and integrated society.**

The broad range of expected long-term benefits are described below.

### Elite and grassroots sport

#### Sports infrastructure

As expected from a Games concept that advocates sustainable development and financial efficiency, there is relatively modest investment in sporting infrastructure, with only one

newly-built venue, Palalitalia. This will provide a new arena for Milano to host sporting, cultural and entertainment events, as stated in the City's development plan.

Further renovated venues will greatly enhance sports opportunities. For example, the Ice Rink Piné, a refurbished, fully-covered ice rink will provide a permanent Speed Skating venue for elite training and competition. At an altitude of 1030 metres above sea level, it will be the highest such venue in Europe, an attractive training venue for other European national federations and athletes.

Other infrastructure projects include:

- Cortina Sliding Centre – a renewed and refurbished venue providing a dedicated training and competition venue, contributing to our goal to become a popular Winter Sports Hub;
- Milano Hockey Arena: a refurbished Ice Hockey venue providing a flexible, multi-purpose arena;
- Enhanced venue accessibility to make these venues more attractive to para-sport athletes and to national federations;
- The Sport and the Suburbs CONI programme will be enhanced, with key actions to refurbish sports facilities and outdoor areas in local communities.

These investments will not only help to ensure that Italy maintains its reputation as a major international sporting events host of the highest quality, serving both local communities and athletes of the future, but they will also help to raise the profile of northern Italy as a sports tourism destination.

#### Elite sport

The development of talent is one of CONI's key goals (and CIP's for Paralympic sport), together with the National Winter Sports Federations. Hosting the Games will provide renewed impetus to many of these talent development programmes, building on initiatives such as the 'dual career' initiative and the customised education calendar, so that athletes can meet

the training and competition demands of their sport.

#### Grassroot sport

CONI has adopted a multi-stakeholder approach in order to define its social responsibility plan and has identified topics, goals, action areas and projects across three key areas:

- Sport, Youth and School;
- Sport and Social Development;
- Sport, Health and the Community.



By hosting the Games, we will accelerate the achievement of key targets in this social responsibility plan. At grassroot level, CONI has launched some initiatives within primary and secondary schools, to develop sport. For example, the 'Scuole Aperte all Sport' (Schools Open to Sport) project allows pupils aged between 11-13 to discover new sports and stimulate their passion for sport. The expansion of the Student Championships, together with initiatives to get more people, particularly young people, practising winter sports in organised sports club settings, will provide more opportunities for participation and progression. Targeted programmes, such as those focused on socially-excluded people or people with disabilities, will also be enhanced.

# SUSTAINABILITY AND LEGACY

## Sports and event management

Since 1966, Italy has provided education courses for sports-related technical qualifications and sports management. In addition to the many sports management courses delivered by Universities across Italy, CONI has structured its own Sports Management course, to provide suitably-trained candidates for management positions within the sports industry. The Games will provide a valuable opportunity for work-related experience for students and other individuals, providing them with experiences to shape their future careers, for example, in event delivery or in venue management.

## **Social benefits**

Hosting the Games will deliver a broad range of social benefits, using the power of sport to change lives. Several initiatives from CONI's Social Responsibility Plan, under the themes Sport and Social Development or Sport, Health and the Community, will be developed further to provide enhanced and accelerated benefits (see also Social Development through Sport below).

## Volunteering

Our volunteer recruitment strategy, targeting people from across Italy, but particularly those living in the host regions, will enhance the existing Italian database of volunteers that will provide the 'backbone' of the Games workforce. Volunteers will be trained for their roles, providing opportunities for personal development, team-building and social inclusion. This enhanced volunteer network will generate a valuable resource to support future events.

## Social projects

Several Games-related projects will provide valuable social benefits post-Games. For example:

- The Milano Olympic Village will provide much-needed affordable student housing for Milano's Universities;

- The temporary Olympic Villages in Livigno and Cortina will provide re-locatable housing to be used by the Civil Protection Department to help meet future housing emergencies across Italy.

## Social and community cohesion

By promoting the active participation and involvement of local communities in the planning and redevelopment of local areas surrounding Games venues, we will enhance social and community cohesion, as well as community pride. The Paralympic Games will also be used to help promote social inclusion and change the perception of people with disabilities.

## **Social development through sport (education, gender, health and peace)**

The Games will provide a 'kick start' for a range of sports development programmes, revitalise the public passion for Olympic winter sports and provide great opportunities to promote the Olympic values of friendship, excellence and respect throughout Italian society.

Our Olympic and Paralympic Education Programmes will promote the Olympic/Paralympic values and we will use Olympians and Paralympians as role models, to promote these values, to inspire young people and to change society's perceptions.

Building on progress during the Candidature process, our social/education programmes will impact significantly on Italy's young people. CONI's 'Sport and Integration' project is a good example of an existing programme that will be greatly enhanced by hosting the Games. Since 2014, this project has used sport as a tool to counter racial discrimination and intolerance, and to promote multi-cultural understanding, inside and outside schools, including an educational 'fair play' campaign in schools. In addition, the 'Sport Brothers' cam-

paign raises awareness of sport and integration in sports clubs (workers, officials, coaches), with the aid of a digital toolkit. These projects involve a multi-stakeholder approach including school teachers and key personnel. We will create a web portal, in partnership with the MIUR, to record all sponsored projects and the school sport initiatives carried out by sports organisations, with downloadable resources and best practice examples.



Other projects to be enhanced include '*Vincere da grandi*' (To Win when adults) which uses sport to promote social cohesion and development in disadvantaged areas where the risk of crime and social marginalisation is high.

As mentioned above, the Games volunteering programme, young leaders and these educational projects will also serve as a platform for social and personal development and promote more social interaction for an enhanced quality of life. We will also develop activities related to the 'Olympic Truce', in consultation with the IOC, before and during the Games to promote peace, inter-cultural dialogue and human understanding through sport. We have learned from the positive experience and respective peace-building activities imple-

mented for Torino 2006, such as:

- Developing charitable partnerships;
- Organising conferences and fundraising for agreed peace-related initiatives;
- 'Olympic Truce' march to raise the profile of peace-building activities.

## **Human skills, networks and innovations**

The Games will help to promote a range of opportunities in this area including:

- The Olympic and Paralympic Education Programme that will apply the inspirational qualities of sport and hosting the Games to develop the skills of young people across a range of different disciplines;
- The opportunity to engage in indirect sport-related roles in local communities e.g. administration, event security, risk assessment;
- Programmes focused on the personal development of athletes will build on CONI's projects to help athletes develop their careers when they retire from sport;
- There will be an enhanced communication and partnership working between agencies, government departments and other organisations, within the host cities, between cities and regions, and nationally. The alpine 'macro-region' in particular will benefit from more effective partnership working as they jointly promote the area as an attractive place to live, work and visit.

We will encourage innovation, ideas and creativity across a range of topics throughout the Candidature and in the lead up to the Games. These programmes provide an opportunity for people or groups with innovative ideas to develop and implement these plans, within the context of hosting the Games. For example, a campaign to encourage 'young innovators' through a 'call for ideas/proposals' to address modern day challenges.

## **Culture and creative development**

Showcasing Italy's national culture and unique heritage, as well as Milano's reputation for creativity and innovation, is a fundamental part of the Milano Cortina 2026 vision. The Games will act as a catalyst to inspire more cultural and artistic activity and interest.

The wealth of cultural assets that exists across the host cities (described in Question 39) provides a significant opportunity for the Cultural Olympiad, which will inspire more people to engage with culture and the arts.

The Games will also showcase Milano as a city which, while cradled in history, is taking a modern, innovative approach to life's new challenges, providing new impetus in the areas of art, design and innovation.



Showcasing this work as part of spectacular Olympic and Paralympic Games will have a lasting impact on the people of Milano and Cortina, generating an enhanced sense of pride and community cohesion.

## **Environmental benefits**

Milano Cortina 2026 will act as a catalyst for change by promoting consideration and prioritisation of a number of urban infrastructural and environmental projects that will enhance the quality of life for all citizens. The local authorities have increasingly embedded sustainability considerations into all public policies and urban development plans.

The development of enhanced sustainability and environmental practices will provide significant improvements to the natural environment, including the development of new 'open' spaces where one can enjoy Milano's rich culture, respect and awareness of environmentally-sensitive areas, such as the Dolomites and Italian Alps, and the creation of a more liveable, enjoyable, outdoor lifestyle, for which Italy is renowned.

CONI's path to sustainability is shaped in part by the commitment to achieving the Sustainable Development Goals (SDGs) launched by the UN in 2015. CONI, through single projects and activities, incorporates these goals into its global strategy and sustainability reporting processes.

Sustainable city infrastructural projects will greatly enhance the quality of life for all residents and visitors. For example, sustainable mobility initiatives will promote public transport and reduce car use, further benefiting the environment. Mobility improvements in the mountains will provide for more connected communities, benefiting both citizens and visitors, in an innovative, sustainable way.



## Economic benefits

Our economic impact analysis predicts significant economic benefits from the hosting of the Games. We will maximise these benefits through high-quality governance and forward-thinking leadership, engaging with business communities and tourism bodies across Italy to promote the many opportunities that hosting the Games will bring.

Our experience, passion and creativity will deliver legacy programmes that touch all sectors of society and will ultimately make a significant difference to raising Italy's profile on the world stage:

- As an international major event host;
- As a healthy and active sporting nation;
- As a diverse, attractive and welcoming tourist destination;
- As a nation that works well for business, trade and economic growth;
- As a multi-cultural, welcoming and inclusive society.

## Legacy vision and legacy themes

Our legacy vision is to use the 'power of the Games' as a catalyst to deliver our long-term strategic plans, realising planned projects and providing many lasting benefits. As described above, we anticipate many, varied benefits for sport, for culture, for business, for innovation, for education and for sustainability.

We have identified four priority themes: Sport, Social, Economic and Environmental.

Our priority objectives for each of these themes, along with targets and timescales are shown in the table n. 61.

## Legacy funding

As described also in Q.128, we propose the following main

sources of funding for our legacy programmes:

- Funding for sport/education, environmental and social programmes will be allocated as a proportion of the annual budgets of key partners to be allocated to Games-related legacy initiatives;
- The Milano Cortina 2026 Legacy Forum will be the beneficiary of the OCOG's share of any operating profits from the Games. It will also have the ability to secure resources through the business community and through corporate social responsibility programmes;
- Additional funding will be sought from the private sector, from sponsorship and from value-in-kind contributions from supporting partners;
- Initiatives related to economic legacies, such as tourism, will be managed/funded through the respective Regions responsible for tourism promotion. Our aim is for a more coordinated 'macro-regional' promotional platform with combined tourism packages;
- Development of communication networks between all the involved stakeholders;
- Should it be required, operational funding for deficits incurred in the management of Games venues post-Games will be allocated through a Trust Fund, dedicated to support the operational costs of these venues.

## Proactive communication and public engagement strategy

Our legacy plans will be communicated to cities, regions and nationally through a coordinated and proactive communications strategy. This work will commence in the early planning stages and build up momentum as Games-related programmes are launched and many young people of school age are engaged through the Olympic and Paralympic Education programme. We will also use Italy's extensive network of sports clubs, universities and other education institutions, as well as national federation databases, to promote engagement and awareness.

As described in Q.128, our legacy governance framework encompasses stakeholders from a range of institutions. This Legacy Forum will approve a coordinated communications plan, in partnership with the OCOG, across key phases of planning and delivery:

1. **Pre-Games** – promoting the launch of legacy initiatives and using publicity events and varied media to engage with a broad range of the population. For example, the Olympic Torch Relay will be used as a national/international PR event to promote the Games across far-reaching communities, promoting volunteerism and the launch of the Games Volunteer Programme;
2. **Games-time** – We will use digital media and new technologies in innovative ways to engage all generations, create unique spectator experiences and inspire further involvement through wide-ranging legacy opportunities. This will include targeted communications throughout the transition to the Paralympic Games to help maximise Paralympic legacies;
3. **Post-Games** – The Legacy Forum and key stakeholders, such as CONI, will continue the communications effort to maximise the long-term transformative effect of the Games celebrations.

To help implement this communications effort, a clear monitoring and evaluation programme will be put in place, along with a documented Legacy Plan that sets out clear responsibilities for both delivery of programmes, measuring and reporting on progress. An integrated system of data collection and analysis will be utilised to measure the engagement, participation and impact of the legacy programmes.

## Legacy themes, targets and timeframes

A Comprehensive set of output indicators has been identified as explained in the table 61.



**Table 61**

### Legacy theme: Sport

Legacy objective		Target	Timeframe
<b>1</b>	To improve access to sports facilities for both elite athletes and general participation, including the development of a Winter Sports Hub in the northern Alpine region.	Designated Winter Sports Hub venues open for public / elite use. N. of venues permanently used for elite and grassroot sport	2027 onwards
<b>2</b>	To use the Games as a catalyst to encourage and increase levels of sporting participation for all, particularly for young people and in targeted under-represented groups	Sports participation KPIs to be defined: • By target sport • By target group • Overall	Annually 2020 – 2030
<b>3</b>	To use the Games as a platform to attract and stage other major sporting events in Milano, the Italian Alps and Italy	Full programme of Test Events agreed and secured Strategic events plan in place for post-Games period: N. of major events to be organised	Test events: 2024/25 Post-Games events: 2026 onwards
<b>4</b>	To win more medals and support improved levels of performance by Italian athletes	CONI / National Paralympic Committee performance targets	2022, 2026, 2030
<b>5</b>	To increase grassroot sport participation for people with impairments	Sport participation KPIs to be defined by target sport	Annually 2020-2030
<b>6</b>	To use high-profile sports Ambassadors as role models to promote and inspire young people to increase their participation and aspire to higher standards of performance	N. of Ambassadors with PR/media training actively engaged in promotional work	2019 onwards

### Legacy theme: Social

Legacy objective		Target	Timeframe
<b>1</b>	To promote more active healthy lifestyles, increasing the value of sport in people's everyday lives	KPIs to be defined: • Increased number of people participating in sport and physical activity • Improvement in young people's attitudes towards sport and physical activity	2030
<b>2</b>	To raise accessibility standards and awareness of accessibility as a tool for social inclusion	Strategic accessibility plan in place across all host locations	2024
<b>3</b>	To encourage and promote a culture of volunteering	Targeted Volunteer programme: • Increased number of sports volunteers • % target for volunteer demographics	2025
<b>4</b>	To use the Cultural Olympiad to inspire more people to engage with culture and the arts.	Cultural Olympiad Legacy Plans and targets in place: • Set up of a permanent coordination forum of cultural institutions in Milano	2024
<b>5</b>	To use the Games to raise awareness of Olympic (and Paralympic) values through education	Olympic and Paralympic Education Programme implemented, with 8.8 million of students potentially involved	2021 – 2026
<b>6</b>	To generate an enhanced sense of pride and community cohesion.	KPIs to be agreed and monitored through community surveys • Increased number of sports volunteers	Pre, during, post-Games
<b>7</b>	To promote social inclusion, equality, diversity and social mobility	Community engagement plan in place targeting disadvantaged groups	

### Legacy theme: Economic

Legacy objective		Target	Timeframe
<b>1</b>	To raise Milano, Italian Alps and Italy's reputation as an international major events and sports tourism destination	Targeted programme of events in place, including performance measures/ monitoring	2026 onwards
<b>2</b>	To raise the city/region's profile as a tourist destination, attracting more visitors and increasing European rating	Increased visitor numbers: • Lombardia: Top 10 in Europe • Veneto: Top 3 in Europe	2030
<b>3</b>	To create a more diverse, attractive and welcoming tourist offer, including coordinated tourist packages, across the macro-region	Combined tourism offers and promotional plans in place • N. of common projects set up by the four Regions involved	2024 onwards
<b>4</b>	To attract more business opportunities, attract inward investment and encourage innovation	Business/economic forum to define targets	2024 onwards
<b>5</b>	To strengthen Milano's position within the global city network	Global destination city index Milano: TOP 10	2030
<b>6</b>	To enhance the training and development of sports management professionals to help promote the Italian economy	Milano Cortina 2026 Sport management programme in place Increased number of people gaining employment in the sport sector.	2020 onwards

### Legacy theme: Environment

Legacy objective		Target	Timeframe
<b>1</b>	To use the Games as a catalyst to enhance environmental standards including UN Sustainable Development Goals including: - Commitment to exceed ISO-20121 standards - Climate & Air Quality related measures - Energy	- 100% use of RENEWABLE ENERGY (locally produced or supplied) and application of the best energy efficient solution for infrastructures - Outdoor lighting 100% LED - Carbon emissions NEUTRAL (mitigation, inventory and offsetting) - Climate change risks assessment, mitigation and adaptation measures	2026
<b>2</b>	To increase environmental participation and awareness	Public awareness campaign in place - At least five scientific seminars at international level	2026
<b>3</b>	To adopt a sustainable mobility plan with key targets to raise awareness and change behaviour	KPIs agreed to include: Increased use of public transport	2025
<b>4</b>	To increase waste recycling	75% of total waste recycled	2026
<b>5</b>	Resources and circular economy	- 100% application of Environmental Criteria (issued by Italian Ministry of Environment) - maximise the application of the most up-to-date green criteria for products and services not included in the CAM. - 100% of Partners, Suppliers and Licensing operators engaged in the application of the Environmental Criteria of products and services (CAM) - 100% ban plastics from food& beverage single-use plastics (tableware, straws, etc) and packaging; - 100% unused food recovered from venues, - Separate waste collection applied to the 100% of venues during the life cycle of the event. - recycling of municipal waste at 70% and of packaging waste at 80%, 0 % waste to landfill); maximise the recycling of the special waste. - 100% reuse of permanent infrastructures, 100% reuse of goods	2026

## SUSTAINABILITY AND LEGACY

### 62 | A strong community engagement programme

#### A stunning Cultural Olympiad Programme

Milano is certainly one of the key global points of reference when it comes to art, culture, creativity, science and sport. In addition, Cortina represents one of the most glamorous and naturally-endowed winter resorts in the Alpine region and worldwide.

Within these areas of interest, **the OCOG will start by making the most of the events that would naturally be held in February and March 2026**, flavouring them with a distinct



'Olympic and Paralympic' feel. The various organisers, including such world-renowned cultural institutions as La Scala Theatre, Pinacoteca di Brera, and La Triennale will be called upon and invited to design their season programmes around this event, ideally weaving in an international dimension.

The inspiration for all these events and shows will be sport and winter activities, linked to the many beauties and features of Milano and Cortina:

- Cultural and Natural Heritage;
- Universality;
- Contemporary Spirit;
- Innovation;
- Cultural Dialogue.



One advantage of adopting this methodology is that it will ensure the optimal use of resources already budgeted for the various institutions, creating a programme that follows the guiding thread of the Games.

In this way, the OCOG's additional resources can be allocated to major events that will draw substantial media attention (e.g. the Opening and Closing Ceremonies).

The Cultural Programme will focus on six main themes:

- a) Art / Photography;**
- b) Music / Opera;**
- c) Theatre;**
- d) Cinema;**
- e) Fashion, Design and Creativity;**
- f) Food.**

Each of these areas will have its own bounteous series of events concentrated during the three weeks in which the Games will be staged, thus enriching visitors' experience. Some suggestions that could possibly be discussed in the years to come with relevant cultural institutions will be presented during the inspection visit of the Coordination Commission.

#### Educational programmes for the promotion of sport and a healthy lifestyle as well as the Olympic values

A nation-wide Olympic Education programme will be crucial to prepare the younger generations to welcome the Olympic Games, promoting a suitable sport culture through initiatives and projects aimed at increasing awareness and practice of winter sports.

Another fundamental task will be to stimulate the interest and enthusiasm for the Games through active engagement and direct involvement of the school system.

## SUSTAINABILITY AND LEGACY

The programme would start approximately four years prior to the opening of the Games, targeting students between 6 and 18 years of age.

The activity of the Olympic Education will be divided into two phases:

1. The preparatory phase, during which **the Olympic Education Programme will be delivered through an educational kit for schools**, downloadable from a dedicated website.

The programme will be focused on five main areas coinciding with the five olympic rings:

- Sport and healthy lifestyle, including fight against doping and eating disorders;
- Sport, environment and sustainable development;
- Sport, Olympic values and fair play;

- Sport, solidarity and education for peace;
- Sport culture to raise awareness on the winter sport disciplines and on Para-sports.

2. The Education Programme during the Games, with the main objective of facilitating participation of schools at the events.

Other projects such as the 'One school, One country' project, will be developed and innovated with respect to previous Games, to encourage intercultural awareness and understanding, friendship between peoples, as well as twinning between schools in the many participating countries.

### Torch relay

Our **Olympic Torch Relay (OTR) Strategy** will ensure that all parts of Italy have the opportunity to feel the Olympic spirit



and to share in the celebrations, through parallel regional activities/celebrations.

This is why we propose that the Torch, coming from Olympia, will arrive in Italy in its southernmost island - Lampedusa, whose name derives from *λαμπάς* (*lampás*), meaning 'torch'. From Lampedusa it will then fly to Roma, where the President of the Republic will officially welcome the Torch and initiate the Relay, which will carry the Olympic flame throughout the country.

The Milano Cortina 2026 Torch Relay will promote the Olympic spirit and values, generating consensus and expectations amongst all communities involved and, at the same time, strengthening national pride in the return to Italy of the Torch – after Cortina 1956, Roma 1960 and Torino 2006.

In particular, the 70<sup>th</sup> anniversary of Cortina 1956 will be the occasion of special celebrations, with the Olympic Flame arriving in Cortina on 26<sup>th</sup> January, a symbolic date since it had been the opening day of the Cortina 1956 Games.

Involvement of the public will be ensured from the design phase of the Torch, to the selection of the torchbearers, with the latter enhancing the local sense of community and participation. The participation of Italian and international stars (from sport, cinema, music, culture, fashion) will make the Torch Relay even more attractive and will pave the way to a passionate and festive opening of the Games.

The Torch Relay will also celebrate all the other Winter Olympic cities throughout the Alpine regions (Innsbruck, Garmisch Partenkirchen, St. Moritz, Chamonix, Albertville, Grenoble and of course Torino) not only to refresh their memorable stories and success, but also to underline the common specificities of the Alpine area, its variety and it diversity, all of which call for cooperation to achieve common goals.

5

# GAMES DELIVERY

MILANO  
CORTINA  
2026



## 63 | The Italian outstanding experience in hosting Major Events

**Tab. 63 – Sport Expertise**

Over the past 10 years, Italy has hosted many international sporting competitions at world or continental level, including the Winter Universiade in 2013.

**Please note that for World Cup events, the below table reports only the most recent edition.**

Sport / Discipline	Event	Dates	Level of competition	City	Venue	Venue capacity
Alpine skiing	FIS Alpine World Ski Championships 2021	February 2021	World Championships	Cortina	Tofane	15,000
Biathlon	IBU World Championships	February 2020	World Championships	Antholz/ Anterselva	Südtirol Arena	30,000
Cross Country	FIS Cross Country World Cup	February 2019	World Cup	Cogne	Prati di St. Orso	7,000
Speed Skating	ISU World Junior Championships	February 2019	World Championships	Baselga di Pinè	Ice Rink Pinè	7,000
Biathlon	IBU World Cup	January 2019	World Cup	Antholz/ Anterselva	Südtirol Arena	30,000
Alpine skiing	FIS World Cup F	January 2019	World Cup	Cortina	Tofane	15,000
Ski Jumping	FIS Ski Jumping World Cup	January 2019	World Cup	Predazzo – Val di Fiemme	Ski Jumping Stadium	20,000
Cross Country	FIS Cross Country World Cup	January 2019	World Cup	Tesero – Val di Fiemme	Cross Country Stadium	20,000
Cross Country	FIS Cross Country World Cup	December 2018	World Cup	Dobbiaco/Toblach	Toblach Nordic Arena	12,000
Alpine skiing	FIS World Cup M/F	December 2018	World Cup	Bormio	Stelvio	17,000
Alpine skiing	FIS World Cup M/F	December 2018	World Cup	Val Badia/Gadertal	Gran Risa	12,000
Alpine skiing	FIS World Cup M/F	December 2018	World Cup	Val Gardena/Gröden	Saslong	10,000
Alpine skiing	FIS World Cup M/F	December 2018	World Cup	Madonna di Campiglio	3Tre	10,000
Snowboard	World Cup	December 2018	World Cup	Cortina	Faloria	2,000
Freestyle/ Snowboard	World Cup	November 2018	World Cup – Big Air	Modena	Temporary venue	4,000
Figure Skating	ISU World Championships	March 2018	World Championships	Milano	Mediolanum Forum	12,000
Freestyle	Europe Cup	March 2018	Continental	Livigno	Mottolino	2,000
Freestyle/ Snowboard	World Cup	November 2017	World Cup – Big Air	Milano	Temporary venue	10,000
Short Track	ISU European Championships	January 2017 January 2009	Continental	Torino	Palavela	8,500
Cross Country/Ski Jumping/Nordic Combined/ Speed Skating	Winter Universiade	December 2013	Multi-sports	Val di Fiemme - Baselga di Pinè	Ski Jumping Stadium – Cross Country Stadium – Ice Rink Pinè	8,000/1,800
Cross Country/Ski Jumping/Nordic Combined	FIS Nordic World ski Championships	February-March 2013	World Championships	Val di Fiemme	Ski Jumping Stadium – Cross Country Stadium	25,000
Speed Skating	European Speed Skating Championships	January 2011	Continental	Collalbo	Ritten Arena	1,500
Luge	FIL World Championships	January 2011	World Championships	Cesana	Cesana Pariol	1,000
Curling	Curling World Men's Championships	April 2010	World Championships	Cortina	Olympic Stadium	3,100
Figure Skating	ISU World Championships	March 2010	World Championships	Torino	Palavela	8,500
Short Track	ISU Team World Championships	March 2010	World Championships	Bormio	Temporary venue	1,000
Bobsleigh/Skeleton	European Championships	January 2008	Continental	Cesana	Cesana Pariol	4,000
Bobsleigh/Skeleton	European Championships	January 2007	Continental	Cortina	Cortina Sliding Centre	4,000

## 64 | Highly-skilled local communities to be involved in organising the Games

**Few territories in the world are able to concentrate so many skilled people in organising sporting events like Milano, Cortina and the Alpine region can. These people and their skills and experience will be the backbone for the preparation of the 2026 Games.**

All the clusters involved in the Milano Cortina 2026 project have a great tradition of successfully organising sport events of international relevance, thanks to well-trained staff and to a group of volunteers supporting local Organising Committees with continuity.

This is true not only for all the Olympic/Paralympic disciplines to be held in the mountain venue cities (Livigno, Bormio, Val di Fiemme, Baselga di Pinè, Cortina), but also for Milano, which has only recently hosted the Figure Skating World Championships.

Given the above, we reasonably expect that more than 95% of the staff working in the OCOG will be recruited from within local communities, which will imply relevant budget savings and significant understanding of local environment and procedures.

In addition, the experience of the 2015 World Expo in Milano, and of the Cortina 2021 Alpine Skiing World Championships, will be crucial due to a volunteer database of people aged between 18 and 75, all of whom live less than an hour by car from the host cities.

All the selection process will be conducted according to accurate and transparent procedures giving the opportunity to all the people wishing to work with the Committee to apply for a post, or to serve as a volunteer.

Partnerships and agreements with existing Sport Associations

and with Universities (in particular with the faculties of Physical Education) will further expand the potential pool of volunteers.

The volunteers-training process will start 12-18 months prior to the Games, and will be promoted by a volunteers' function with the aim of involving 'the right people in the right place at the right time'. Training will follow a three-stage approach:

- General orientation training for all volunteers and specific training for team managers;
- Specific training for the task that will be assigned, in order to get acquainted with the overall policies & procedures developed by the Sport Department and by the other functional areas involved;
- Specific Venue Training for familiarity with the layout and the organisation of venues.

## 65 | Olympic Winter Sports development programmes

Winter Olympic and Paralympic sports are extremely popular in Italy and particularly in the four regions involved in the 2026 Games concept. Lombardia is, for instance, the region in Italy where the highest number of Olympic and Paralympic medallists come from.

Milano Cortina 2026 will provide another incredible opportunity to promote winter sports and to encourage new generations to get acquainted with all the disciplines that will take centre-stage during the Games.

As we experienced after the Torino 2006 Winter Games, a number of sports, which had not been widely known before in Italy, went through significant development. Curling is proba-

bly one of the most stunning examples, with many new clubs introducing this discipline at amateur and elite level.

A similar example is provided by Para Ice Hockey for Paralympic disciplines.

In this perspective, **CONI and the National Federations are already engaged in a wide array of initiatives targeting schools, students and sport associations to help expand sport practice further in all the winter disciplines.** Cooperation with international federations will be fundamental, as well, to broaden the reach of those sports that can still experience major increases.

Among these initiatives we can mention for instance:

- The first edition of the CONI Winter Trophy, a competitive sports project for under-14 young athletes conceived as a 'mini-Olympic Games' that will be organised for the first time in 2020 in different Italian regions. This project will be an inspiring experience for young generations, being based on fair-play to embody all those fundamental values that are not only integral to sport, but relevant in everyday life;
- The 'Sport Class' project, dedicated to primary schools across the country, will focus more intensively on winter disciplines;
- Reviewed and updated editions of the Student Championships, to also increase participation by secondary schools and students in those winter sports that have attracted a lower number of athletes in previous years;
- Projects to support young talents with high-level sporting achievements. These will include projects like Criterium Cuccioli for Alpine skiing, Italian Under-14 championships and Summer Cross country & biathlon for Nordic skiing disciplines, Italy Cup for snowboard, Italian Freeski Tour and World Rookie Tour for Free style.



- An agreement with the Cortina Bobsleigh Club, founded in 1948, will be established in view of the Sliding Centre re-opening, to launch promotional activities among young people to get them acquainted with all the three sliding disciplines, thus creating an important legacy for the future of these sports in Italy.

When we come to the promotion of winter sports to a more general audience, we will also adopt a similar approach for some Olympic disciplines, as explained in Q.52 for Paralympic Games. OCOG will work in partnership with the main broadcasters in Italy to further educate the domestic audience and build excitement for all sports of the 2026 Games. We will encourage broadcasting all major world championships in sports that, in the past, were not usually broadcast.

## 66 | An efficient, sustainable and innovative mobility plan

### An efficient mobility plan meeting the IOC stakeholders' needs

**Milano Cortina 2026 Olympic candidature is characterised by the highest international standard of accessibility, and a very strong and reliable infrastructure network.** The Milano - Venezia road and rail backbone is one of the strongest transport connections at European level, due to its intermodal road-rail-air links.

The main official 'ports of entry' would be identified in Milano Malpensa (MXP) and in Venezia Marco Polo (VCE) international airports, both of which will be connected to the high-speed train railroad 'East-West belt' by 2026.

A complementary motorway network is strengthening an over-scaled capacity transport system for the Olympics, also assuring an important North-South link within national and

many international main directions, mainly via Switzerland to Milano and Valtellina, and via Brenner (Austria and Germany) to the Cortina and Val di Fiemme areas.

Quick connections are available in the city area of Milano, thanks to the capillary underground network. By 2026, this network will be able to count on 5 metropolitan lines with 12 regional suburban railway lines (S), allowing any stakeholders to be able to move easily to reach Games concept venues and any other celebrations, such as the Medal Plaza and the different Fan Zones.

As far as the mountain area is concerned, three main clusters have been identified: Alta Valtellina (with the sites of Livigno and Bormio), Cortina (including Anterselva/Antholz), and Val di Fiemme. All these clusters will be easily reachable via rail and/or roads and are very well connected to the two main airports of Milano Malpensa and Venezia Marco Polo.

The Milano Cortina airport system network is one of the best European performers in terms of traffic volume. In particular, the two official 'ports of entry' have been identified in Milano Malpensa (MXP) (the second Italian airport for traffic volume, with over 22 million passengers and a spare capacity of over 10 million), and Venezia Marco Polo (VCE) (with over 10 million passengers per year). Both airports will be connected to the high-speed train network linking Milano and Venezia with little more than two hours of journey time.

Over the last 20 years Italy undertook a bold programme for the development of a high speed railway network and now counts on a modern and effective system to serve most important cities across the Country.

Milano is the national hub of the high speed railway network and the gateway from abroad with trains to Switzerland, France, Spain and Germany departing every day from its Cen-

tral Station. It is also the hub for all high speed trains crossing Italy from north to south and from west to east. From Milano, Roma is just 2h 55 minutes by train and Venezia only 2h 07 minutes. This ensures a vast catchment area from a cross-border region and the rest of Italy.

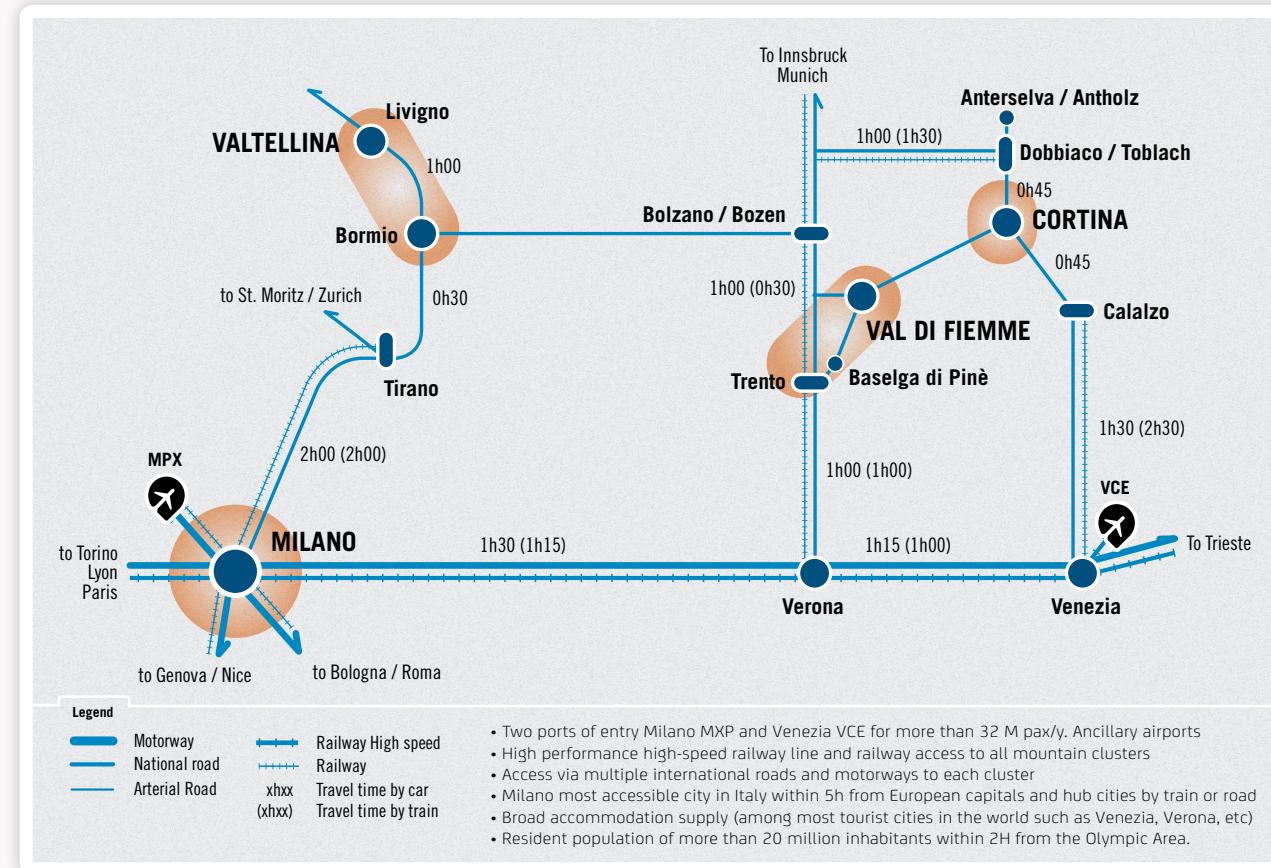
As the backbone of the Games transport network, by 2026, with the completion of the upgrade of the Brescia – Verona – Padova section to 300km/h as the rest of the line, the high-speed railway line will connect Milano and Venezia in slightly less than 2h00, allowing the increase of frequency, from the already convenient 30 connections a day up.

The mobility plan can rely upon a high-speed railway line, a capillary motorway network, and more generally, a public transport network that will be able to count on special Olympic lanes within city routes, on the Milano ring motorway system, and along the main routes that lead to the mountain clusters.

This will ensure **absolute priority to the movement of athletes, members of the IOC and the federations, dignitaries, media, sponsors, workforce and spectators, in order to facilitate the Olympic experience at all levels.**

Free public transport will be guaranteed to any Games stakeholders and ticketed spectators within the Milano area and within each of the three identified mountain clusters, while dedicated shuttles will be offered to any client to strengthen the Park and Ride (P & R) systems and intermodality of the Milano Cortina 2026 Games transport strategy. Therefore, the Milano Cortina Games transport strategy will ensure reliability and efficiency for:

- short transfers by dedicated bus shuttles for Athletes and NOCs, who will have their accommodation within 30 minutes travel time to relevant competition venues;
- high-speed train journeys between Milano and Venezia for any accredited Games stakeholder, on board dedicated car-



- riage/wagons, as well as free public transport in Milano;
- dedicated bus shuttles for Olympic family guests, including Media and workforce from/to main high speed train station in Milano and Venezia to any competition cluster;
  - dedicated bus shuttles for the general public from any official Olympic transport system P&R and/or train station to any competition cluster.

### A sustainable, innovative and well-integrated plan

Due to the elements of inter-modality and the introduction of information systems in real time, as well as P & R systems that can be activated by filling / cascading with the introduction of special traffic and parking permits (VAPPS), there will be no disturbance to ordinary traffic.

In order to facilitate access to sustainable mobility services, there are also plans to develop integrated mobility as a service platform in the Milano area. This will be able to provide users with all the useful indications for each type of vehicle chosen, indicating for each movement the chain of usable means, the time necessary for each option, and the relative cost.

A platform, which integrates the local public transport network, the station-based bike-sharing service (traditional and electric), some of the car-sharing services (including electric), and the rail transport service, is already in the testing phase now. The projects will be developed and operational by 2026, thanks to the agreements with all mobility partners as well as by the definition of special travel packages, which can be purchased using mobile devices throughout the entire Games concept areas.

**The intelligent traffic control and management systems, with the ‘Smart Mobility Cortina 2021’ project for an integrated smart road technology to monitor the infrastructure and environmental conditions,** will give fundamental support to the improvement of movements along valleys, specifically towards Cortina. This new technology, tested for the first time on European roads for Cortina 2021, will be implemented to allow people, vehicles, objects and infrastructures better connectivity, with the aim of making travel safer, more comfortable and more informed.

**This model will be perfected for the Games of 2026,** making the necessary corrections to take into account the greater flow of people and any critical issues that would have emerged in the management of flows for the World Cup. This integrated mobility management platform, as a great legacy of the Games, will guarantee the best quality of travel in the valley, not only for the sporting event itself, but in the daily life of residents and tourists afterwards.

Particular importance is also being given to the development of electric mobility and to a low environmental impact in gen-



eral, to improve service in terms of efficiency, accessibility, competitiveness, comfort and environmental sustainability. By 2026, 50% of the bus fleet will be made up of electric vehicles, 25% hybrids, and the remaining diesel Euro 6. By 2030, the bus fleet in the Milano area will be 100% electric.

## 67 | A Games transport plan based on the long-term regional transport strategies

### Fully-aligned city and regional transport strategies plan

Milano Cortina 2026 Games transport strategy embraces the objectives of the local and regional governments, being structured on a strong railway network (Milano-Venezia railway belt) that will serve as one the backbones for the Games.

Milano is among the most easily accessible cities in the world and is located in the centre of an area with almost 10 million inhabitants, just like London or Paris. The existing and / or ongoing international connections are easily able to absorb the expected increase in traffic for the Olympic Games.

The economic capital in Italy undertook a bold transport infrastructure and public transport improvement plan, under continuous improvement, as part of the long-term transport strategy of the Metropolitan area of Milano for the next 10 years (PUMS 2017 – Sustainable Urban Mobility Plan). This plan is meant to structure the public transport existing supply around a clearer logic of interchange hubs and a clear hierarchy of services and foresees a big range of interventions on rehabilitation of railway interchange hubs.

Already in 2012 Milano activated the 'Area C' programme, with the introduction of a congestion charge solution, which proved its effectiveness over the last years. The Olympic

transport concept in Milano relies on extensive use of public transport for most clients.

In the mountain clusters, the railway accessibility promotes the use of sustainable transport solutions to reach ski resorts. Already now, Alta Valtellina, Cortina and Val Di Fiemme are areas providing broad ranges of touristic transport services including free bus shuttle lines from the various accommodations in the towns and villages. The Games transport concept applies the same logic.

The concept is coherent on the long distance connections by rail and motorway, where the national plan for infrastructure foresaw the parallel completion of:

- high-speed railway line up to Venezia, during next years, with a significant travel time reduction from actual 2hours and 7 minutes journey activated since 2016 (high speed line completed yet from Milano to Brescia, and from Padova to Venezia);
- highway 'Pedemontana Veneta' planned to be fully operational already in 2020, a 94km 2+2 lanes road offering a reliable alternative solution to A4 Milano-Venezia and contributing to reduce the travel time between Milano and Cortina via Treviso;
- the state road 'S.S.51 Alemagna' through *Valle del Cadore*, and the alternative 'S.S. 52 Carnica' (with similar travel times) are being considerably improved in view of FIS Sky Cortina 2021 World Championships;
- as regards the national roads 'S.S.36 'del Lago di Como e dello Spluga' and equivalent S.S.38 'dello Stelvio', connecting Milano to Valtellina, they are both subject of numerous modernisation measures, mainly introducing some city by-passes that are part of the Lombardia Region Transport plans;
- improvement in the railway connections to the mountain areas are also in line with the Lombardia Region's vision for rail infrastructure implementation, and also with their approved 'Programme (DGR 6932) for the purchase of rolling stock for the regional railway service for the years 2017-2032', an investment plan for the purchase of new high-capacity rolling

stock, to reduce their average age to 12 years by 2025. At the same time, the Veneto Region is working together with national rail operator RFI for the electrification of some existing network segments, to be completed by 2020. In anticipation of the completion of the Dolomites railway ring, RFI is also considering the electrification of the *Ponte nelle Alpi - Calalzo* section.

Finally, the Games smart traffic operation systems will largely take advantage of the technologies in course of implementation by the Veneto Region and the road concessionaire ANAS, which will improve the movements along valleys, specifically towards Cortina.

These plans are fully in line with the Games concept and confirm the long-term interest in guaranteeing the proximity of Lombardia and Veneto, as part of the national investment plan.

## 68 | Clear roles and responsibilities for Games-time transport operations

The Ministry of Infrastructure and Transport (MIT) has the role of the overall coordination of national infrastructure improvement, supervising the operation of public transport systems and organisations, improvement and management of national roads, railways, airports and any other transport mode. In this quality, MIT has continuous relations with a number of operators and entities, which are listed below.

- Motorway operators within the '2026 Olympic area concept' have the role of improving and operating the motorways in their respective territories;
- ANAS has the role of improving and operating any national, regional and provincial road (S.S, S.R., S.P) in Italy with local counterparts including with the Autonomous Provinces of Trento and Bolzano/Bozen;

- RFI, Trenitalia, Italo, Trenord, and any other potential railway operator are responsible for rail transport within the '2026 olympic area concept';
- Law enforcement at national level (State Police, Road Police, Carabinieri) are responsible for general road and traffic policies, including comprehensive traffic control measures to ensure the safe and uninterrupted traffic flow on national roads, and coordination with prefectural police headquarters to enforce traffic regulations.

**At regional level, Lombardia Region and Veneto Region and the two Autonomous Provinces of Trento and Bolzano/Bozen** supervise the operation of public transport systems and organisations:

- Airports Operators such as SEA and SAVE operate and improve respectively the Milano airports (MXP, Linate and Bergamo with SAC.BO) and the Venezia airport (Marco Polo);
- Operators for regional and local railways, as Trenord, SAD, and any other as RFI, Trenitalia, Italo, (see above);
- ANAS and Motorways operators (see above).

**At local level, the cities of Milano and Cortina and every other Municipal administration involved in the Games, are coordinating any related transport matters with:**

- Transport Authorities and Agencies such as AMAT (Agenzia mobilità, ambiente e territorio) for general transport planning;
- MM (Metropolitane Milanesi), which is responsible for the management of the local transport infrastructure; ATM (Azienda Trasporti Milanese), the Local Public Transport operator. They lead general traffic operations in Milano, including operation of the metropolitan bus and subway systems, and traffic improvement and management on municipal roads;
- Local Police in each host and venue city will handle general road and traffic measures, including enforcing traffic regulations, providing traffic information, improving traffic control and handling traffic violations.

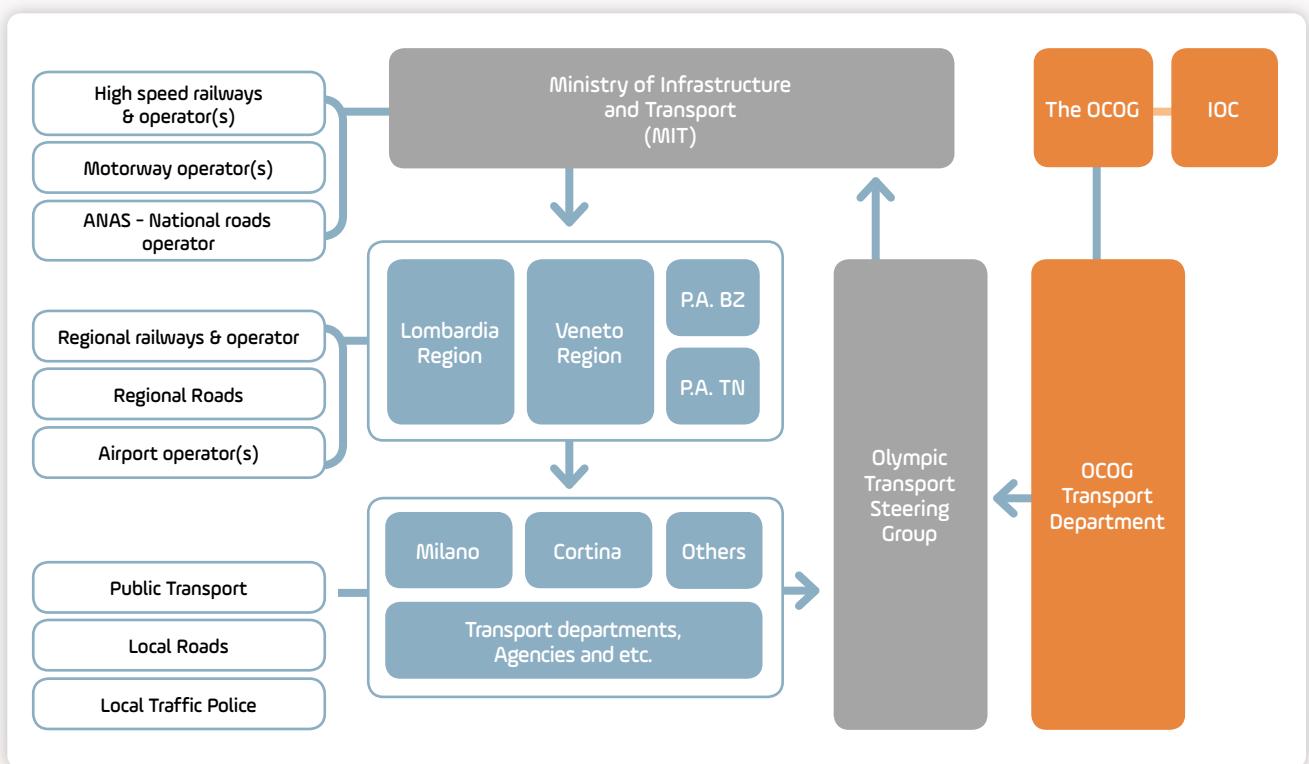
## 69 | A streamlined transport operations governance

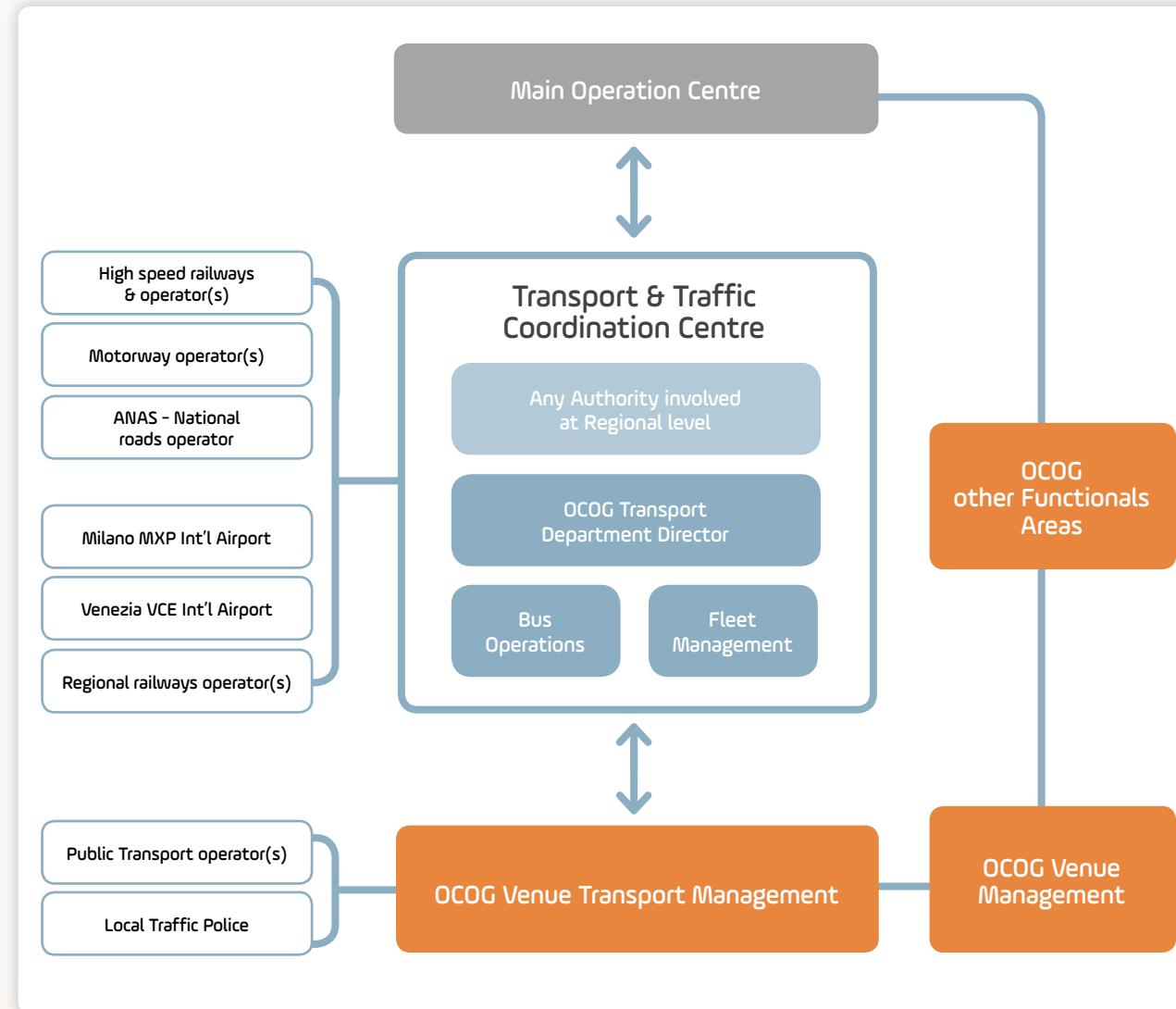
**The Olympic Transport Steering Group will be established soon after the assignment of the Games, during the OCOG (Milano Cortina Organizing Committee) Foundation and planning phases, to support the Transport Department for drawing up the Games transport plans.**

An Olympic Transport Steering Group will be formed at the same time as the OCOG, and will function as a consultative body. This structure will act as coordinator for all the involved authorities,

departments and agencies described above and will support the OCOG in defining the Olympic Family transport planning system at regional and local level. It will report to the Ministry of Infrastructure and Transport (MIT) and will comprise high-level representatives of any transport authority at regional and local level to set basic policies regarding transport, as well as to serve as a forum for reaching consensus among the authorities.

The main goal of OCOG Transport Department will be the development of detailed and specific transport implementation plans, to reflect the overall Transport Strategy and Policies.





Coordination with other relevant OCOG departments, such as Security and Accommodation, will be a priority.

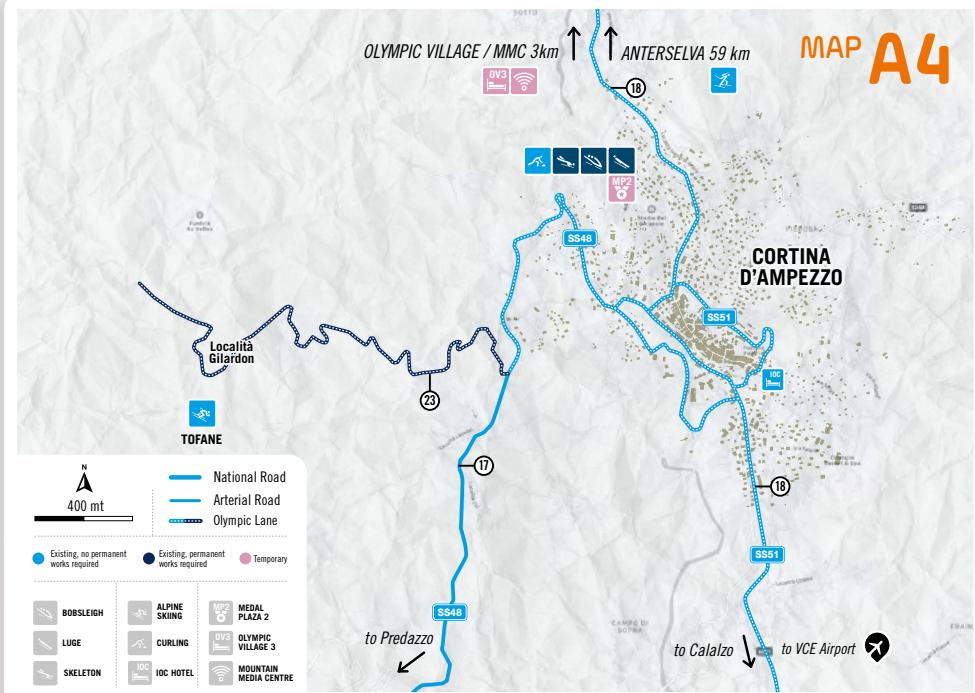
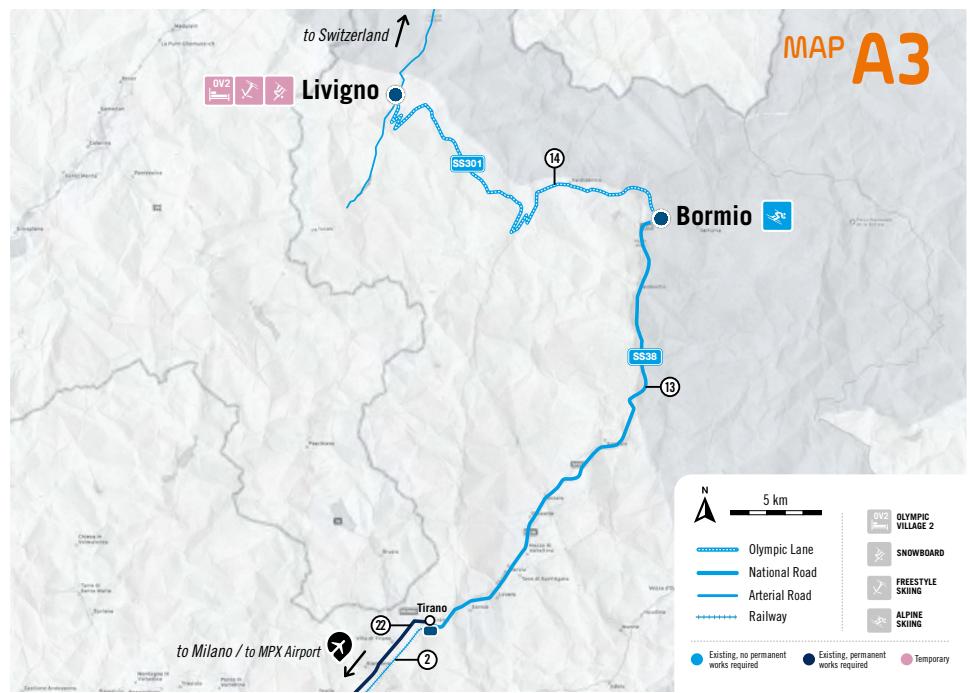
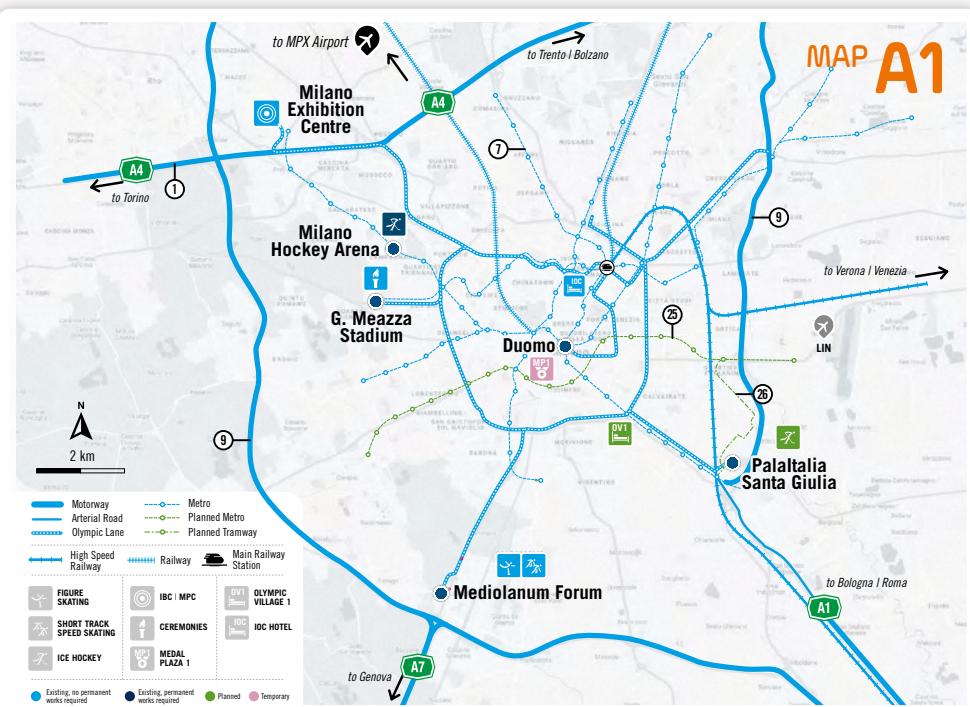
It will also be responsible for coordinating the progress of Olympic and Paralympic Games and related transport infrastructural construction projects at venue level, and any related transport service planning with a coordinated interface.

**Delivery phase - Before the Games operations begin, the OCOG Transport Department will organise its Olympic Clients' transport department, and establish a client-based structure to reinforce the transport operations. In this phase, a Transport and Traffic Coordination centre would be setup in order to monitor any transport-related Olympic services and specific operators.**

The objective of every department of the OCOG will be to fulfill the particular needs of all the Games stakeholders (IOC, NOCs and their teams, IFs, media, sponsors, spectators and all other Olympic client groups). To achieve this, the OCOG transport department will coordinate with other OCOG departments and with the transport authorities through the Olympic Transport Steering Group. During the Games-time operation phase, each high-level representative will be part of an integrated Transport and Traffic Coordination Centre to manage any Games-related issue and/or to escalate to a Main Operation Centre.

## 70 | Games related transport infrastructures

See Maps A1, A2, A3, A4 at page 80.





## 71 | No additional transport infrastructures needed

Tab. 71a \_ Transport infrastructure: existing – no permanent works

Existing transport infrastructure, no permanent works required					
Type of transport infrastructure (motorways, major urban arterial network, suburban rail, subway, light rail public transport systems)	Length (km) + capacity (number of traffic lanes or tracks)		Construction/upgrade		
	Within city boundary	From city boundary to outlying venues	Construction date	Date of completed upgrade(s)	
1 High-speed Railway line Milano - Verona - Venezia		266 km	Various		
2 Railway line Milano - Sondrio - Tirano		72 km	Various		
3 Railway line Verona - Trento - Bolzano/Bozen - Brennero		242 km	Various		
4 Railway line Bolzano - Dobbiaco/Toblach		103 km	Various		
5 Railway line Venezia - Treviso - Ponte nelle Alpi - Calalzo		124 km	Various		
6 Railway line Milano MXP - Milano Centrale		55 km	1999		
7 Subway network M1, M2, M3, M5	97 km		Various (from 1964)		
8 Suburban Railway network in Milano (S-Line)	403 km		2004		
9 Ring road Milano system (A50 - A51 - A52)		(33 km - 29 km - 20 km) (3+3 - 3+3 - 2+2)	Various		
10 Motorway section road A4 Milano - Bergamo - Verona - Venezia		269 km 3+3 (229 km) 4+4 (40 km)	Various		
11 Motorway section road A22 Verona - Trento - Bolzano/Bozen - Brennero		210 km 2+2	Various		
12 Motorway road A27 Venezia - Treviso - Ponte nelle Alpi		99 km 2+2	Various		
13 National roads SS36/SS38 Milano - Bormio		2+2 (120km) 1+1 (80 km)	Various		
14 Main arterial road SS301 Foscagno (Bormio - Livigno)		40 km 1+1	Various		
15 National road SS49 Pusteria / Pustertal		71 km 1+1	Various		
16 Main arterial road SP44 Brunico / Bruneck - Anterselva / Antholz		23 km 1+1	Various		
17 National roads SS48 - SS346 - SR203 Connection Val di Fiemme - Cortina		94 km 1+1	Various		
18 National road SS51 Alemagna (Ponte delle Alpi)		96 km 1+1	Various		
19 Provincial road SP71 - SP83 Tesero - Baselga di Piné		16 km 1+1	Various		



Tab. 71.b \_ Transport infrastructure: existing, permanent works required

Existing transport infrastructure, permanent works required										
Type of transport infrastructure (motorways, major urban arterial network, suburban rail, subway, light rail public transport systems)	Length (km) + capacity (number of traffic lanes or tracks)		Construction/upgrade							
	Within city boundary	From city boundary to outlying venues	Type of work (length in km + capacity)			From city boundary to outlying venues	Body responsible	Construction date	Date of upgrade	
			Within city boundary	From city boundary to outlying venues	Within city boundary					
20	High speed Railway line Brescia - Verona - Padova					Upgrade of the railway high speed 147 km (up to 330 km/h / today up to 250 km/h)	RFI SpA	2025		Public
21	Railway line Bolzano / Bozen - Dobbiaco / Toblach				Reduction of the travel times with direct connections from Bolzano/Bozen to Dobbiaco/Toblach by a railway link road of 3.5 km. that will connect Sciaves station and the Brenner railway line connecting it directly avoiding the change of train at Fortezza/Franzensfeste		Sta (Strutture trasporto Alto Adige)	2025		Public
22	National roads SS36/SS38 Milano - Bormio				After completion of city by-pass for Sondrio and Morbegno (inaugurated 29th October 2018), next improvement is planned for city by-pass of Tirano, from Bianzone to La Ganda, for about 6 km including 2 viaducts/overpass and 2 tunnels		ANAS	2021/2022		Public
23	Urban Road Località Gilardon				Upgrade of the road - road section widening for FIS Alpine Ski World Championships Cortina 2021		City of Cortina	2020/2021		Public

Tab. 71c \_ Planned transport infrastructure

Planned transport infrastructure							
Type of transport infrastructure (motorways, major urban arterial network, suburban rail, subway, light rail public transport systems)	Length (km) + capacity (number of traffic lanes or tracks)		Construction/upgrade				
	Within city boundary	From city boundary to outlying venues	Body responsible	Start	End	Source of financing (public/private/joint)	
24	National Road Pedemontana Veneta Montecchio Maggiore - Spresiano		94 km 2+2	Regione Veneto / ATI SIS SCPA - Itinere SA	2012	2020	joint
25	Subway line M4 San Cristoforo - Linate Aeroporto	15,2 km		City of Milano	2016	Partially 2021 Completed 2023	Public
26	Tram Forlanini-Rogoredo	4,9 km		City of Milano	2019	2022	Public
27	Railway line Venezia Marco Polo Airport - Venezia Mestre	3,5 km		RFI	2019	2025	Public

## 72 | Sufficient airport capacity to smooth arrivals and departures operations

The Milano Cortina 2026 Games concept spans the north of Italy, where multimodal accessibility from most European countries is extremely convenient. Its airport supply is broad and can rely on a multitude of international airports, supporting the business and touristic industry of northern Italy, with world-wide famous cities. Venezia alone has more than 20 million tourists annually, which translates into 100 times its population.

The two international airports of Milano Malpensa and Venezia Marco Polo, placed at strategic nodes of the Games transport concept and, by 2026 directly linked to Milano Cortina 2026, provide the best possible international accessibility.

**Milano Malpensa international airport** is the second air-

port by traffic in Italy after Roma Fiumicino. With **22 million passengers per year**, it is a broad platform with spare capacity allowing the absorption of the Games-related peaks of transport demand. In 2006, it served as the main supporting airport for Torino 2006, especially for intercontinental arrivals and departures. Connected to two main international motorways, and with the possibility of getting to Milano in 37 minutes one hour by rail, it is already functioning as the airport for the cross-border region, including part of Switzerland and France.

**Venezia Marco Polo international airport**, a growing airport that handled 10 million passengers in 2018, is currently the third intercontinental platform after Roma Fiumicino and Milano Malpensa. Since the implementation of the National Airport Plan, Venezia is growing at the rate of 6.1% per year, benefitting from positive cross-regional interactions with the other airports of the ‘North Eastern Airport System’ such as

Treviso, Verona and Brescia. Venezia Marco Polo airport is only two hours away from the Cortina cluster by motorway A27 and is very close to the city of Venezia, offering a vast accommodation supply for the visitors of the Games.

The international accessibility of Milano Cortina is supported by a number of other international airports spread across the north of Italy, and providing ancillary options to reach the Games area. Milano Linate and Bergamo Orio al Serio International airports are the second and the third airports of the Milano metropolitan system, handling more than 15 million passengers per year between them.

Verona and Treviso international airports are also options to reach the Games as they are ideally placed in close proximity to the ‘high-speed rail backbone’ of the Games, and connect to most important European hubs.

Innsbruck and Munich are also neighbouring airports that can be used to reach, in particular, Anterselva/Antholz and the Val di Fiemme cluster.

## 73 | No other main ‘Ports of Entry’ required

Games visitors will reach Italy through one of the two official ‘Port of Entry’ airports of Milano and Venezia directly. Supply in terms of international and intercontinental flights is considered satisfactory between these two, and there is no need for additional service in other airports such as Rome Fiumicino.

Additional ‘Ports of Entry’ will be considered on the high-speed railway stations in Milano, as the train is an extremely convenient mode of transport to reach the Games area from neighbouring countries such as France, Switzerland, Germany and Austria.

## 74 | Constantly improved airports to welcome the Olympic family

There is no need for additional airport capacity to cope with the expected demand at Games time.

**Milano Malpensa international Airport** is currently under-utilised, providing a vast spare capacity. Although by 2026 its traffic is expected to increase to 29-31 million passengers a year, there will still be sufficient capacity to add charter flights in relation with the Games' transport needs. Important railway connection works were carried out over the last decade and have just been completed. These provide extremely good multimodal accessibility to the airport platform, and require no additional extensions for the Games.

**Venezia Marco Polo international Airport** has completed recent investments worth € 430 million to improve pedestrian mobility and extend the water terminal. The managing company also plans a further € 420 million investment plan as part of its 2012-2021 master plan. This will improve the connection to the railway network with the completion of the rail link to the Venezia Mestre railway station. Further developments as part of the 2022-2035 master plan include the extension of the Extra-Schengen area.

## 75 | Distances and Travel Times to competition and non-competition venues

Within each cluster, Games clients will benefit of extremely convenient travel times, via dedicated and direct shuttle buses from official accommodations and Olympic Village.

See Table 75 at page 85.

## 76 | Distances and Travel Times to training venues

Tab. 76 \_ Distances and Travel Times Training Venues

All distances in km and travel times in minutes and by bus	Year	Olympic Village 1 Milano		
		km	Ave. (mins)	Peak (mins)
<b>Ice Hockey</b> <b>Milano Exhibition Centre</b>	2018	22	34	52
	2026	22	34	52
<b>Figura Skating - Agorà</b>	2018	9	17	29
	2026	9	17	29

## 77 | A reliable road network serving the 2026 Olympic Winter Games

### Easy-to-reach Games area

The Milano Cortina Games concept is built around four main clusters in Milano, Valtellina, Val di Fiemme and Cortina enjoying a network of multimodal accessibility between them, allowing for mobility solutions to all Games clients and spectators. This is due to Italy's bold programme for the development of high-speed railway networks over the past 20 years.

### Integration of high-speed railway backbone and road network for the Games

Nowadays, *Milano Centrale* Station is the hub for all high-speed trains crossing Italy from north to south and from west to east. Connection to Venezia takes just slightly over two hours, which ensures a vast catchment area from a cross-border region and the rest of Italy. As the backbone of the Games transport net-

work, with the completion of the upgrade of the Brescia – Venezia – Padova section to 300km/h by 2026, like the rest of the line, travel time would be reduced even further, allowing the increase of frequency from the already convenient 30 connections a day. Another international train line is the Verona - Brennero towards Austria, serving as the main branch of the railway system of the Games to reach Trento and the Val di Fiemme cluster. Therefore Milano, Venezia and Verona (as per Trento) will be organised as three main interchange, modal-split nodes for all Games' clients transport needs for the Olympic system.

### Dense and effective motorway network leading to Milano

The Games are reachable in less than six hours from many foreign cities profiting from a robust network of continuous motorways as illustrated in Map A. Milano is the main gateway for a total of six motorways leading to various Italian and European destinations:

- A1 *Autostrada del Sole*, connecting to Napoli, passing by Bologna, Firenze and Roma;
- A4 *Autostrada Serenissima*, connecting to Torino and then to France (Fréjus, Mont Blanc) and Switzerland (Grand St.Bernard), and on the other side to Venezia and Balkan countries;
- A7 *Autostrada dei Fiori*, leading to Genova and through the Italian Riviera to Southern France and Spain;
- A8-A9 *Autostrade dei Laghi*, connecting to Varese (A8) and Como (A9) and then on to Switzerland (towards Lugano and Zurich via Gotthard tunnel);
- A35, the recently completed 'Bre-Be-Mi' motorway, is a motorway parallel to A4 connecting Milano to the East towards Verona, together with the '*Pedemontana Veneta*' motorway, to be opened in 2020 and fully-financed for a total budget of €2,2 billion, will ensure the reliability of the road system for the Games.



**Tab. 75 \_ Distances and Travel Times Competition and non-Competition Venues**

Main hotel areas are allocated to each cluster: Milano, Cortina, Valtellina, Val di Fiemme

\* = Cortina hotel area

\*\* = Valtellina hotel area

\*\*\* = Val di Fiemme hotel area

Athletes competing in Biathlon, Speed Skating, Sky Jumping, Cross Country, Nordic Combined and Alpine Skiing (M) will be accommodated in hotels near their competition venues



As part of the Games concept two additional motorways will be used:

- A22 *Autostrada del Brennero*, connecting Verona to Trento and Bolzano/Bozen and then to Brenner pass and Austria;
- A27 *Autostrada d'Alemagna*, connects Venezia to *Ponte nelle Alpi* and facilitates the connection to the Cortina cluster from the south.

All these motorways were constantly upgraded over the past decades, assuring very high levels of reliability, safety and security and are constantly monitored by the concessionaires. A real-time information and communication system is established and all motorways and main arterial roads are equipped with VMS (Variable Message Signs) to provide drivers with the necessary information.

## Milano invests in sustainable mobility

The Metropolitan Government of Milano promoted a long-term mobility plan (SUMP 2017), which apart from investing in the completion of its suburban railways and the extension of the Metro network, introduced, in parallel, a congestion charge. This is a road-pricing strategy (Area C), to protect the city centre from private cars while supporting investments on active mobility and public transport. The ring road was completed in parallel with the A58 TEEM, the second eastern ring road of the City, which connects to the A35 and allows the distribution of the demand towards East of the Metropolitan area.

## Valtellina cluster connected by rail and road

If coming by road from Milano, the SS36 and SS 38 connect to the lake of Como and then to Tirano. A series of upgrades were completed on the SS38 to bypass the main cities of Morbegno and Sondrio. The completion of the Tirano bypass will contribute to reduce travel times slightly and to increase reliability on this link. Additional robustness is provided by the

SS42 road, via Bergamo and Edolo, which also caters for traffic coming from Eastern Italy.

The Valtellina cluster can also rely on rail-road intermodality directly from Milano, thanks to the on-going renovation of the rolling stock and other minor interventions planned. By 2026, these upgrades will allow the transportation of most of the spectators to the Valtellina venues in less than 2 hours by train from Milano to Tirano:

- In Tirano, an interchange system will be organised for the Games' clients and for spectators coming by rail or by car (Park&Ride);
- From there, road SS38 will connect to Bormio and will continue on to Stelvio and then to Bolzano/Bozen;
- From Bormio to Livigno, the mountain road SS203 will be fully reserved for the Games and will connect to Livigno in approximately 1 hour;
- Livigno will also have northern access from Switzerland (Davos, Chur, St. Moritz). A P+R system will also be planned from there, allowing spectators to reach Livigno and Bormio using the Games transport services.

## Val di Fiemme

Val di Fiemme is accessible from three different origins and roads:

- From Austria and the north reaching Bolzano/Bozen and then using the SS241 to Cavalese and then Tesero and Predazzo;
- From Verona via the A22 to Trento (Egna/Neumarkt, Ora/Auer) and then SS48 to Cavalese and then Tesero and Predazzo, reserved for the needs of the Games. Alternatively, provincial roads n. 71 and 83 also provide access to the venues and connection with the other Venues site (Ice Rink Pinè);
- From Cortina via the same SS48 in the opposite direction, reserved for the needs of the Games.

This area can also rely on the international railway line Verona – Brennero – Austria, stopping in Trento or Bolzano/Bozen to change to a special Games transport service going to the Val di Fiemme cluster. This represents a key point in the transport strategy concept, in terms of sustainability and accessibility for the valley.

The venue of **Baselga di Piné, adjacent to Trento train-station and motorway A22**, is accessible by using a small portion of the SP83 road, reserved for Games purposes.

## Cortina cluster with double access

The Cortina cluster has good accessibility from multiple directions, and can be approached from two main corridors:

- from Venezia on A27 to Ponte nelle Alpi / Calalzo;
- from Verona on A22, via Bolzano/Bozen – Bressanone/Brixen and then to Dobbiaco/Toblach along Val Pusteria/Pustertal, in about 2 hours.

As part of the Transport Games concept, train services will be combined with special Games bus services from Dobbiaco/Toblach and from Calalzo or Ponte nelle Alpi. Both origins will connect to Cortina by SS51 in both directions. SS51 will therefore be reserved exclusively for the needs of the Games. When arriving at the train terminal stations, or exiting the motorway system, special Games transport services will be established on the mountain roads.

Cortina can also be reached using SS48 from Val di Fiemme, while other roads originating from neighbouring valleys will be used to reach Cortina due to the high supply of accommodation in these other valleys

The venue of **Anterselva/Antholz** is directly connected to rail and road from Dobbiaco/Toblach via the SP44 road, to be reserved for Games needs in 2026.

## 78 | The Milano Cortina 2026 traffic management strategy

Milano Cortina 2026 will adopt solutions to minimise the impact of the Games on the local population while assuring the best possible levels of service to all Games clients and participants in each cluster.

Milano Games transport services will benefit from the availability of a network of public transport dedicated lanes, which could be used by the Games transport services to ensure stability of travel times and consequent reliability of services. Where these will not be available, temporary Olympic Lanes will be established to ensure continuity of the Games Route Network.

A total length of 90 km of Olympic lanes will be implemented in Milano, as part of the long-term public transport strategy to create new public transport corridors. The completion of these lanes could be moved up in order to utilise them during the Games, and then leaving a post-Games legacy for posterity.

Between clusters, no Olympic lanes are planned on motorways or arterial roads. Nevertheless, a series of measures has been already been thought out, also using the feedback from Torino 2006 Winter Olympics traffic management solutions and from the Cortina 2021 Ski World Championship as references:

- SS36 and SS38 between Lecco and Tirano will be streamlined with a series of traffic-management activities, in order to stabilise travel times regardless of the hourly and daily fluctuations, allowing the road to remain open to traffic during the Games. It will be a lasting legacy as the SS36 is heavily-used during holiday seasons and weekends;
- Implementation of Smart Road solutions on the Cortina cluster will be tested in 2021, and will be heavily developed after that to improve safety and reliability, in combination

with users' information and communication systems on the mountain roads;

- Traffic restrictions on mountain roads SS203, SS48, SS51 for the needs of the Games, with the implementation/enhancement of a complementary compensatory public transport system for local residents, who might be impacted by road restrictions. A system based on distribution of residents' passes will be established.

In order to influence Games spectators' demand, the whole short- and long-distance transport supply will be enhanced:

- High-speed rail Milano – Verona – Venezia will be temporarily enhanced with the use of double-unit trains at increased frequency;
- Train Milano – Tirano will benefit from new trains and improved railway infrastructure, increasing stability and onboard comfort;
- Train Verona – Trento – Dobbiaco/Toblach will benefit from implementation of direct connections to limit the changes and improve the customer experience;
- Each railway station forming part of the Games transport plan will establish on-site measures to welcome Games clients and ensure smooth connection and ad-hoc communication.

As part of the Games experience, **public transport (including the 5 regional railways lines) will be free of charge for all accredited people and for all Games-events ticket holders in Milano**. Special fares will be promoted to ease the access to trains and high-speed trains for all Games participants.

From P&R facilities and from train hub stations, Milano Cortina 2026 will organise direct shuttle buses to each venue in the specific cluster, divided per homogeneous group of clients, free of charge for accredited persons and for Games-events ticket holders.

## 79 | An efficient and well experienced Traffic Management Centre

The specific Games transport organisation presented in Q.69 will make maximum use of the traffic management command centre operated by the City of Milano.

The Games transport command centre will be based in Milano, at the existing traffic management command centre, and will be expanded temporarily during Games time. It will be led by the OCOG Transport Director. Mountain traffic management centres will be set up for each of the three mountain clusters to supervise local traffic. Representatives of each transport authority and of the main operators will be sitting in the traffic command centres:

- RFI railway infrastructure and the railway station company;
- Trenitalia and Italo high-speed railway operators;
- Trenitalia and Trenord – regional railway operators;
- Motorway and National-Regional road operators;
- Lombardia Region, Veneto Region and Provinces of Trento and Bolzano/Bozen;
- Milano Malpensa and Venezia Marco Polo airports;
- Police corps;
- Other relevant bodies.

The command centres will rely on a solid source of information in real time. Each operator and authority is already equipped with specific technological infrastructure, which will converge into a unique information system during Games time. Information to users will be passed on via operators' and concessionaires' technologies already in place and planned to be improved further by 2026.

A real-time information and communication system is already established and all motorways and main arterial roads are equipped with VMS (Variable Message Signs) to provide drivers with the necessary information.

All the above centres will liaise with the Main Operation Centre that will be coordinating all Games operations.

For the Cortina cluster, 'Smart Mobility Cortina 2021' will provide the opportunity to test a project for an integrated smart road technology for monitoring the infrastructure and environmental conditions, which will give fundamental support to the improvement of the movements along valleys and to expand the solutions to the mountain clusters and other roads. These technologies could be extremely beneficial for the management of Games flows. As a great legacy after the Games, they will guarantee the best quality of travel in the valley, not only for the sporting event, but in the daily life of residents and tourists.

## 80 | National and local motorisation rates

Motorisation rates are indicated below, sourced from AMAT (Metropolitan Transport Authority of Milano), ACI (Automobile Club Italiano) and ISTAT (Italian Institute of Statistics) regular surveys.

Italy is one of the European countries with the highest motorisation rate, with more than 600 vehicles per 1000 inhabitants as a national average.

**Tab. 80 – Motorisation Rate and Public Transport Share**

Motorisation rate	Milano (Host City)			Cortina (Host City)			Lombardy (Host Region)			Veneto (Host Region)			Italy		
	2010	2018	2026	2010	2018	2026	2010	2018	2026	2010	2018	2026	2010	2018	2026
Automobile motorisation rate (cars per-thousand people)	542	508	460	651	662	662	619	637	637	595	623	623	610	625	625
Share (%) of public transport journeys in relation to all motorised journeys	57%	60%	63%	14%	13%	13%	12%	13%	13%	14%	13%	13%	12%	13%	13%

Where public transport share not available, national average was considered

Milano long-term investment plans in rail public transport infrastructure and the development of the 2017 SUMP (active mobility and public transport) already show important results with the increase of the share of public transport and the reduction of the car motorisation rate among its population. According to the plan forecast, this tendency will continue as long as the plan is still being implemented.

In the mountain regions, the motorisation rate is naturally higher due to the morphology of the area. Nevertheless, the Cortina and Val di Fiemme clusters have already adopted measures to influence the demand and to limit the use of cars, by implementing free-of-charge bus lines for skiers, developing cable transport systems as part of the public transport network, etc.

## 81 | Spectator and workforce transport demand analysis

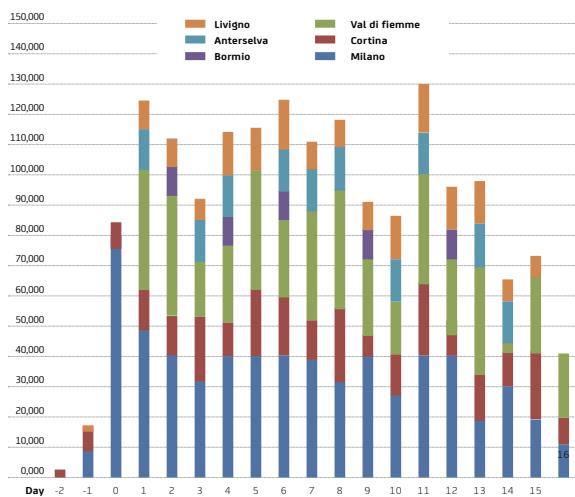
The peculiar feature of the Milano Cortina 2026 Master Plan, based on the four clusters of Milano, Cortina, Valtellina, Val di Fiemme and on the stand-alone venue of Anterselva/ Antholz, allows a significantly widespread distribution of the travel demand.

The choice of venues vis-à-vis location and capacity is consistent with the provisional competition schedule, and with the transport infrastructure plan. The maximum venue capacities

and spectators' accommodation were studied in order to define the transport concept of the Games.

The average travel demand for competition day is 90,000 spectators (peak day is 130,000). This would be spread among the four clusters, none of which would have over 40,000 spectators per day. This value (40,000) can easily be managed in Milano with the existing public transport infrastructure. In the mountain-clusters, specific Games transport services will be adopted to ensure smooth and efficient transport operations.

### Expected number of spectators per day



### Origin of spectators to the Games

On the basis of the spectator-origin data, the transport plan caters for spectators travelling to the Games area according to the following breakdown:

- 55% of the total demand will come from the host regions, and from the rest of Italy, mostly by train;

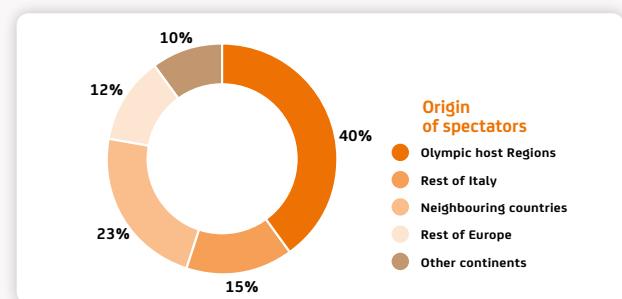


Tab. 81 \_Transport Demand Spectators and Workforce

Major competition cluster	Sports/events	Number of events per days	Number of spectators per day		Number of spectators per session (morning/afternoon/evening)		Number of Games workforce per day		Number of Games workforce per session	
			Ave.	Max	Ave.	Max	Ave.	Max	Ave.	Max
Milano	Opening ceremony	1	80,000	80,000	80,000	80,000	5,850	5,850	5,850	5,850
Verona	Closing ceremony	1	12,000	12,000	12,000	12,000	880	880	880	880
Anterselva / Antholz	Biathlon	1	16,150	19,000	16,150	19,000	1,390	1,390	1,390	1,390
Cortina	Bobsleigh	1	7,200	9,000	7,200	9,000	660	660	660	660
Cortina	Skeleton	1	7,200	9,000	7,200	9,000	660	660	660	660
Cortina	Luge	1	7,200	9,000	7,200	9,000	660	660	660	660
Cortina	Curling	1 - 3	6,000	9,300	2,480	3,100	230	230	230	230
Milano	Ice Hockey 1	1 - 2	24,790	30,000	13,350	15,000	1,100	1,100	1,100	1,100
Milano	Ice Hockey 2	1 - 2	12,460	14,000	6,230	7,000	510	510	510	510
Milano	Short Track	1	10,200	12,000	10,200	12,000	880	880	880	880
Milano	Figure Skating	1	11,400	12,000	11,400	12,000	880	880	880	880
Baselga di Pinè	Speed Skating	1	4,000	5,000	4,000	5,000	370	370	370	370
Cortina	Downhill	1	13,500	15,000	13,500	15,000	1,100	1,100	1,100	1,100
Cortina	Super-G	1	13,500	15,000	13,500	15,000	1,100	1,100	1,100	1,100
Cortina	Giant Slalom	1	13,500	15,000	13,500	15,000	1,100	1,100	1,100	1,100
Cortina	Slalom	1	13,500	15,000	13,500	15,000	1,100	1,100	1,100	1,100
Cortina	Alpine Combined	1	13,500	15,000	13,500	15,000	1,100	1,100	1,100	1,100
Cortina	National Team Event	1	13,500	15,000	13,500	15,000	1,100	1,100	1,100	1,100
Bormio	Downhill		12,825	13,500	12,825	13,500	990	990	990	990
Bormio	Super-G	1	12,825	13,500	12,825	13,500	990	990	990	990
Bormio	Giant Slalom	1	12,825	13,500	12,825	13,500	990	990	990	990
Bormio	Slalom	1	12,825	13,500	12,825	13,500	990	990	990	990
Bormio	Alpine Combined	1	12,825	13,500	12,825	13,500	990	990	990	990
Val di Fiemme	Cross Country	1	25,500	30,000	25,500	30,000	2,190	2,190	2,190	2,190
Val di Fiemme	Ski Jumping	1	16,000	20,000	16,000	20,000	1,460	1,460	1,460	1,460
Val di Fiemme	Nordic Combined (Cross Country)	1	24,000	30,000	24,000	30,000	2,190	2,190	2,190	2,190
Val di Fiemme	Nordic Combined (Ski Jumping)	1	16,000	20,000	16,000	20,000	1,460	1,460	1,460	1,460
Livigno	Aerials	1	2,550	3,000	2,550	3,000	220	220	220	220
Livigno	Moguls	1	2,550	3,000	2,550	3,000	220	220	220	220
Livigno	Ski Halfpipe	1	8,500	10,000	8,500	10,000	730	730	730	730
Livigno	Ski Slopestyle	1	8,500	10,000	8,500	10,000	730	730	730	730
Livigno	Ski Cross	1	8,500	10,000	8,500	10,000	730	730	730	730
Livigno	Giant Parallel Slalom	1	8,500	10,000	8,500	10,000	730	730	730	730
Livigno	SB Cross	1	8,500	10,000	8,500	10,000	730	730	730	730
Livigno	SB Halfpipe	1	8,500	10,000	8,500	10,000	730	730	730	730
Livigno	SB Slopestyle	1	8,500	10,000	8,500	10,000	730	730	730	730
Livigno	Big Air	1	8,500	10,000	8,500	10,000	730	730	730	730

- 23% will come from neighbouring countries, by train or by car;
- 22% will fly in from the rest of Europe and other continents through the two official international airports, Milano Malpensa and Venezia Marco Polo, both fully connected with the railroad networks.

The rail option for long distance and international travel will be encouraged by specific policies, in order to limit the impact of private cars on the territory.  
Detailed demand distribution is shown in the following graph.



## 82 | A carefully planned Games-time strategy to strengthen the Milano Cortina transport system

### Spectators' mobility

The plan that is being developed foresees that 100% of spectators will use public transport (rail and high-speed rail) to all clusters, and by Games transport services to all competition venues. Milano boasts a dense public transport network, while mountain cluster transport will be guaranteed by special Games services bringing spectators from the railway stations of Calalzo and Dobbiaco/Toblach to the competition venues in Cortina, from Tirano to Bormio/Livigno, and from Trento to the venues in Val di Fiemme. Spectators will be able to travel conveniently between clus-

ters by train:

- Valtellina - By 2026, the regional line will allow up to four trains per hour from Milano to Tirano in approximately two hours, thanks to the already-planned improvements to the infrastructure and the rolling stock. In Tirano, spectators will connect to the Games transport services to the competition venues of Bormio and Livigno;
- Cortina - The high-speed train to Venezia, and a smooth connection with the regional line to Calalzo, will connect the whole north of Italy to the Games venues. Additionally, spectators will find Games transport services to reach Cortina in approximately 45 minutes by direct bus from Dobbiaco/Toblach;
- Val di Fiemme is hooked to Trento, which is served by international trains from/to Verona and Austria. Games transport services will depart from there to reach both Baselga di Piné and Tesero or Predazzo directly, in a convenient time.

All trains will be upgraded for the Games. Improvements of the high-speed rail will also reduce travel time between Milano and Venezia to approximately two hours.

For each cluster, the train network will be coupled with a Park&Ride system for spectators coming by car to the Games. Due to the proximity of the Games Area to big cities, both in the north of Italy and abroad, and the vast accommodation supply of the touristic regions in the north of Italy (lakes, historic cities, etc), the Park&Ride system will be designed to cope with 30% of travelling spectators. Milano Cortina 2026 is planning to put into place temporary Park&Ride facilities with 10,000 parking slots in the three mountain clusters.

The Games workforce will be accommodated as close as possible to the venues. Workers will use the same transport system as spectators to go to the venues. The timetables will be extended to cater for the specific needs of the workforce

(earlier/later peaks, night shifts, etc).

The services will be used to guarantee timely arrival at the venues, to ensure smooth Games operations. To minimise the impact of the Games on local populations, Park&Ride facilities, as well as ancillary free public transport services, will be operational in each mountain cluster on a 24-hour basis.

## 83 | Innovative dedicated policies and initiatives to ensure accessibility and enhance the transport experience of spectators and workforce

The guiding principles of the Milano Cortina 2026 spectator-transport concept are structured around the use of sustainable means of transportation, mainly rail.

Taking advantage of the long-term developments achieved already and planned for the high-speed rail infrastructure of Northern Italy, the Games' spectators' mobility will be supported by the following policies:

- No parking at the venue with spectators not being allowed to approach venues by car. The implementation of temporary park-and-ride (P&R) solutions to access the mountain clusters have been included as part of the transport concept;
- Restricted traffic through a Games road network that will be subject to important access restrictions, and will be reserved and limited to local residents and Games transport services;
- Improved level of service between each cluster with the extension and the increase of high-speed railway connections and the implementation of ad-hoc connections with Games bus services, for the best possible door-to-door transport experience;
- Free public transport with each ticket holder being entitled to ride on the local public transport networks of Milano, Cortina and the other venue cities, and on the Games bus

services on the day of the event, by simply showing their Games ticket;

- Special Games transport services directly linking the main transport hubs and P&R to the venues with flexible capacity and extended hours of operations;
- Walking to the venues in the mountain clusters of Cortina and Valtellina will be facilitated by the Games transport and venue concept, focusing on creating the opportunities to experience Bormio, Livigno and Cortina city-centre pedestrian routes in a car-free environment;
- Clear and efficient communication (through internet, broadcast media and printed transport guides) to inform spectators, tourists and residents of the best travel practices, as well as the special services put into place specifically for the Games.

Transport demand management (TDM) will be implemented, as well as road-safety initiatives, and will already have been tested at the Cortina Ski World Cup 2021. This will involve the implementation of a smart road system on the mountain road network, among others.

Smooth mobility solutions for the Games workforce are a main target for Milano Cortina 2026. In particular:

- Due to the abundant local supply of accommodation options, volunteers and workforce will be lodged as close as possible to their relative venues, with pedestrian accessibility being within walking distance;
- The workforce will also be entitled to spectators' transport services. Extensions in operating time have been foreseen to cover longer (than spectators) shifts at the venues;
- Workforce accreditation will allow the use of regional and high-speed railway services in order to move freely between the clusters, according to their duty requirements.



## 84 | Free public transport for ticketed spectators

Free public transport will be guaranteed to ticketed spectators within Milano area and within each of three identified mountain clusters; dedicated shuttles will be offered to any client to strengthen P&R systems and intermodality of Milano Cortina 2026 Games transport strategy.

This will not only help to reduce the use of private cars with a positive impact on traffic, but will also substantially contribute to achieve our environmental targets, by reducing carbon emissions.

Next generation ticketing systems will be introduced to smooth the spectators experience: contactless technology, which is already used on public transport in Milano, will pave the way to innovative user-friendly ticketing solutions that will be used also for other events in the future.

## 85 | An exceptional accommodation offer to cater for the Olympic Winter Games needs

Being among the leading tourist destinations in Europe, Milano, Cortina, and the other venue cities, welcome millions of visitors every year. They offer a **broad and varied range of accommodation - from luxury/five star hotels to one-star/two-star budget hotels and hostels** - that can easily accommodate all the categories of Olympic clients.

### **Due to this extensive capacity, no new hotels or other forms of accommodation are specifically planned for the Games.**

The Milano Cortina 2026 accommodation plan will provide all Games stakeholders with comfortable, safe and convenient lodging in each competition cluster.

The Milano Cortina allocation plan offers all client groups

accommodation to fit their needs, according to the general criteria reported in the HCC-Operational requirements.

The current room allocations have been defined according to the following assumptions:

- **IOC family members will be assigned a dedicated room, both in Milano and in Cortina, for a total of 2,200 rooms.** In addition, 1,100 more rooms will be secured, equally divided between Valtellina and Val di Fiemme;
- The same approach was applied to meet the accommodation demand for the following stakeholder subgroups - OCOG top management, dignitaries, rights-holders guests - for a total of 2,910 rooms (970 rooms in Milano, 970 rooms in Cortina, and 485 rooms each in Valtellina and Val di Fiemme);
- The 2,465 rooms required by the HCC for technical officials, IFs' staff and equipment technicians, NOC officials and National Ticket Agents have been split among the clusters taking into consideration both the number of disciplines, and the number of athletes competing in each cluster (24% in Milano, 27% in Cortina, 21% in Valtellina, 22% in Val di Fiemme, 6% in Anterselva/Antholz);
- The 1,875 rooms required for NOC guests, OCOG Cultural programme partners, observers, broadcasters (top management) have been equally split between Milano and Cortina;
- A contingency with 50% extra rooms dedicated to OCOG ceremony headliners and producers has also been planned. The availability of the resulting 675 rooms is equally split between Milano and Verona;
- A contingency with 50% extra rooms dedicated to TOP

partners and to OCOG partners hospitality has also been planned. The availability of the resulting 4,500 rooms is equally split between Milano and Cortina;

- The 2,000 rooms required for TOP Partners and the OCOG partners workforce have been split among the clusters according to the following percentages: 35% Milano, 15% Valtellina, 32.5% Cortina, 15% Val di Fiemme and 2.5% Anterselva/Antholz;
- More emphasis will be placed on the ongoing improvement of service standards and on using the large number of private apartments in the mountain areas, which will be available for visitors and/or certain categories of clients. The 13,250 rooms (including a contingency of 50% extra rooms for the Press) needed to accommodate the broadcaster operators and the media have been split among the clusters according to the following percentages: 35% Milano, 15% Valtellina, 16.25% Cortina (in hotels), 16.25% Cortina (alternative accommodation), 15% Val di Fiemme and 2.5% Anterselva/Antholz.

**A dedicated service will commence 30 days before and continue throughout the whole period of the Games. It will operate on a 24/7 basis to assist stakeholder sub-groups with last-minute reservations of rooms in all Olympic clusters.**

**Minimising transfer times for each client group**, and guaranteeing comfort and easy access to the venues, have been the main criteria to identify the accommodation clusters briefly described below.

**Tab. 85 – Room inventory (see also Table 85 with details in Annex)**

Rooms	Milano	Valtellina <50km	Cortina <50km	Val di Fiemme <50km	Anterselva/Antholz <50km	Verona
<b>5 stars</b>	3,154	323	359	272	1,411	190
<b>4 stars</b>	14,799	4,181	2,019	4,551		1,427
<b>3 stars</b>	6,023	10,635	5,189	12,764	4,438	1,204
<b>2 stars</b>	995	1,828	1,299	2,384	4,430	295
<b>1 star</b>	963	576	261	988		46
<b>TOTAL</b>	<b>25,934</b>	<b>17,543</b>	<b>9,127</b>	<b>20,959</b>	<b>10,279</b>	<b>3,162</b>

**Milano**

The presence of a renowned cluster of three adjacent 5-star hotels (*Principe di Savoia, ME Milan Il Duca and The Westin Palace*), its strategic position, and the possibility to easily install and manage the security systems requested by the IOC standards, contributed to identify *Piazza della Repubblica* (i.e. Republic Square) as the potential area for the accommodation of the **IOC and IPC Family**.

**Cortina**

The IOC/IPC Family Hotels that we propose are *Cristallo* and *Grand Hotel Savoia*. These are located in the city centre at a distance of 3 km (9 mins) from the competition venues. The Total Room Inventory is detailed in the separately-submitted Table 85.

## 86 | Guaranteed room rates for the Olympic Winter Games

Table 86 indicates the average convention rates, registered in February 2018, for all hotels and room types that will be involved in the Milano Cortina 2026 Olympic Games.

The prices have been calculated with the support of Federalberghi - the main Italian hotel association.

The City Tax on hotel accommodation is different for each city and from a minimum of 0 € in Livigno and a maximum of 5 € in a five-star hotel in Milano (per night)

## 87 | Well defined price regulation and control mechanism

As already explained in Q.50, as for past Olympic and Paralympic Games, an increase in accommodation pricing related to the high demand during the event is expected. In order to

**Tab. 86 – Average 2018 convention rates for the month of the Olympic Winter Games**

		2 star	3 star	4 star	5 star
<b>Milano</b>	Single, including 1 breakfast	85	118	166	350
	Double/twin, including 2 breakfasts	100	135	190	480
<b>Bormio</b>	Single, including 1 breakfast	131	160	279	473
	Double/twin, including 2 breakfasts	154	194	331	610
<b>Livigno</b>	Single, including 1 breakfast	141	187	296	-
	Double/twin, including 2 breakfasts	174	230	348	-
<b>Cortina</b>	Single, including 1 breakfast	139	218	308	462
	Double/twin, including 2 breakfasts	185	291	410	616
<b>Val di Fiemme</b>	Single, including 1 breakfast	123	138	208	304
	Double/twin, including 2 breakfasts	141	157	253	393
<b>Anterselva</b>	Single, including 1 breakfast	75	113	188	250
	Double/twin, including 2 breakfasts	140	192	252	433
<b>Verona</b>	Single, including 1 breakfast	85	105	110	230
	Double/twin, including 2 breakfasts	97	125	133	239

control and limit price pressure, we have liaised with the main hotel associations in Italy to implement different actions.

For the venues considered, we have projected the maximum room-rate for 2026 that has been calculated taking into account the following elements:

1. Basic Room Rates recorded during February 2018 – Average room-rates, including breakfast, for each level of service (2\*, 3\*, 4\* and 5\*) and type of room (single and double);
2. City Tax;
3. Inflation rate;
4. An incremental rate defined and agreed with hotel associations and other local authorities.

The definition of the maximum room-rate for 2026 (first phase) has been made projecting the first three components from 2018 to 2026:

1. The basic room-rates have been projected to 2026, taking into account the room-price history and calculating the

price increase over the last years, for the locations considered and excluding inflation;

2. City Tax is supposed to be indexed to inflation;
3. The average inflation rate from 2018 to 2026 is equal to 1.7% per annum.

**A Framework Agreement with hotel associations, tour operators and local authorities will be signed before April 2019 to establish a service level and a maximum room-rate** (including the extra rate mentioned above) and to commit each associated hotel to apply the agreed room-rate during the Paralympic Games, as requested by the Accommodation Guarantee.

The maximum room-rate will be the reference value for the implementation of a Monitoring Programme.

The actual average room-rates will be collected from hotels, monitored and published in order to ensure price transparency. Moreover, periodical checks will be carried out to assess the reliability of the rates and of the quality of services provided by the hotels.

## 88 | Media accommodation as a key priority

**The Milano Cortina 2026 accommodation plan is designed to welcome all media and broadcast operators, providing comfortable accommodation solutions to facilitate their Olympic working experience and make them fully enjoy the Olympic atmosphere that will permeate the cities.**

The total number of rooms available in existing hotels and alternative accommodation in each of the four main clusters is sufficient to host the accredited media and broadcast operators without having to build new dedicated facilities.

Accommodation opportunities within the precinct of the Main IBC/MPC in the Milano Exhibition Centre (Rho Fiera) include two hotels with 400 rooms.

Slightly further, UNAHOTELS Expo Fiera Milano is the largest conference hotel close to the Milano Rho/ Pero exhibition complex, and to Milano's two main airports. The hotel has a total of 450 rooms and 77 apartments, with large meeting rooms and bright areas with modern facilities, fitness equipment, a lounge bar, restaurant and large park.

Both options, as well as other accommodation facilities in the surroundings, provide easy access to Games venues' thanks to the transport hub dedicated to media in the Main Media Transport Mall (MMTM) in Rho-Fiera Exhibition Centre. In addition, media may be encouraged to use the extensive and high-quality public transport network free of charge during the Games, connecting easily to the city centre and to the other venues:

- Metro Line 1;
- Suburban Lines S5, S6 and S11.

Finally, the high-speed train stopping in the Exhibition Centre can link to Palalitalia - the Hockey 1 venue, located near Rogoredo high-speed train station, in approximately 15 minutes.

A transport service will carry the media from their accommodation to the IBC/MPC and the main media transport mall. Shuttles equipped with high-speed Wi-Fi will connect to all venues at 15 or 30 minute intervals, depending on the destination and on rush or off-peak hours.

Accredited vehicles will be allowed to use dedicated bus lanes to transport media from their hotels to the Games Route Network and to the media transport hubs.

Finally, a dedicated shuttle service will also connect to the airports and to the other main stations, to facilitate the movements of those media operators having to go to other clusters by train.

The high-speed trains that will directly link the four Milano high-speed train stations to Venezia-Cortina and to Trento-Val di Fiemme are equipped with Wi-Fi, and provide a wide range of services including coaches with office-like compartments that can be pre-booked via the OCOG Press Operations Department. The regional trains connecting Milano to Valtellina will equally provide Wi-Fi connection and other services to make the journey pleasant and operational.

### Accommodation and services in the mountain clusters

The same level of accommodation will also be ensured in the mountain clusters. A dedicated service before and during the Games will assist media operators in the last-minute reservation of rooms in each Olympic cluster. Once again, a network of dedicated bus lines will help to connect the mountain media accommodation to the city venues and the other main attractions.

In Cortina, the Mountain Media Centre is located in the area of Flames, a mere five minutes from the three venues of Alpine Skiing, Curling and Bob/Skeleton/Luge.

In all the other venues, we have located the Media Centre within the venue precinct, to help the media operators save time and optimise their movement. A convenient space will be ded-

icated to Venue Media Centres (VMC) with fully-equipped media workrooms, mixed zones, press conference rooms, media lounges and press tribunes with cabled and wireless broadband internet access, power and Cable Television (CATV) monitors, as requested by operational requirements.

The Broadcaster compound will also have enough space for equipment load-in/out, installations, cabling and personnel movement, and other relevant logistical support requirements.

## 89 | No specific Media Villages needed

Given the number of available accommodation facilities, we have estimated that no specific media villages are required.

## 90 | A wide range of accommodation solutions for spectators and workforce

As explained in Q.85, the total hotel capacity of Milano, Cortina, and of the other venue cities, is equal to 87,000 rooms, 33,148 of which will be used to accommodate the Olympic Family and all the other stakeholder groups.

A residual hotel capacity of 53,856 rooms will then be available for the Milano Cortina 2026 spectators and workforce, in the Olympic cities.

Alternative accommodation represents an additional option, as described in Table 90. This will bring the total number of available rooms up to 41,558. This abundantly demonstrates the capacity of the different Olympic clusters to provide sufficient accommodation for all kinds of needs.

Table 90 provide details of the total number of rooms available in alternative accommodation.



Tab. 90 \_ Alternative Accommodation

City	Type of accommodation	Star rating or equivalent	Current capacity (rooms)	Planned expansion (rooms)	Distance from City Centre (0–10km or 10–50km)	Anticipated Games client/workforce use
Milano	Houses and apartments for holidays (NOT managed in an entrepreneurial form)	na	103	na	0-10km	Spectators
Milano	Houses and apartments for holidays (managed in an entrepreneurial form)	na	2,188	na	0-10km	Spectators
Milano	Holidays Houses	na	1,880	na	0-10km	Spectators
Milano	Youth Hostels	na	367	na	0-10km	Spectators
Cortina d'Ampezzo	Camping	na	1,790	na	0-10 km	Spectators
Cortina d'Ampezzo	Camping	na	1,797	na	10-50 km	Spectators
Cortina d'Ampezzo	Apartments	na	5,174	na	0-10 km	Spectators
Cortina d'Ampezzo	Apartments	na	9,887	na	10-50 km	Spectators
Cortina d'Ampezzo	Farm Holiday	na	31	na	0-10 km	Spectators
Cortina d'Ampezzo	Farm Holiday	na	92	na	10-50 km	Spectators
Bormio <10	Condominiums and Apartments	na	83	na	0-10km	Workforce
Bormio <10	Condominiums and Apartments	na	146	na	0-10km	Workforce/Spectators
Bormio <10	Village	na	18	na	0-10km	Spectators
Livigno <10	Condominiums and Apartments	na	37	na	0-10km	Workforce
Livigno <10	Condominiums and Apartments	na	709	na	0-10km	Spectators
Bormio >10	Agritourism	na	568	na	10-50km	Spectators
Bormio >10	Bed & Breakfast	na	93	na	10-50km	Spectators
Bormio >10	Condominiums and Apartments	na	1,544	na	10-50km	Spectators
Bormio >10	Mountain Huts	na	350	na	10-50km	Spectators
Bormio >10	Village	na	1,872	na	10-50km	Spectators
Bormio >10	Youth Hostel	na	35	na	10-50km	Spectators
Livigno >10	Agritourism	na	359	na	10-50km	Spectators
Livigno >10	Bed & Breakfast	na	115	na	10-50km	Spectators
Livigno >10	Condominiums and Apartments	na	702	na	10-50km	Spectators
Livigno >10	Mountain Huts	na	693	na	10-50km	Spectators
Livigno >10	Village	na	1,134	na	10-50km	Spectators
Baselga di Pinè <10	Bed & Breakfast	na	55	na	0-10km	Spectators
Baselga di Pinè <10	Farmhouse	na	17	na	0-10km	Spectators
Baselga di Pinè <10	Holiday House	na	139	na	0-10km	Spectators
Baselga di Pinè <10	Rooms for Rent	na	17	na	0-10km	Spectators

City	Type of accommodation	Star rating or equivalent	Current capacity (rooms)	Planned expansion (rooms)	Distance from City Centre (0–10km or 10–50km)	Anticipated Games client/workforce use
Baselga di Pinè <10	Rooms for Rent	na	na	na	0-10km	Workforce
Baselga di Pinè >10	Bed & Breakfast	na	na	na	10-50km	Spectators
Baselga di Pinè >10	Farmhouse	na	608	na	10-50km	Spectators
Baselga di Pinè >10	Holiday House	na	1,262	na	10-50km	Spectators
Baselga di Pinè >10	Hostel	na	109	na	10-50km	Spectators
Baselga di Pinè >10	Rooms for Rent	na	346	na	10-50km	Spectators
Predazzo <10	Bed & Breakfast	na	33	na	0-10km	Spectators
Predazzo <10	Holiday House	na	74	na	0-10km	Spectators
Predazzo <10	Rooms for Rent	na	20	na	0-10km	Spectators
Predazzo <10	Rooms For Rent	na	13	na	0-10km	Workforce
Predazzo >10	Bed & Breakfast	na	34	na	10-50km	Spectators
Predazzo >10	Farmhouse	na	225	na	10-50km	Spectators
Predazzo >10	Holiday House	na	603	na	10-50km	Spectators
Predazzo >10	Rooms for Rent	na	283	na	10-50km	Spectators
Tesero <10	Bed & Breakfast	na	19	na	0-10km	Spectators
Tesero <10	Holiday House	na	115	na	0-10km	Spectators
Tesero <10	Rooms for Rent	na	13	na	0-10km	Spectators
Tesero <10	Rooms for Rent	na	6	na	0-10km	Workforce
Tesero <10	Rooms for Rent	na	9	na	0-10km	Workforce/Spectators
Tesero >10	Bed & Breakfast	na	14	na	10-50km	Spectators
Tesero >10	Farmhouse	na	239	na	10-50km	Spectators
Tesero >10	Holiday House	na	49	na	10-50km	Spectators
Tesero >10	Rooms for Rent	na	115	na	10-50km	Spectators
Rasun Anterselva >10	Agritourism	na	418	na	10-50km	Workforce
Rasun Anterselva >10	Agritourism	na	1,179	na	10-50km	Spectators
Rasun Anterselva >10	Condominiums and Apartments	na	829	na	10-50km	Workforce
Rasun Anterselva >10	Condominiums and Apartments	na	1,810	na	10-50km	Spectators
Rasun Anterselva <10	Agritourism	na	388	na	0-10km	Spectators
Rasun Anterselva <10	Condominiums and Apartments	na	152	na	0-10km	Spectators
Rasun Anterselva <10	Condominiums and Apartments	na	253	na	0-10km	Workforce/Spectators
<b>Total</b>			<b>41,558</b>			

## 91 | Total guaranteed room inventory

As requested, the total inventory will be provided in April 2019 with the related guarantees.

## 92 | A solid Risk Management and Mitigation Strategy

The following risk analysis has been updated and focused on the territories involved for Milano Cortina 2026 by the Ministry of Interior, the authority responsible for public order, security and coordination of the operational tasks and activities of the assigned police forces at a national level.

### Fire (buildings, industry, forests)

Considering the winter season, the level of risk of fire during the Games has been assessed as low.

Under the command of the Ministry of Interior, the Italian Fire Brigade (*Vigili del Fuoco*) is a highly-trained and well-resourced agency that is responsible for fire safety and prevention, protection and the provision of specialist response to hazardous material (HAZMAT). They are highly experienced and are always present during major sports and cultural events, in accordance with Italian law. During the Games, units will be present at all venues, ensuring that risks are properly monitored and that, if required, an immediate mitigation strategy is put into action. Rigorous safety and security procedures will be tested in ample time before the Games.

### Intrusion into Olympic facilities

The Ministry of Interior, in cooperation with the OCOG, will design, plan and implement an integrated Olympic security solution based on best practices and proven strategies to ensure that no security or public safety incident adversely

impacts the 2026 Winter Olympic Games, or the image and reputation of Italy and the Olympic Movement.

Throughout the planning and operational lifecycle, intelligence-based risk and threat management processes will be utilised to ensure that the security overlay for each Venue is designed to 'deter, detect, deny and respond' any credible security threat.

A layered Security Zone model will be implemented to protect and secure the designated Olympic venues and sites and the Urban Domain. The 'three ring' Security Zone model incorporates:

- Controlled Zone (*Area di Rispetto*) – includes the Olympic Road Network and the urban domain around the venues. This zone will be monitored through electronic surveillance measures and security patrols;
- Soft Ring - a zone designed to control and monitor access of vehicles (including parking) from the Urban Domain to the vicinity of the Venue and where 'soft' ticket checks will be conducted;
- Hard Ring (Secure Perimeter) – a secure zone designed to ensure that only ticketed spectators and accredited persons, who have gone through an appropriate search and screening regime, are allowed to enter the venue.

The protective security solution for each Olympic venue will be risk-based and may include: smart technology including integrated security solutions (CCTV, lighting, perimeter intrusion detection and video analytics), trace explosive detection, biometric access control systems, secure perimeter fence and hostile vehicle mitigation.

Our security team will also endeavour to minimise, to the fullest extent possible, the potential impact of security operations on our communities and the environment of the respective Host Cities.

### Civil disobedience

The Ministry of Interior is responsible for granting the right to demonstrate and for monitoring the organisation of all planned demonstrations. The Ministry's public order units are highly

trained and well equipped to deal with any civil disturbances in a highly professional manner, supported by a sound intelligence network at international, regional and national levels. For any known protests, a detailed prevention strategy is prepared by the Chief of Police in cooperation with the City, to minimise any impact on day-to-day activities. During the period leading up to the Games, dedicated Police liaison officers will be assigned to municipalities to ensure that special interest groups are consultatively engaged.

The risk of civil disobedience at the Games has been assessed as low.

In the last ten years, 102,000 demonstrations took place in Italy. The total number of Police officers that has been used for the safety and security operations is 9.805.201.

Year	Demonstrations	N. of Police officers
2009	7,391	786,814
2010	9,896	679,617
2011	10,461	841,353
2012	11,212	862,781
2013	10,287	950,612
2014	9,490	935,113
2015	10,581	1,261,448
2016	10,718	1,146,861
2017	11,064	1,274,136
2018* (November)	10,901	1,066,466
<b>Total</b>	<b>102,001</b>	<b>9,805,201</b>

### Crime

As a major destination for worldwide tourism, Milano safely hosts many millions of visitors a year, and has a relatively low rate of violent crime and it is considered a safe city for both residents and visitors.

Cortina and the Province of Belluno have the third-lowest rate of crime in Italy.

Moreover, in the last three years, crimes have decreased considerably in both Lombardia and Veneto Regions, and more specifically in the provinces of Milano and Belluno.

With regard to corruption, in 2014, a new Decree introduced new measures to provide ANAC with more powers to combat organised crime and corruption within the Italian procurement system.

### **Telecommunication/Technological risks**

The National Crime Centre for the Protection of Critical Infrastructure (CNAIPIC) is the specialist unit of the Post and Communications Police, responsible for the security and resilience of the national networks services against cyber attacks.

The above Centre has been in charge of ICT security of all major international events held in Italy in recent years. In particular, during the Milano 2015 World Expo and the 2016 Jubilee in Roma, CNAIPIC played an essential role for the successful delivery of the events and guaranteed cyber security with an unprecedented supervision capacity of all ICT operations.

The security and redundancy (spare capacity) of the Italian telecommunications and information technology networks are national priorities. In cases of ICT attacks (and/or failures/faults), accurate planning, risk assessment and readiness programmes ensure that immediate interventions are implemented, together with direct links to police and investigation units. These mitigation strategies are well practised through the experience gained from hosting the Torino 2006 Olympic Winter Games, and the 2015 Milano World Expo.

### **Terrorism**

The Ministry of Interior, in collaboration with the Intelligence Services, is responsible for coordination against terrorism. Given the

importance of sharing information amongst European countries, and the need to protect European citizens, these programmes are developed at both national and international levels.

During the Games, a specialist unit of national and local agencies will be set up, coordinated by the involved Prefects and the Chief of Police. The need for additional resources will be determined, as well as the most appropriate policies and procedures, to respond to potential crises or incidents. Table-top simulations, as well as a comprehensive readiness programme, will also be organised to test the system ahead of the Games. The risk of terrorist attack in Italy continues to be mitigated through the Counterterrorism Strategic Analysis Committee's threat prevention strategy, which includes the prevention of radicalisation.

At this point in time, there is no specific evidence of major threats concerning the Games. Intelligence activity and coordination will be carried out to promptly detect any potential risk, also through appropriate cooperation mechanisms and exchange of information with foreign countries.

### **Traffic**

Over the last 10 years, the City of Milano has implemented a number of key initiatives to reduce traffic congestion, increase transportation capacity and to influence behaviour with respect to choice of transportation modes throughout the city. The introduction of a Congestion Charge Area (the so-called Area C) during working days, has further limited the number of private vehicles in circulation.

A robust network of local public transport, the construction of new bike-paths and the introduction of widely used car-sharing services have also helped to mitigate the impact of traffic.

In the Cortina area, four different accesses to the city partially mitigate possible effects of traffic disruption. In case of snowfalls, preventive measures such as salt-spreading and snow-removal

activities through snow ploughs will be put in place immediately according to rigorous policies and procedures.

These initiatives, plus the significant reduction of traffic as a consequence of the school closure that will be proposed during the Games, will lower the potential risk of traffic congestion impacting on the 2026 Winter Olympic Games transportation plan.

With regard to road safety, the motorway network shows low rates of mortality as a consequence of accidents. Patrolling and surveillance is exclusively ensured by the State Police, due to the specific skills acquired during many years of service.

Coming more specifically to the Lombardia and Veneto Regions, in the period between 2010 and 2017, the number of deaths in road accidents has dropped by 25.1% and 24.0% respectively. This reduction is significantly higher than the average decrease at national level (-17.9%).

### **Major traffic accidents, including in tunnels**

Traffic management is a vital component of the Milano Cortina 2026 integrated security and transportation solution planning. The risk of traffic issues impacting on the delivery of Games operations has been assessed as low.

Between 2001 and 2017, Italy has seen a steady decline in major traffic accidents and traffic accident deaths (52% decrease), due to the efforts of the Road Police Corps, to the speed-monitoring system in the motorways and also to the introduction of proactive traffic-management strategies (including traffic-management systems and CCTV) and road-safety awareness campaigns.

To enhance the safety and security of the 2026 Games transportation systems, additional measures will be implemented, including but not limited to; the provision of dedicated Olympic Lanes, 24-hour surveillance operations, vehicle-control checkpoints and other enhanced security measures.

Within the Lombardia and Veneto Regions, no major traffic accidents have occurred in recent years. There have also been no major incidents in tunnels which are mostly located in the mountain areas.

## Natural catastrophes (earthquake, flood, volcano, hurricane, etc.)

The Italian Civil Protection Department (CPD) is responsible for the prevention, forecasting and monitoring of risks (both natural and industrial) and the response to natural disasters, catastrophes or other events in Italy. The CPD works in cooperation with regional governments and municipalities to draft legislation and regulatory measures to mitigate risks to people and property in the event of natural disasters.

The CPD rates both Milano and Cortina, with their position and natural structures, as having 'very low' risks related to natural catastrophes. No active volcanoes are present and seismic risk is very low in the areas involved. Floods are also very limited, due to the Games being held in the winter season. For flood and landslide risk management, an alert system has been in place since 2004 for the forecasting, monitoring and surveillance of events. The management of this alert system is ensured by the Department of Civil Protection and by the Regions, with the support of meteorological satellites that allow the prediction of possible severe impacts, with a minimum of six hours advance notice.

## Other catastrophes (chemical, biological, nuclear, etc.)

There have been no such catastrophes in Italy. Nuclear power has not been used in Italy since 1990 and no related incidents have occurred.

The National Fire Brigade is also responsible for preventing, monitoring and combating risks deriving from the use of nuclear energy and the use of bacteriological, chemical and radiological substances.

The security system in Italy is regularly tested to ensure it is

prepared for non-conventional attacks. Solutions to quickly identify any threat (whether in the air or in the water), raise an alarm and bring the Italian Special Forces into action, are available and will be utilised for the Games.

## 93 | A recent successful experience in overseeing Winter Games security operations

As shown more in detail at Q.94, a single management structure – the Olympic Security Task Force - will be set up, following the positive and efficient experience of previous major events. Such a structure will ensure a clear chain of command for integrated security operations.

No modifications to the existing laws, standards and administrative process are necessary.

## 94 | Clearly defined roles and responsibilities for Games-time security operations

All the necessary resources will be provided at the appropriate level to ensure the safe and peaceful conduct of the Milano Cortina 2026 Games, building on the recent successful experiences of the Torino 2006 Winter Olympic Games, and of the Milano 2015 World Expo.

The security plan to be implemented will aim to guarantee high-level protection against every type of risk.

**As indicated also at Q.127, an Olympic Security Task Force** will be established by the Italian Government (Ministry of Interior) to include the Prefects, Police, Armed Forces and Intelligence Services, as well as the OCOG's Director of Security. This will ensure an integrated approach to all aspects of security and safety planning and delivery.

The financial cost incurred as a result of policing and security will be borne by the State and by local authorities, according to their respective responsibilities.

### a) Policing and Law enforcement legislation in Italy

According to Italian Legislation (Law No. 121/81) the Ministry of Interior is in charge of ensuring public order and safety, and coordinates the five police forces operating at national level. Local police forces are also operating in the Cities of Milano, Cortina and in the other venue cities, under the direct control of the respective Mayors, with the main duty of enforcing local regulations and traffic laws. They also deal with smaller crimes and cooperate with the national police forces to prevent and repress major crimes.

### b) Coordination of public order and safety at local level

At local level, coordination of all the policing and public safety actions falls under the responsibility of the Prefect (who is the representative of the Ministry of Interior), and of the Chief of Police (for operational command).

The Prefects of Milano and Belluno (Cortina), together with the Prefects of Sondrio and Verona, as well as the Government Commissioners of Trento and Bolzano/Bozen (for the other Venue cities), will:

- coordinate the Public Order and Safety Committee, with a territorial responsibility over the cities;
- ensure smooth co-ordination with the civil defence authorities, over which the Prefect may assume full management control in the event of circumstances endangering the smooth running of the 2026 Winter Games;
- plan strategy and monitor operations;
- take all final decisions in the event of circumstances that may compromise the normal course of events.

The Chiefs of Police (*Questori*) operate in line with the instructions received by the Prefects, in order to:

- coordinate the intervention of the different police corps operating in Italy (see above);

- assign specific duties and procedures to the above forces;
- issue ordinances concerning public order, security and surveillance.

An outline of the security structure is provided in the figure at pages 98 and 99.

### c) Division of responsibilities at venue level

The diagram below shows the division of responsibilities between the different organisations:

Police corps	Role & Responsibility
<b>State Police</b>	The civil national police of Italy. Along with patrolling, investigative and law enforcement duties, they patrol the motorways, and oversees the security of railways, bridges and waterways.
<b>Finance police corps</b>	A corps under the authority of the Minister of Economy and Finance, in charge of financial, economic, judiciary and public safety: tax evasion, financial crimes, smuggling, money laundering, international illegal drug trafficking, illegal immigration, customs and borders controls, copyright violations, credit card fraud, cybercrime, counterfeiting, terrorist financing, maintaining public order and safety, military defence of the Italian borders.
<b>Carabinieri</b>	A military corps with police duties. They also serve as the military police for the Italian armed forces. The Carabinieri have become a separate armed force (alongside the Army, Navy and Air Force).
<b>Prison Surveillance Police Corps</b>	The Italian prison system police.

### d) Private organisations will be integrated effectively into the security system

According to Italian Law, several types of private security staff exist: two types might be involved in the security planning of the Winter Olympic Games.

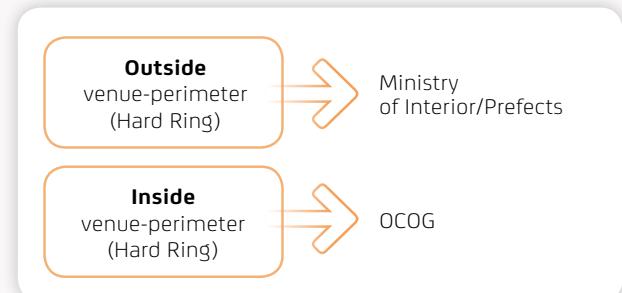
1. *Addetti al Servizio di Controllo (ASC)* - Inspection Service – are usually hired to supervise activities and entertainment shows in public places or in public venues. Their role is defined in DM 6/10/2009 and is summed up as follows:

- a) preliminary monitoring activities:
  - observation of the venue entrance;
  - monitoring activities to ensure that any illicit substances or prohibited items are not used;
  - adoption of initiatives to escape routes accessibility.
- b) control on public access:
  - monitoring of the entries and of public flow at the venue;
  - visual inspection of persons, in order to prevent the possible introduction of prohibited items.
- c) monitoring activities within the venue:
  - to ensure compliance with the rules of conduct established;
  - involvement in first intervention procedures, without interfering with the public forces and without use of force, in order to prevent or stop behaviour or situations potentially dangerous for the health and safety of people.

2. *Guardia Giurata (GPG)* are 'public officials' in possession of a licence issued by the State. They carry out protection of assets,

movable and immovable, belonging to individuals and public or private entities, and crime prevention. Main activities are:

- prevention and prosecution of offences in relation to buildings and other property subject to its supervision;
- intervention in case of an aggression to the goods protected, not only by rejecting and blocking the criminal, but also by communicating with the Police to ask for immediate action;
- obligation to cooperate with police authorities (Art. 139 TULPS), in case of problems of public order.

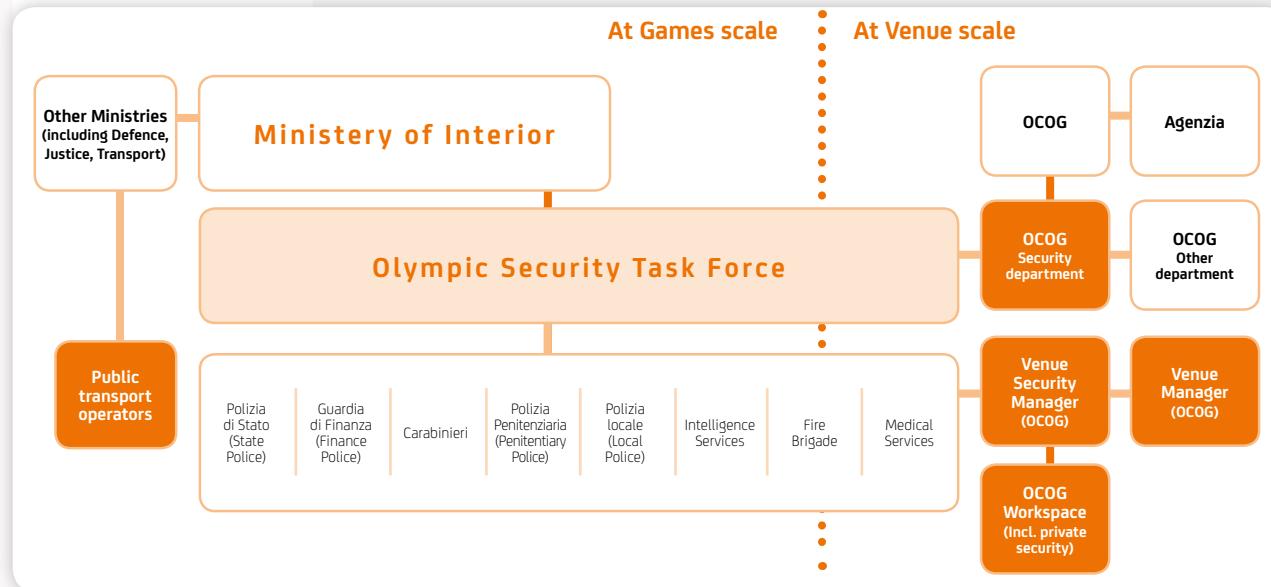


### e) Organisational Chart for Olympic safety and security





## Implementation Phase



## 95 | Intelligence services involved from the beginning

The importance of intelligence and security services for an event like the 2026 Winter Games is quite evident.

In line with the experience of other major events recently hosted in Italy, these services will operate under the strict coordination of the Ministry of Interior, and will support the overall Games safety & security structure with regular risk assessments to evaluate criminal and terrorist threats, their nature, and the level of probability that they occur during the Games. During both the pre-Games planning, and the operational, phases, the key role of the intelligence and security services

will be to detect and issue alerts on all significant security threats that could impact the Games or the Italian territory.

Intelligence agencies will actively participate in identity checks and security inquiries. In liaison with judicial police, intelligence agencies will also maintain surveillance of any suspicious individuals and groups that might pose a threat to national security and the successful delivery of the Games.

To this end, efficient bilateral and multilateral exchange arrangements will also be put into place with the majority of their counterparts in other countries.

## 96 | Armed forces at the service of the Games

As stated at Q.94, the '*Arma dei Carabinieri*', a military corps with police duties, will be fully involved in the overall security plan, in coordination with the other police forces.

For the time being, no other corps of the army is expected to be involved. However, the Italian Armed Forces can be used to supplement existing civilian and military police capability. The number of military personnel mobilised, and the types of missions assigned to them, can vary depending on the outcome of the Strategic Risk Assessment that the authorities responsible for the overall Games security (see Q.94) will conduct.

## 97 | The reliable emergency response capabilities of the emergency services operating in the host cities/regions

Italy has an **integrated system of emergency response services**, including comprehensive disaster and emergency plans that provide **a prompt and coordinated response to major emergencies**. This emergency response capability is based around three services: the Emergency Services, the Major Emergency System and the Civil Defence Services.

## Emergency Services

The Italian Emergency Services comprise a comprehensive network of public hospitals, ambulance services, voluntary associations and institutional bodies, including the Fire and Police Services and the Department of Civil Protection.

The emergency services can also be accessed by a single 112 number that gives access to the emergency services of *Carabinieri*, Police, Fire Brigade and First Aid Medical Rescue.

Emergency medical services in Italy are always free of charge and emergency room services are provided by all the public hospitals.

The **Milano Emergency and Urgent Care Service** (Em. UHS) is part of the Lombardia Region's Territorial Emergency and Urgent Healthcare network. **A similar service operates in the Veneto Region and in the other Provinces included in the Olympic Master Plan.** These service comprise:

- A centralised co-ordination system, through Operation Headquarters (OH);
- A local ambulance network, including standard vehicles and advanced vehicles (with specialist anaesthesia and emergency medical staff on board);
- A network of 195 and 81 hospitals in Lombardia and Veneto respectively.

The OH provides technological equipment, operated by personnel with suitable skills and functions (physicians, nurses and technical staff). The emergency healthcare process is managed through a computerised system, which records service and cartographic data, as well as live telephone and radio communications.

## Major Emergency System

Major emergency situations require special equipment, resources, organisation and training.

### The City

Coordinates emergency and rescue services in its territory, also through Orders laying down Civil Protection provisions

Coordinates emergency and rescue services in its territory, also through Orders laying down Civil Protection provisions

Constantly informs the Province, the Prefect and the Region. Should the available resources not be sufficient, can request support from other structures

Informs citizens how to behave during the emergency

### The Province

Ensures a first rapid response to keep the local road network and utilities operational

Constantly informs the Prefect and the Region

Coordinates the volunteers at provincial level

### The Prefect

Is responsible for directing all emergency and rescue services at provincial level also through Orders laying down Civil Protection provisions, in close coordination with Mayors of the cities concerned and with the Province

Coordinates all human resources including Forces of Law and Order

Constantly informs the Region and the Ministry of Interior

operational capacity, according to the subsidiarity principle.

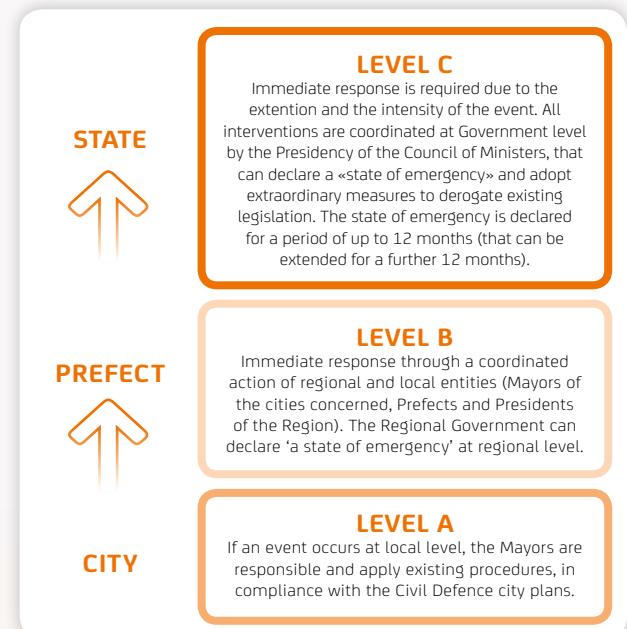
The first response at local level is under the responsibility of the mayors of the cities, who prepare and adopt Civil Defence City Plans. If the emergency situation involves a wider area, the Provinces, the Prefectures, the Regions and the Government are then required to coordinate the operations, as illustrated below.

## Levels of risk

Emergencies can be classified into 3 different levels, based on:

- The nature and intensity of the risk;
- The size of the area concerned by the risk;
- The organisational model to be set up for an appropriate response.

All emergency issues are firstly classified as lower-risk A-level Events, and can escalate to levels B or C, depending on the above factors. The following diagram explains in detail the kind of response associated with each level of risk.



## Command and Control Centres

Command and Control Centres are located in easily accessible and non-vulnerable buildings, with all the necessary equipment to ensure continuity of service.

The following diagram shows the Command and Control Centres operating at different territorial level

Situation and control rooms at regional, provincial and city level (for major urban centres) shall operate on a 24/7 basis, and evaluate all the information collected through the monitoring and control networks on the ground. In case of potential risks (flood, avalanches, forest fires, strong winds, storms, heavy snowfalls), an alert can be issued to all the members of the regional system of civil protection, via a combination of email, WhatsApp, SMS, Twitter and other specific apps.



## 98 | Paralympic Games as secure as the Olympic Winter Games

The Olympic Games security plan will be applied in exactly the same way for the Paralympic Games.

## 99 | A streamlined security governance

A Safety & Security Department (SSD), directly reporting to the OCOG's COO, will be set up in the Games planning phase to coordinate all Olympic and Paralympic Games operations. The SSD will draft safety and security policies and the operational plans and procedures relevant to their responsibilities. It will also liaise with the relevant security authorities to follow the instructions given by Prefects and by the Chiefs of Police, as explained in the diagram at Q.94.

SSD responsibilities will include in particular:

- Developing a Games Strategic and Operational Security Plan with respect to the venues, which will fall under the direct responsibility of the OCOG;
- Developing a Games Venue Security Plan for approval by the Ministry of the Interior (via the Prefects);
- Coordinating the operations planning and operational readiness phases for venue security;
- Liasing with all OCOG departments on security matters;
- Designing and managing the OCOG Security Command Centre, reporting to the OCOG Main Operations Centre;
- Managing tenders for the acquisition of private security services;
- Ensuring safety within Games competition and non-competition venues, including maintenance of a safe environment within the perimeter of the venues, and coordination with public security forces protecting the venues;
- Managing cyber security risks to protect OCOG sensitive data, and digital communication tools (including the website) from potential cyber-attacks.

## 100 | The total human resources involved in the implementation of safety and security during the 2026 Winter Games

Building on the experience of Torino 2006 Winter Games, we expect that a total of 35,000 human resources will be used for the implementation of safety and security during the 2026 Olympic Games.



Public security forces, including State police, other police corps and armed forces, should provide approximately 15,000 people; the remaining 20,000 will be coming from Civil Protection, Private security and Volunteers operating in the security area.

It is estimated that 70% of public security forces will originate from outside the host Regions.

Local Police, Civil Defence, Fire Brigade, Volunteers and Private security will be mainly resident in the Host Regions

## 101 | A wealth of human resources for safety and security

The following table provides estimates of the total available human resources in the security, police and emergency services in Italy, in Lombardia, in Veneto and in the Cities of Milano and Cortina:

Police corps and emergency services	Estimated human resources				
	Italy	Lombardia	Milano	Veneto	Cortina
<b>State Police</b>	100,728	10,540	5,581	5,159	28
<b>Carabinieri</b>	104,935	9,525	3,294	5,853	2
<b>Finance Police corps</b>	59,519	6,029	2,254	2,772	24
<b>Prison Surveillance Police Corps</b>	38,705	2,900	1,800	600	-
<b>Local Police</b>	60,959	8,271	2,935	3,871	5
<b>Civil Defence</b>	650	85	69	85	10
<b>Fire Brigades</b>	32,000	5,300	1,037	2,880	28
<b>Private security</b>	47,945	8,000	2,500	3,900	-

## 102 | Air space control

Control of the air space will be a priority (not only for anti-terrorism purposes, but also for the commercial implications that it

might have for the Games). In case of emergencies, the Ministry of Interior, in cooperation with the Ministry of Infrastructure and Transport and the National Civil Aviation Authority, will implement a range of enhanced airspace security and control measures during the 2026 Olympic and Paralympic Games.

Olympic airspace security and control measures will include the establishment of 'Prohibited Zones' over designated Olympic venues and sites and general 'Restricted Zones' over Milano, Cortina and all the other venue cities.

The Ministry of Defence will be responsible for the control of airspace during the Olympic and Paralympic Games, thanks to specific intervention arrangements. The Italian Air Force will provide the means of response to any airspace violations, being on alert on a 24 / 7 basis for aircraft interception.

With respect to the control of maritime areas and waterways, this will not apply to the Milano Cortina 2026 Winter Games, since no waterways are adjacent to Olympic and Paralympic venues.

## 103 | A reliable and well-connected telecommunications and technology infrastructure

The Lombardia and Veneto regions, as well as the Autonomous Provinces of Bolzano/Bozen and Trento, can already boast a high-density telecommunications networks and, in addition, are pursuing large-scale broadband communications infrastructure improvements through a number of initiatives.

All these Regions aspire to being among the most connected areas in Europe and will continue to invest to achieve this goal. This programme is aligned with the Italian Digital Agenda's 'ultra-broadband strategy' aiming to develop a high-speed optical access network throughout the country to create a fu-

ture-proof telecommunication infrastructure.

This will be achieved by:

- ensuring services with fast broadband download speeds (at least 30 Mbps) for all citizens;
- providing 85% of the population with ultrafast broadband Internet connections (above 100 Mbps) by 2020;
- ensuring that all public administration, local schools, healthcare facilities, industrial parks and high demographic density areas have access to a broadband connection of at least 100 Mbps.

The Regions involved in the 'Milano Cortina 2026 Games' concept have already ensured broadband coverage (up to 20 Mbps) to all the population, through investments funded by the European Union Structural Funds during the 2007/2013 programming period.

Local networks are being further developed through ultra-broadband services, 5G, and FTTH (fibre to the home) cabling, with the objective of ensuring total coverage by 2023, financially supported by both European and National funding.

The ultra-broadband coverage in the Regions that would host the 2026 Winter Games is the following:

Region	2018 - Total	2018 - 100Mbps	2020 - Total	2020 - 100Mbps
<b>Lombardia</b>	72.4%	26.1%	100%	63.2%
<b>Veneto</b>	68.8%	19.9%	100%	59.1%
<b>Trento</b>	30.5%	30.5%	100%	79.9%
<b>Bolzano/Bozen</b>	40.9%	40.9%	100%	34.6%

Over time, Regional Administrations have strongly enhanced their radio communication systems. These systems are not

only already available, but will be expanded and innovated thanks to the transition to TETRA digital technology, which will enable new services, such as the computerisation of ambulances, the geo-location of vehicles and personnel, the integration with radio networks of neighbouring regions, and the availability of new operations centres.

All the sites selected to host competition or non-competition venues are well served by the existing technological and telecommunications networks.

Reliable technological solutions – including telecommunications, internet and wireless infrastructure, audio-visual (AV), spectrum and Radio Frequency (RF) accessibility – are already in place to support all the operational needs of the Games, including connections to international networks.

The wireless spectrum and radio frequencies necessary for the operations of the Olympic and Paralympic Games will be easily secured through the provision of frequencies for public mobile/cellular networks, private radio networks and other wireless networks, including Wi-Fi, as appropriate.

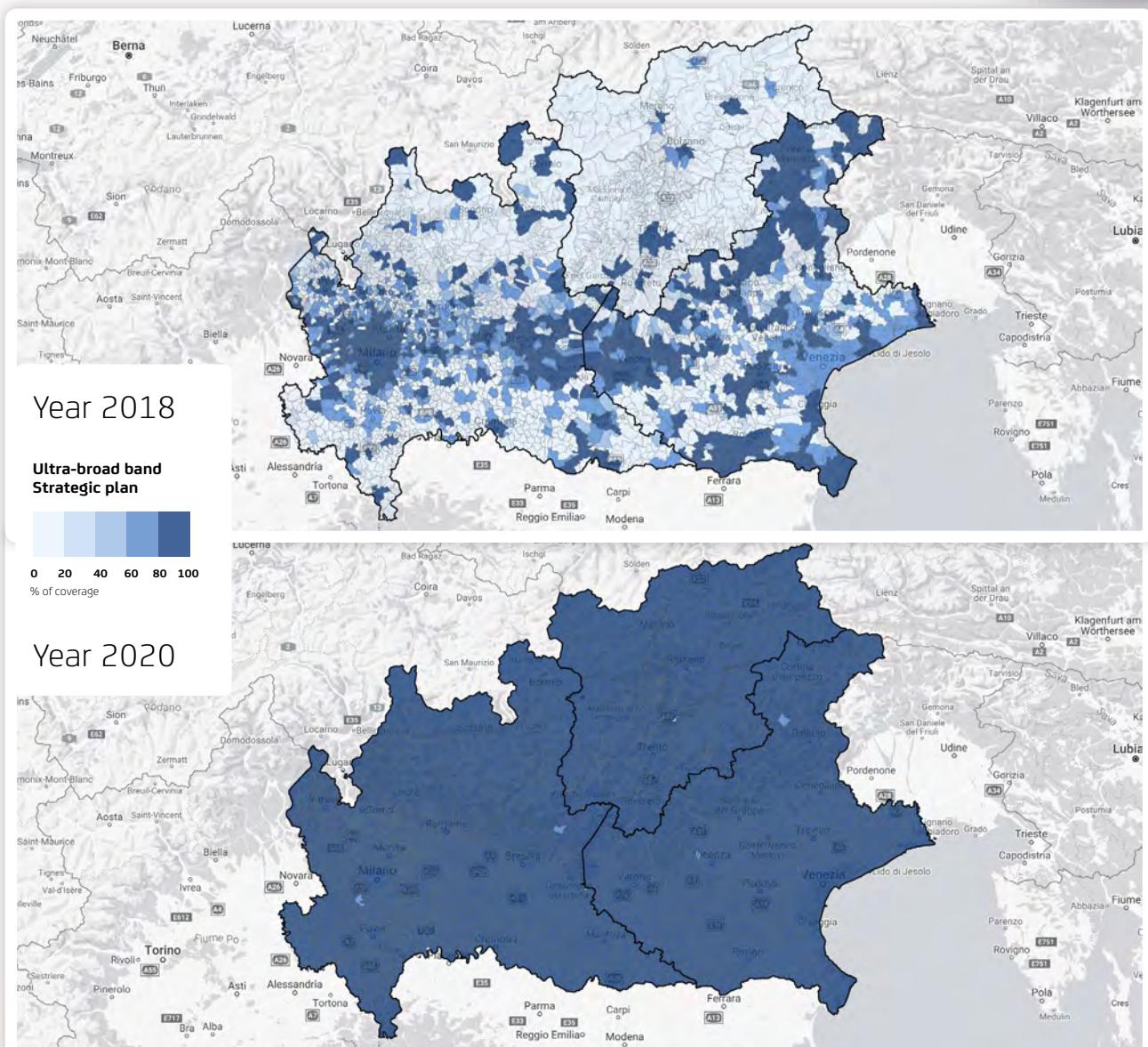
The list of operators that own or operate the network are the following (infrastructure's owners are highlighted in bold):

#### NATIONAL LEVEL

- **Telecom Italia S.p.A.**
- **Vodafone Italia S.p.A.**
- FASTWEB S.p.A.
- Wind – H3G
- BT
- Irideos
- Tiscali
- Eolo
- Linkem
- Skylogic

#### LOCAL LEVEL

- **A2A Smart City S.p.A.**
- **e-via S.p.A.**
- FLASH FIBER S.r.l.
- **Intred S.p.a**
- Mnet S.r.l.
- **NEMO SRL**
- **OpEn Fiber S.p.A**
- A2A Smart City S.p.A.
- Comunicazioni Bellunesi
- **Other 18 operators**  
owning the infrastructure outside the Province of Belluno (where Cortina is located)
- Other 26 providers operating outside the province of Belluno
- Planetel S.r.l.



## 104 | No need for additional Games-time wireless technology infrastructure

The telecommunications market in Lombardia and Veneto, comprises mobile and fixed line operators who offer traditional voice services and data-related services.

The mobile network market is composed of operators that own the infrastructure (TIM, Vodafone, Wind/H3G and Iliad) and Mobile Virtual Network Operators (MVNOs), of which *Poste Mobile* represents the major player.

The following table shows the penetration of wireless technology services in the territories involved in the Milano Cortina 2026 Olympic and Paralympic Winter Games:

	3G (outdoor)	4G (outdoor)
<b>City of Milano</b>	99,99%	99,99%
<b>City of Cortina</b>	99,98%	99,94%
<b>Lombardia Region</b>	99,99%	91,00%
<b>Veneto Region</b>	99,60%	98,00%
<b>Autonomous Province of Trento</b>	99,67%	98,2%
<b>Autonomous Province of Bolzano/Bozen</b>	95%	90%

Over the next years, the mobile wireless sector in Italy will grow very rapidly, in line with the Italian Digital Agenda, including fifth generation (5G) provision to provide new services for a fully-connected society.

In particular, it should be noted that thanks to the experimentation launched by Vodafone and the Politecnico Milano University, the City of Milan is now the largest research laboratory on 5G at European level.

The initiative aims to achieve a coverage rate of 80% of the population by 2018 and 100% by 2019, with direct impact on several areas which are strategic in organising a major event such as Health & Safety, Mobility & Transport, Security, Tourist Attractiveness, Learning and Entertainment.

### No need for additional Games-time infrastructure

It is anticipated that the current Italian wireless technology infrastructure will meet the requirements of hosting the Winter Games in 2026.

However, in case of specific needs or requests from the IOC, the Milano Cortina 2026 Organising Committee will engage the main ICT providers and mobile network operators to enhance the network infrastructure, as well as the coverage and capacity of public mobile/cellular networks within and around the sites and venues to be used for the Olympic and Paralympic Games.

## 105 | A reliable energy system perfectly capable to meet the anticipated Olympic Winter Games 2026 demand

As highlighted in our Vision (Q.1), sustainability is one of the key pillars that will underpin the Milano Cortina Winter Olympic Games 2026.

It is therefore no coincidence that **the provinces of Sondrio (Valtellina - Lombardia), Belluno (Veneto), Trento and Bolzano/Bozen, which will host most of the Games venues, are among the first in Italy for energy production from renewable sources**.

The energy generation systems in the Lombardia and Veneto regions are known for being highly efficient and environmen-

tally-friendly. The high-voltage transmission grids serving the two regions are considered highly resilient, with both the 380 kV and 220 kV lines installed being among the best in Italy for extra capacity and development.

The mid-voltage distribution grids, managed by local players, show high performance standards. In most of the metropolitan areas in Lombardia and Veneto, distribution cables are buried underground. This attribute makes the grid more resilient against winter weather phenomena (snow and ice on electric lines). In addition, the electric mid-voltage networks in the urban context are typically meshed in order to withstand eventual individual outages on the line.

In fact, continuity of service is one of the key factors determining the high quality of the distribution service in Lombardia and Veneto. Table 105 shows the number of interruptions per user in the last 10 years.

A total power of over 28,000 MW (net) is generated in Lombardia, Veneto, Trento and Bolzano/Bozen, of which about 15,000 MW is from renewable resources. This makes the regional and local utility energy supply system perfectly able to absorb the additional needs created by the Olympic Winter Games.

Furthermore, the Milano Cortina 2026 Organising Committee will provide each venue with temporary power generators, equipped with the most advanced sustainable technologies to ensure reliable and resilient energy supply. This back-up solution will protect against any disruptions that would negatively impact the athletes and competitions, as well as the operations of major stakeholders, the spectators and the viewing audiences of the Games and the Host City.

The diagram at page 105 describes the local energy systems that will supply power to the Winter Games venues:



Tab. 105

Region	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Lombardia	1.35	1.12	1.10	1.01	1.05	1.11	1.13	1.25	1.11	0.98
Veneto	1.75	1.54	1.71	1.17	1.44	1.56	1.75	1.36	1.23	1.38

## The Energy System in Lombardia and Veneto

### Generation > Open Competition



#### Italy

114,240 MW of total  
Net Efficient Capacity

#### Lombardia

118,626 power plants (conventional and renewables)  
19,326 MW of net power capacity  
46,708 GWh of gross energy production in 2017  

- 653 Hydro plants (9,154 GWh)
- 1,329 Thermolectric plants (35,237 GWh)
- 653 Photovoltaic plants (2,316 GWh)

#### Veneto

6,036.5 of net power capacity  
17,141.4 GWh of gross energy production  

- 3,800.7 GWh from Hydro plants
- 11,463.4 GWh from Thermolectric plants
- 1,861.3 GWh from Photovoltaic plants



### Transmission > Monopoly

#### Italy

The national power grid is composed  
by 22,080 km of 380 kv and 220 kv  
grid owned and operated by Terna

#### Lombardia

3,878 km of the high voltage network are installed  
in the region

#### Veneto

4,893 km of the high voltage network  
are installed in the region



### Distribution > Monopoly

#### Italy

138 electricity distributors, 10  
of which serve more than 100,000  
customers each

#### Lombardia

E-Distribuzione and Unareti are main distributors.  
277 Primary Distribution Plants are installed in  
the region

#### Veneto

E-Distribuzione is the main distributor



### Retail Market > Open Competition



**106** | A prudential Budget will take full advantage of the new norm established by the IOC

Tab. 106.a

Revenues (000s)	EUR 2018	USD 2018	%
<b>1. IOC Contribution</b>	<b>348,948</b>	<b>396,418</b>	<b>25.6%</b>
<b>2. Top Programme (gross)</b>	<b>154,402</b>	<b>175,406</b>	<b>11.3%</b>
<b>3. Domestic Sponsorship (gross)</b>	<b>416,590</b>	<b>473,261</b>	<b>30.6%</b>
<b>4. Ticket Sales</b>	<b>233,949</b>	<b>265,775</b>	<b>17.2%</b>
4.1 Ticket Sales Revenue	<b>233,949</b>	<b>265,775</b>	<b>17.2%</b>
4.2 Additional Ticketing products (including Hospitality)	-	-	<b>0.0%</b>
<b>5. Licensing &amp; Merchandising</b>	<b>48,237</b>	<b>54,799</b>	<b>3.6%</b>
5.1 Licensing products	-	-	<b>0.0%</b>
5.2 Philatelic	-	-	<b>0.0%</b>
5.3 Coins	-	-	<b>0.0%</b>
<b>6. Government Contribution</b>	<b>55,000</b>	<b>62,482</b>	<b>4.0%</b>
6.1 Olympic Games	-	-	<b>0.0%</b>
6.1.1 National Government	-	-	0.0%
6.1.2 Regional Government	-	-	0.0%
6.1.3 Local Government	-	-	0.0%
6.2 Paralympic Games	<b>55,000</b>	<b>62,482</b>	<b>4.0%</b>
6.2.1 National Government	-	-	0.0%
6.2.2 Regional and Local Government	55,000	62,482	4.0%
<b>7. Lotteries</b>	<b>25,000</b>	<b>28,401</b>	<b>1.8%</b>
<b>8. Other Revenues</b>	<b>80,616</b>	<b>91,582</b>	<b>5.9%</b>
8.1 Donations	-	-	<b>0.0%</b>
8.2 Asset Disposal	<b>31,382</b>	<b>35,651</b>	<b>2.3%</b>
8.3 Other Revenues	<b>49,234</b>	<b>55,931</b>	<b>3.6%</b>
<b>9. Total Revenues</b>	<b>1,362,742</b>	<b>1,548,124</b>	<b>100.0%</b>

Exchange Rate used 1 EUR = 1.136 USD

Expenditures (000s)	EUR 2018	USD 2018	%
<b>1 Venue Infrastructure</b>	<b>242,915</b>	<b>275,960</b>	<b>17.83%</b>
1.1 Capital Investment (as per table on capital investment)	-	-	0.00%
1.2 Temporary-Demountable Infrastructure	-	-	0.00%
1.2.1 Competition Venues	-	-	0.00%
1.2.2 Non-Competition Venues	-	-	0.00%
1.3 Temporary Infrastructure - Overlay - (incl. set-up, maintenance and disposal costs)	177,545	201,698	13.03%
1.3.1 Competition Venues (please list all competition venues)	82,070	93,235	6.02%
1.3.2 Olympic/Paralympic Village(s)	25,660	29,151	1.88%
1.3.3 IBC/MPC	35,270	40,068	2.59%
1.3.4 Other Key Olympic Venues	33,205	37,722	2.44%
1.3.5 Other venues/sites	1,340	1,522	0.10%
1.4 Energy	64,860	73,683	4.76%
1.5 Other Venue Infrastructure expenses	510	579	0.04%
<b>2 Sport, Games Services &amp; Operations</b>	<b>238,922</b>	<b>271,423</b>	<b>17.53%</b>
2.1 Accommodation	18,857	21,422	1.38%
2.2 Food and Beverage	26,538	30,148	1.95%
2.3 Medical Services (incl. Anti-Doping)	7,514	8,536	0.55%
2.4 Logistics	22,254	25,281	1.63%
2.5 Stakeholder services	22,806	25,908	1.67%
2.6 Security	23,010	26,140	1.69%
2.7 Sports	16,710	18,983	1.23%
2.8 Transport	60,853	69,131	4.47%
2.9 Events Services	1,497	1,701	0.11%
2.10 Venue Operations Management	18,985	21,568	1.39%
2.11 Villages Operation	1,224	1,391	0.09%
2.11.1 Olympic/Paralympic Village Operation	-	-	0.00%
2.11.2 Media Villages Operations	-	-	0.00%
2.11.3 Other Villages operations	-	-	0.00%
2.12 Test Events	-	-	0.00%
2.13 Other Games Services & Operations expenses	18,674	21,214	1.37%
<b>3 Technology</b>	<b>189,621</b>	<b>215,417</b>	<b>13.93%</b>
3.1 Information Technology	140,643	159,776	10.33%
3.2 Telecoms and other technologies	40,018	45,462	2.94%
3.3 Internet Infrastructure	3,293	3,741	0.24%
3.4 Other Technology expenses	5,667	6,438	0.42%
<b>4 People Management</b>	<b>231,180</b>	<b>262,629</b>	<b>16.96%</b>
<b>5 Ceremonies &amp; Culture</b>	<b>65,824</b>	<b>74,779</b>	<b>4.83%</b>
5.1 Opening & Closing Ceremonies	31,481	35,764	2.31%
5.2 Torch Relay	10,250	11,644	0.75%
5.3 Culture and Education	3,940	4,476	0.29%
5.4 Other Ceremonies & Culture expenses	20,153	22,895	1.48%
<b>6 Communications, Promotion, Look and Marketing</b>	<b>59,872</b>	<b>68,017</b>	<b>4.39%</b>
6.1 Communication, Community Relations & Public Relations	11,406	12,958	0.83%
6.2 Image & Look of the Games	8,535	9,696	0.63%
6.3 Marketing and Commercial Programme	33,950	38,568	2.49%
6.4 Other Communications, Promotion and Marketing expenses	5,981	6,795	0.44%
<b>7 Corporate Administration and Legacy</b>	<b>109,590</b>	<b>124,498</b>	<b>8.04%</b>
1.5 Administration and Governance Costs	105,877	120,280	7.77%
1.5 Environment, Sustainability and Legacy	3,713	4,218	0.27%
1.5 Other Corporate Administration expenses	-	-	0.00%
<b>8 Other Expenses (e.g. Marketing rights, payments to IOC/IPC/NOC, etc.)</b>	<b>100,899</b>	<b>114,625</b>	<b>7.40%</b>
<b>9 Contingency</b>	<b>123,882</b>	<b>140,735</b>	<b>9.09%</b>
<b>10 Total Expenditures</b>	<b>1,362,705</b>	<b>1,548,083</b>	<b>100%</b>

Net Financial Result	EUR 2018	USD 2018	%
Surplus/Shortfall (Rev - Exp)	37	41	0.003%

Tab. 106.b

Revenues (000s)	EUR 2026	USD 2026	%
<b>1. IOC Contribution</b>	<b>397,875</b>	<b>452,000</b>	<b>25.6%</b>
<b>2. Top Programme (gross)</b>	<b>176,051</b>	<b>200,000</b>	<b>11.3%</b>
<b>3. Domestic Sponsorship (gross)</b>	<b>475,000</b>	<b>539,617</b>	<b>30.6%</b>
<b>4. Ticket Sales</b>	<b>266,752</b>	<b>303,039</b>	<b>17.2%</b>
4.1 Ticket Sales Revenue	266,752	303,039	17.2%
4.2 Additional Ticketing products (including Hospitality)	-	-	0.0%
<b>5. Licensing &amp; Merchandising</b>	<b>55,000</b>	<b>62,482</b>	<b>3.6%</b>
5.1 Licensing products	-	-	0.0%
5.2 Philatelic	-	-	0.0%
5.3 Coins	-	-	0.0%
<b>6. Government Contribution</b>	<b>62,712</b>	<b>71,243</b>	<b>4.0%</b>
6.1 Olympic Games	-	-	0.0%
6.1.1 National Government	-	-	0.0%
6.1.2 Regional Government	-	-	0.0%
6.1.3 Local Government	-	-	0.0%
6.2 Paralympic Games	62,712	71,243	4.0%
6.2.1 National Government	-	-	0.0%
6.2.2 Regional and Local Government	62,712	71,243	4.0%
<b>7. Lotteries</b>	<b>28,505</b>	<b>32,383</b>	<b>1.8%</b>
<b>8. Other Revenues</b>	<b>91,919</b>	<b>104,423</b>	<b>5.9%</b>
8.1 Donations	-	-	0.0%
8.2 Asset Disposal	35,782	40,650	2.3%
8.3 Other Revenues	56,137	63,773	3.6%
<b>9. Total Revenues</b>	<b>1,553,814</b>	<b>1,765,187</b>	<b>100%</b>

Exchange Rate used 1 EUR = 1,136 USD

Accumulated inflation until 2026: 14.02%

Expenditures (000s)	EUR 2026	USD 2026	%
<b>1 Venue Infrastructure</b>	<b>276,975</b>	<b>314,653</b>	<b>17.83%</b>
1.1 Capital Investment (as per table on capital investment)	0	0	0.00%
1.2 Temporary-Demountable Infrastructure	0	0	0.00%
1.2.1 Competition Venues	0	0	0.00%
1.2.2 Non-Competition Venues	0	0	0.00%
1.3 Temporary Infrastructure - Overlay - (incl. set-up, maintenance and disposal costs)	202,439	229,978	13.03%
1.3.1 Competition Venues (please list all competition venues)	93,577	106,307	6.02%
1.3.2 Olympic/Paralympic Village(s)	29,258	33,238	1.88%
1.3.3 IBC/MPC	40,215	45,686	2.59%
1.3.4 Other Key Olympic Venues	37,861	43,011	2.44%
1.3.5 Other venues/sites	1,528	1,736	0.10%
1.4 Energy	73,954	84,014	4.76%
1.5 Other Venue Infrastructure expenses	582	661	0.04%
<b>2 Sport, Games Services &amp; Operations</b>	<b>272,423</b>	<b>309,482</b>	<b>17.53%</b>
2.1 Accommodation	21,501	24,426	1.38%
2.2 Food and Beverage	30,259	34,375	1.95%
2.3 Medical Services (incl. Anti-Doping)	8,568	9,734	0.55%
2.4 Logistics	25,375	28,827	1.63%
2.5 Stakeholder services	26,004	29,541	1.67%
2.6 Security	26,236	29,805	1.69%
2.7 Sports	19,053	21,645	1.23%
2.8 Transport	69,385	78,824	4.47%
2.9 Events Services	1,707	1,939	0.11%
2.10 Venue Operations Management	21,647	24,592	1.39%
2.11 Villages Operation	1,396	1,586	0.09%
2.11.1 Olympic/Paralympic Village Operation	1,396	1,586	0.09%
2.11.2 Media Villages Operations	0	0	0.00%
2.11.3 Other Villages operations	0	0	0.00%
2.12 Test Events	0	0	0.00%
2.13 Other Games Services & Operations expenses	21,292	24,188	1.37%
<b>3 Technology</b>	<b>216,208</b>	<b>245,620</b>	<b>13.92%</b>
3.1 Information Technology	160,362	182,177	10.32%
3.2 Telecoms and other technologies	45,629	51,836	2.94%
3.3 Internet Infrastructure	3,755	4,266	0.24%
3.4 Other Technology expenses	6,462	7,341	0.42%
<b>4 People Management</b>	<b>263,594</b>	<b>299,452</b>	<b>16.96%</b>
<b>5 Ceremonies &amp; Culture</b>	<b>75,053</b>	<b>85,263</b>	<b>4.83%</b>
5.1 Opening & Closing Ceremonies	35,895	40,778	2.31%
5.2 Torch Relay	11,687	13,277	0.75%
5.3 Culture and Education	4,492	5,103	0.29%
5.4 Other Ceremonies & Culture expenses	22,979	26,105	1.48%
<b>6 Communications, Promotion, Look and Marketing</b>	<b>68,266</b>	<b>77,553</b>	<b>4.40%</b>
6.1 Communication, Community Relations & Public Relations	13,005	14,774	0.84%
6.2 Image & Look of the Games	9,732	11,056	0.63%
6.3 Marketing and Commercial Programme	38,710	43,976	2.49%
6.4 Other Communications, Promotion and Marketing expenses	6,819	7,747	0.44%
<b>7 Corporate Administration and Legacy</b>	<b>124,956</b>	<b>141,955</b>	<b>8.04%</b>
1.5 Administration and Governance Costs	120,722	137,145	7.77%
1.5 Environment, Sustainability and Legacy	4,234	4,810	0.27%
1.5 Other Corporate Administration expenses	0	0	0.00%
<b>8 Other Expenses (e.g. Marketing rights, payments to IOC/IPC/NOC, etc.)</b>	<b>115,046</b>	<b>130,696</b>	<b>7.40%</b>
<b>9 Contingency</b>	<b>141,252</b>	<b>160,467</b>	<b>9.09%</b>
<b>10 Total Expenditures</b>	<b>1,553,773</b>	<b>1,765,141</b>	<b>100%</b>

Net Financial Result	EUR 2026	USD 2026	%
Surplus/Shortfall (Rev - Exp)	41	46	0.003%



## 107 | Cash flow forecast

Tab. 107 \_ Cash Flow (amount in 2018 values)

Cash Flow (EUR 000s)	Games -7	Games -6	Games -5	Games -4	Games -3	Games -2	Games -1	Games year	Games +1	Games +2
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Cash position beginning of year	-	-	-	-	-	10,079	28,847	75,868	37	37
Cash Inflows	-	-	-	43,619	100,718	157,817	421,786	638,803	-	-
Bank financing										
IOC Contribution				43,619	43,619	43,619	78,513	139,579		
TOP Sponsorship					15,440	30,880	46,321	61,761		
State, region, city							55,000			
Other income					41,659	83,318	241,952	437,463		
Cash Outflows	671	20,480	23,701	28,422	60,983	139,049	374,765	714,634	-	-
Capital Investments										
Operations	671	20,480	23,701	28,422	60,983	139,049	374,765	714,634		
Cash position End of the year	-671	-20,480	-23,701	15,197	39,735	28,847	75,868	37	37	37
Bank credit line	671	20,480	23,701							
- less cash utilised	671	20,480	23,701							
Cash available	-	-	-	-	10,079	28,847	75,868	37	37	36





## 108 | A successful and ambitious Domestic Sponsorship programme

Building on the recent experience of the Torino 2006 Winter Games and of other major events held in Italy such as the Milano 2015 World Expo, we have carefully analysed the potential sponsorship market. This assessment clearly demonstrates the interest that major players have in associating their brands to such a powerful and universally-recognised emblem as the Olympic one.

Nevertheless, we have decided to adopt a conservative approach not to over-estimate the potential sponsorship income, which we have projected to be in the range of \$ 473 million in total at 2018 prices.

As soon as the Games are confirmed, we will start developing an effective and convincing joint marketing strategy with CONI which, while fully respecting the exclusivity rights of the IOC top partners, will pave the way to the launch of an engaging sponsorship programme. Then we will establish contact with all the major players as from 2020, to examine how to build mutually-benefitting and fruitful partnerships with a view to maximising commercial opportunities.

Table 108 shows the main product categories considered, across three tiers of contributions.

## 109 | A sound methodology at the basis of Milano Cortina Sponsorship plan

Final revenue projections have been made based on a 2-step methodology, namely:

- **1 - Top-down approach** - analysis of domestic sponsorship

**Tab. 108 – Sponsorship Income**

Level of sponsorship	Product category	Projected income by level of sponsorship (USD 2018)
<b>First level (highest level of national sponsorship)</b>	Bank, finance, consulting	\$ 60,000,000
	Confectionery Snacks Bakery	\$ 40,000,000
	Wireless - Telco	\$ 50,000,000
	Travel & Tourism	\$ 60,000,000
	Energy & Power	\$ 80,000,000
<b>Second level</b>	HR, Security & Legal Services	\$ 30,000,000
	IT Solutions	\$ 15,000,000
	Sportswear & Sports Equipment	\$ 30,000,000
	Retail Products, Electronics	\$ 30,000,000
	Food Large Distribution	\$ 30,000,000
<b>Third level</b>	Furnishings	\$ 10,000,000
	Beverages, Wine, Sparkling wine	\$ 10,000,000
	Beer	\$ 10,000,000
	Dairy	\$ 10,000,000
	Institutional	\$ 8,000,000

performance generated across past Winter Olympics editions, and comparison of relevant hosting countries across a set of industry and macro-economic indices;

- **2 -Bottom-up approach** - deep diagnostic analysis of the two other big events recently hosted in Italy (in particular Milano 2015 World Expo) and the Italian advertising and sponsorship market, to assess its potential with regards to the Olympic Agenda and to key guidelines/trends for relevant domestic sponsorships. The diagnostic analysis delved into targeting potential brand prospects, based on their communication budget and attitude towards sponsorships.

In the **Top-down analysis**, the benchmarking included Winter Olympics editions from Nagano 1998 until Sochi 2014. Torino 2006 generated approximately € 300 million (USD

348 mln) of domestic sponsorships. In order to measure the Italy-specific potential to generate future domestic sponsorships revenues, all hosting countries were compared across the following metrics:

- Number of large enterprises in the country;
- Domestic sponsorship market-size;
- Domestic GDP;
- Foreign direct Investments.

Metrics were sourced from OECD database and Nielsen Sports. This approach enabled the setting of preliminary data-driven ranges and expectations on possible domestic sponsorship revenues. Relevant figures were forecast/discounted across time by applying adequate domestic inflation rates and sponsorship-market growth rates.

The **Bottom-up analysis** went deeper into the Italian context, investigating size and growth rate of the advertising and sponsorship market, forecast at 2022 equal to € 10.4 billion (3,1% CAGR 2017-2022) and € 2 billion (5,2% CAGR 2017-2022) respectively (Sources: Nielsen Sports and PwC).

In order to carry out a more accurate revenue forecast for domestic sponsorships, overall advertising and sponsorship spending were segmented by industry category and single brand, so to have a better understanding of how specific features and attitudes of the Italian industry landscape could be turned into revenue potential for the Winter Olympic Games. The following step was the targeting of individual brand prospects by taking into account the following criteria:

- Consideration of the category exclusivity upon IOC Global Partners;
- Capability of Italian brands to integrate their products/services into the Olympic Games and OCOG Opex budgets, in line with the IOC aim of increasing flexibility to optimise costs;
- Diagnostic analysis of sponsors and revenues raised at Milano 2015 World Expo and Torino 2006 Winter Games.

This approach led us to estimate domestic sponsorship revenue for Milano Cortina 2026 at € 416 million (approx. USD 473 mln), targeting 45 categories and 132 brands as potential domestic partners.

To give some context and reference, the Milano 2015 World Expo generated approximately € 350 million as revenue from sponsorships. The forecast domestic sponsorship revenue for Milano Cortina 2026, annualised on the four-year period 2022-2026, would correspond to approximately 1% of the Italian advertising market, and 6% of the relevant sponsorship market. This would be on par with the sponsorship revenue generated by the Torino 2006 Winter Games.

## 110 | The Ticketing strategy will ensure fully-participated Games

Milano and the other cities involved have great experience in attracting significant travel flows, as demonstrated by the current ranking of Veneto (5th) and Lombardia (13th) among the European regions most visited.

Milano's central position, with easy access to Central Europe and in particular to countries with strong winter sports traditions such as France, Switzerland, Austria, Germany and Slovenia, draws interest not only from Olympic fans from across the whole continent, but also from those companies that recognise the unique opportunity of hosting guests from other countries through the event's corporate hospitality.

A comprehensive ticketing-strategy has already been outlined, with the ambition of delivering full stadia not only to maxim-

ise the athletes' experience in front of enthusiastic fans, but also to increase public engagement as well as to maximise the total ticketing revenue for the OCOG.

The pillars of our ticketing strategy are described hereunder.

### 1. A worldwide ticketing market

Milano and Cortina are attractive destinations on a global scale, therefore the Milano Cortina 2026 Winter Games have the potential to really be Games for everyone, everywhere in the world.

By strongly believing in this worldwide selling strategy, we will target different kinds of audiences throughout the world, by proposing tailor-made packages. Among these targets, a clear focus on neighbouring countries will base itself on the existing easy connections, which make Milano an easy and affordable destination from all across Europe.



## *2. Full engagement of sport sectors*

NOC's capability to reach communities locally through CONI's and the Federations' delegations on the territory, will be another effective and powerful tool in filling the venues.

According to CONI, which acts as a public register, In Italy there is a network of more than 120,000 sport clubs, with over 11 million members.

All these clubs will be contacted and engaged through a wide-reaching programme that will be launched well in advance, so that this potential audience of sport fans will be offered the extraordinary opportunity to experience the Games.

## *3. Attractive prices*

A wide range of ticket categories for the competitions allows for a broad offer in terms of price and types of session, meeting the needs of a variety of targets, from high-spenders to the more popular ones.

To this end, we are in a position to start offering the unique Olympic experience at a price-range starting from € 30.

## *4. Hospitality and Specific packages*

To achieve this goal, ticketing will be carried out through an efficient, service-oriented sales process, establishing fair price levels, to enable the largest possible number of spectators to access competition venues.

The Ticketing Strategy will also develop specific packages such as:

- 'Sport', allowing holders to attend all the events of selected disciplines;
- 'All-day Venue', which will be sold in specific mountain venue cities like Livigno, to allow the spectators to enjoy a whole-day, immersive experience with the possibility to have access to all competitions in that city;
- 'Follow My Team' packages, which will give a seat in all

events involving a particular team, right up (hopefully) to the finals;

- 'Sport & Culture' gives the possibility of combining a ticket for a sport competition with one of the many stunning cultural events that will be part of the Cultural Olympiad, another interesting opportunity for the spectators.

## *5. Promotional and advertising campaign*

A thorough and wide-ranging advertising campaign will be implemented, providing all necessary information from ticket prices to the accessibility of competition venues.

Test events, to be organised as from 2023/2024, will be another tremendous opportunity to promote the ticketing programme of the Games, by engaging the fans of the different disciplines in advance.

## *6. Efficient distribution channels*

Technological developments from now to 2026 will provide new and unforeseeable sales channels that will widen the opportunities for ticket-sales.

Online sales and e-tickets will ensure quick, secure and effective opportunities to buy tickets for all spectators eager to support their champions and enjoy a 'once-in-a-lifetime' experience.

In line with the IOC decision of appointing a central ticketing system and service provider (TSP), the selected partner will bring leading sales expertise and solid ticketing and customer-relationship management technologies.

In addition, as experienced in the Torino 2006 Winter Games, partnerships with other official sponsors (such as the banking sector) will multiply the potential distribution channels.

Strong actions to fight unauthorised ticket sales and counterfeit tickets will also be put into place in order to eliminate any possible illegal interference with the smooth sales operations.

## 111 | **Ticketing estimated income**

Table 111 at page 112 provides ticket sales projections for the Olympic and Paralympic Games.

According to the ticketing strategy illustrated at Q.110, the estimated total value is € 234 million equal to **\$ 266 million**.

These projections are based on a conservative occupancy rate of 85% of the seats on sale in the venues, for a total of 2,490,462 tickets and a total capacity of 410,708 seats for 293 sessions.

Ticket prices and sessions were developed in response to expected supply and demand for each sport, and consistently with the transportation model developed (potential spectator flows to ensure venue bump-in and bump-out in a reasonable time).

## 112 | **Affordable ticket pricing to balance the budget expectations and the full stadia objective**

Ticket pricing is based on the average cost of the tickets during the previous editions of the Winter Olympic Games, with values replicating those of PyeongChang 2018.

A comparison with the Torino 2006 ticket pricing shows consistency, with equal or even slightly lower, prices.

By comparing the prices with those of other, similar sport events, we find a similar outcome, again with prices in line with the potential audience expectations.

The events that we have used to benchmark our prices include the 2019 final event of the Cross-Country World Cup, the Ski

Jumping event and the Nordic Combined in Val di Fiemme, as well as the BNL Tennis Italian Open.

By adding high-level services, such as refreshments and hospitality, the offer could be increased with Corporate Packages, sold at higher prices, offering added value thus increasing the ticket worth.

## 113 | The Milano Cortina Licensing strategy

Licensing programme guidelines were prepared after analysing the following elements:

- Licensing programmes implemented across the last four editions of the Winter Games editions (Torino, Vancouver, Sochi and Pyeongchang);
- Global trends in the licensing and merchandising industry (i.e. increasing relevance of digital products – VR/AR, Apps gaming, rise of female demand, stronger revenues from usage of celebrities/characters' image, improvement in anti-counterfeiting measures);
- Specific features of the Italian licensing market (i.e. higher relevance of the Fashion &Accessories, Health & Beauty, Food & Beverage and Home Decor industries);
- Key guidelines and perspectives of the Olympic Agenda (i.e. focus on exploiting partnerships and synergies).

All the insights gathered from the above-mentioned analyses were integrated in order to design a licensing strategy able to represent the global Olympic vision, as well as the spirit and identity of Milano and Cortina. A strong focus was made on pursuing and fostering integration with all relevant stakeholders, to meet ongoing trends in a timely manner.

**Tab. 111 – Ticketing Revenue**

Sport/Ceremony	Ticket category (ceremony/high demand events/ other events)	Venue capacity	Number of sessions	Total tickets available	Average ticket price	Average sell rate	Total revenue
Opening Ceremony	Ceremony typology (A,B,C,D)	80,008	1	80,008	536 €	90%	38.6€ Mil
Closing Ceremony	Ceremony typology (A,B,C,D)	12,000	1	12,000	608 €	90%	6.6€ Mil
Alpine Skiing W	A,B	15,000	6	90,000	68 €	90%	5.5€ Mil
Alpine Skiing M	A,B	13,500	5	67,500	64 €	95%	4.1€ Mil
Ski Jumping	A,B	20,000	6	120,000	78 €	80%	7.5€ Mil
Biathlon	A,B	19,000	10	190,000	41 €	85%	6.6€ Mil
Cross Country Skiing	A,B	30,000	10	300,000	35 €	85%	8.9€ Mil
Freestyle Skiing	A,B	3,000-10,000	26	190,000	74 €	85%	11.9€ Mil
Nordic Combined	A,B	30,000-20,000	6	150,000	39 €	80%	4.7€ Mil
Snowboard	A,B	10,000	20	200,000	73 €	85%	12.5€ Mil
Speed Skating	A	5,000	12	60,000	59 €	80%	2.8€ Mil
Short Track	A,B,C	12,000	5	60,000	172 €	85%	8.7€ Mil
Curling	A	3,100	46	142,600	44 €	80%	5€ Mil
Ice Hockey 1,2	A,B,C	15,000-7,000	50	558,000	112 €	89%	56.0€ Mil
Figure Skating	A,B,C	12,000	12	144,000	311 €	95%	42.5€ Mil
Bobsleigh	A,B	9,000	8	72,000	35 €	80%	1.6€ Mil
Luge	A,B	9,000	6	54,000	36 €	80%	1.3€ Mil
Skeleton	A,B	9,000	4	36,000	35 €	80%	0.8€ Mil
Paralympic Winter Games	A,B	67,100	59	400,000	23 €	80%	7.3€ Mil
<b>Totals/Average</b>		<b>325,708</b>	<b>293</b>	<b>2,926,108</b>	<b>93,9 €</b>	<b>85.00%</b>	<b>234€ Mil</b>

### Production details

As in previous Winter Games editions, apparel and footwear, sporting goods, household goods, accessories, stationery, souvenirs and toys are the key product macro-categories. For the Milano Cortina licensing programme, a strong role will also be attributed to Health & Beauty and Food & Beverage, both top revenue contributors in the Italian licensing industry. The globally-recognised 'Made in Italy' brand will also play a crucial role for the Fashion/Apparel/Accessories production, and Home Decor segments.

The most recent Winter Games editions published official video games. The plan for Milano Cortina is to release a series of different games playable through mobile devices, exploiting the huge growth of this segment, and the increasing gaming consumption attitude towards mobile availability.

Entire product lines will be dedicated to girls, a target-group that is greatly increasing its relevance, both in sports and in the licensing market.

Strong anti-counterfeiting measures will be implemented, in line with the prevailing best practices (i.e. Barcodes, Holograms, Certificates of Authenticity).

The programme will provide licencees with strong exclusivity rights on major product categories, so as to ensure production sustainability across an adequate product range. There will also be high integration opportunities with domestic partners, in terms of both usage of relevant retail networks and provision of services to the licensing programme (i.e. payment services).

## Distribution network details

The key components of the network will be:

- Official Olympic stores in both Milano and Cortina, and throughout the country;
- Concessions within Olympic venues;
- A wide system of authorised retailers, including:
  - Main airports and railway stations inside and outside the country;
  - Retail networks of domestic partners (e.g. supermarket, electronic retailers, hotel chains, etc.);
- Partnership with other NOCs and Sport Governing Bodies;
- Mobile booths during the Torch Relay;
- Dedicated e-commerce platforms to be designed and implemented in liaison with Alibaba.

The programme will also envisage:

- Public online auctions to sell sporting goods and items used by athletes during official competitions;
- Use of athletes to show and promote selected items of the licensing programme, through social networks.

## Numismatic

The programme will produce coins, collector coins and banknotes. Relevant designs will be elaborated engaging both top Italian designers and winners of public open contests.

The key subjects will be the disciplines, athletes, cultural and environmental icons of the regions, the Olympic Torch Relay,

the Mascot and the Emblem. Each design will be associated with a specific value-attribute related to the Games.

Physical distribution will be through the Italian Mint and the network of the domestic banking partners. An e-wallet payment system for attendees of Olympic venues will be projected and tested, as a means to promote official coins and notes even through digital payment platforms.

## Philatelic

The core products will be stamps and postcards, all provided with QR codes integration to facilitate sharing. Specific design and QR codes will also provide for the VR/AR experience of both sites, and for sport events through dedicated apps. Specific designs could be produced throughout the Games period in order to celebrate specific events.

The key subjects will be disciplines, athletes, iconic celebrities/legends, cultural and environmental icons of the regions, the Olympic Torch Relay and the Olympic Venues.

## 114 | Licensing estimated revenues

As per the other revenue streams, final projections for licensing and merchandising have been made based on a 2-step methodology approach, namely:

- **1 - Top-down approach** - analysis of licensing programme performance generated across past Winter Olympics editions, and comparison of relevant hosting countries across a set of industry and macro-economic indices;
- **2 - Bottom-up approach** - diagnostic analysis of Italian licensing market, to assess its overall potential overall, even by product category.

The Top-down analysis compared hosting countries of past Winter Games editions across the following metrics:

- Households' disposable income;
- Households' spending rate;
- Relevance of international tourism;
- Spending of international tourism.

Metrics were sourced from OECD, WTO and the WB database.

The Bottom-up analysis went deeper into the specific features of the Italian licensing and merchandising industry, in order to get an understanding of revenues generated by properties and product categories. A further assessment was carried out across each single product category selected, in order to target potential brand licencees (this exercise targeted more than 70 potential licensees).

**Tab. 114 \_ Licensing Income**

Category type	Projected income (USD 2018)
Sporting goods	16,0 M
Souvenirs, Toys, Games	10,5 M
Accessories	7,0 M
Food & Beverage	6,5 M
Apparel & Footwear	5,0 M
Household goods	5,0 M
Other	5,0 M

## 115 | The Milano Cortina 2026 Lottery programme

In the preliminary OCOG budget definition, the opportunity to develop a lottery programme has not yet been considered. However, it is anticipated that this programme would include a special-edition lottery and event scratch cards.

Such initiatives have already been successfully implemented for the Winter Games of Torino 2006.

Traditional Lotteries can be linked to one or more historical, artistic, cultural events or to other local events of national interest, in order to combine the playful moment with the sport and cultural promotion of our country.

The *Agenzia Dogane e Monopoli* (ADM), which is under the control of the Ministry of Finance, is responsible for setting up a new lottery in Italy. A specific communication has to be submitted to the Ministry of Finance, which is deemed to approve the new lottery within a 30-day deadline. The communication must also specify the value of the prizes, the total number of tickets that are expected to be sold, as well as the date of the lottery draw.

The legislative framework is based on:

- Law-Decree n. 1933 of 05.06.1938;
- Law n. 449 of 27.12.1997;
- Decree of the President of the Republic n. 430 of 26.10.2001.

## 116 | Lottery income

Building on the recent experience of the Torino 2006 Winter Games, the anticipated total revenue from the Games lottery programme is estimated to achieve USD 28.4 million. This income will materialise in 2025 and 2026, when the lottery

will be launched at national level, also through possible side programmes, such as online and physical scratch-card games.

It is estimated that the OCOG will sell the licence for USD 25.0 million and will receive 5% of the total revenue, as part of the agreement with the *Agenzia Dogane e Monopoli*.

The projected income will be part of the OCOG's total revenues, which will be used to cover operational expenditures.

## 117 | Existing sports lottery will not be detrimental to the Games lottery

There are no current or planned sports lotteries that would compete with an eventual Games-related lottery. During the period of the Games, the *Agenzia delle Dogane e Monopoli* (ADM) will give priority to Olympic and Paralympic Games programmes and will ensure that no conflicts arise.

Other sport-related betting pools include Totocalcio, based on predicting the outcome of top-level Italian football matches taking place that week. Once again, no conflict with an Olympic and Paralympic Lottery is foreseen.

## 118 | No legal obstacles to the organisation of the Games

The Italian legislative framework poses no legal obstacles to the organisation of the Games in the Italian Republic. Italy has previously hosted three editions of the Games in 1960 (Summer) and 1956 and 2006 (Winter).

Most of the regulatory framework used for the celebration of the Torino 2006 Olympic Winter Games remains in place and provides the foundation for full legal respect for the Olympic Charter and the IOC's Code of Ethics.

## 119 | An existing legal framework well fit to host the Games

The principal laws that have been issued by the national authorities in relation to sports are as follows:

- Italian Law, 24 July 1985, n°434, ratifying the Nairobi treaty on the protection of the Olympic Logo;
- The CONI Law, 23 July 1999, n°242, regulating CONI as a confederation of national sports federations and other associated sports in compliance with the Olympic Charter and the principles of the international sports legal system;
- Law Decree, 27 February 2017, n° 43 recognising the Italian Paralympic Committee as a Public Body;
- The 'CONI Services SPA' Law, 8 August 2002, n°178, establishing a new management and service arm of CONI;
- The CONI Charter, as acknowledged by the National Council on 10 July 2018, regulating its organisation and function;
- The 'Norme Sportive Anti-Doping' (NSA 1-2018), implementing the WADA World Anti-Doping Code (the WADA Code) in Italy and regulating the operation of NADO Italia, the Italian National Anti-Doping Organisation signatory of the WADA Code, established under the Italian Law 26 November 2007, n°230, ratifying the International Convention Against Doping in Sport adopted by the UNESCO General Conference held in Paris the 19 October 2005;
- Italian Anti-Doping Law, 14 December 2000, n°376, regulating doping and health care protection within sport, as well as Ministry of Health Decree, dated 14 February 2012 and Ministry of Health Decree, dated 20 May 2015, which detail the organisation and functions of the Ministry of Health Technical Committee in the supervision and control of anti-doping in amateur and recreational sport, while NADO Italia hold the exclusive jurisdiction for sport disciplinary procedures;
- Italian Law 26 November 2007, n°230, ratifying the UNESCO anti-doping Convention;
- The 'Norme Sportive Anti-Doping' (NSA 2015), implementing the WADA World Anti-Doping Code in Italy and regulat-



ing the operation of the Italian National Anti-Doping Organisation, named NADO Italia;

- The Sports Betting Law, 13 December 1989, n°401, regulating sports betting and protecting sporting events from illegal gambling;
- Law n. 145 of 30 December 2018, *inter alia* establishes new rules for the funding of CONI, National Federations and other sport entities duly recognized by CONI. Such Law, entered into force on 1 January 2019, will be effective once executive regulations will be issued by the Government. In any case, such regulations are not expected to have an impact on the legal framework of the Games.

With specific reference to the laws that protect the Intellectual Property Rights (IPR), the Italian legislation is perfectly harmonized with the European and international laws. There are many valid instruments for the protection of IPR (not specific for sports) that we summarise below:

- Industrial Property Code (Legislative Decree 10 February 2005, No. 30) that protects all intellectual property rights (registered and unregistered) such as trademarks, designs, patents, utility models, new plant varieties, secret information etc;
- Copyright Law (L. 22 April, 1941, No. 633) that, alongside the traditional works of art protected by copyright, provides protection for software, databases, projects of architecture, broadcasting rights, etc;
- With specific reference to the contrast of Ambush Marketing, there is no specific law, but effective provisions for combating this phenomenon are provided for by art. 2598 nos. 1, 2 and 3 of the civil code that regulates all cases of unfair competition and art. 1 Legislative Decree n. 146/2007 concerning unfair commercial practices. In addition, a 'special' anti-ambush legislation would be introduced on the model adopted for Torino 2006;
- Finally, it is worth mentioning:
  - Legislative Decree 31/07/2005, n. 177 (Consolidated text of audiovisual and radio media services) which provides cases of unauthorised broadcasting;

- and ART. 1 paragraph 545 and paragraph 546 of Law 232/2016 (and Implementing Decree D. M. 12 March 2018) containing technical rules against secondary ticketing.

## 120 | New laws planned to accommodate Games arrangements

The Torino 2006 Olympic Winter Games provided a valuable baseline for how national legislation will be timely adapted to host the 2026 Olympic and Paralympic Games in Milano Cortina. The Italian legal framework was promptly adapted to specifically respond to legal requirements.

For Milano Cortina 2026 it will also be necessary to adapt or reinforce the Italian legislation needed to facilitate Games delivery. Such legislation will fully respond to the Host City Contract requirements, including assurances regarding venue funding. The 2026 Olympic Law will cover, amongst other aspects:

- Approval of the overall Governance framework, including the creation of a *Consiglio Olimpico* (Olympic Board) to oversee the Olympic project;
- Creation of the *Agenzia Olimpica di Progettazione* (Agenzia) to manage the Games-related venue and infrastructure developments;
- Clarification of the funding process for the Agenzia and other relevant authorities responsible for the Olympic-related construction works;
- Appropriate and transparent governance mechanisms and legislation to facilitate the project-approval process and to ensure the punctual delivery of construction;
- Sustainability requirements relating to the Strategic Environmental Assessments, with quantified targets and indicators to be monitored regularly throughout the process;
- Financial and fiscal exemptions and regulations, in order to comply with the tax-related requirements of the Host City Contract;
- Refined Customs regulations to facilitate the necessary importation of the required goods and services needed for Games delivery;

importation of the required goods and services needed for Games delivery;

- Measures to protect all the Olympic properties as defined by the Olympic Charter and by other relevant IOC documents. This will include measures to combat ambush marketing and any unlawful exploitation or promotion of intellectual property rights of the Olympic Movement. Specific measures will be adopted for the repression of all kind of unauthorised economic activities inside, and in proximity of, the Games venues and relevant Games sites;
- Measures to secure the necessary telecommunication frequency allocations;
- Entry visa regulations, in liaison with the relevant European authorities;
- Special accelerated procedures to issue work permits for Games-related personnel;
- The governance framework for Games security and the specific resources and measures needed to ensure the safe and secure delivery of the Games.

In accordance with the Italian legislative system, this Olympic Law will be proposed by the Government and approved by the Parliament. It will be enforced through the relevant local and Regional Authorities, Government Ministries and National Agencies as applicable.

The Olympic Law will be drafted and approved by November 2019, with further modifications and discussions held with the IOC prior to finalisation.

The enforcement mechanisms and procedures will be established through a Decree from the President of the Council (Prime Minister) that will define in detail the powers and scope of intervention for each of the national and local authorities.

If required, the Organising Committee could also facilitate the

adoption of additional measures, orders, decrees and laws by the relevant European, national, regional or local institutions, in order to ensure the successful and efficient organisation of the Games. Such measures may include those relating to:

- combating ambush marketing;
- the regulation of traffic and street trade;
- the emergency use of venue service areas;
- and the facilitation of activities to create a celebratory atmosphere across the city, such as the Olympic Torch Relay and Live Sites in Milano, Cortina and in the other venue cities.

## 121 | The existing laws related to accessibility

The reply to Q.51 has already addressed most of what is being requested in this question.

With regard to the host cities, the city of Milano has already developed a comprehensive barrier-free accessibility plan in preparation for the World Expo 2015, in synergy with the relevant Associations, coordinated by Ledha and AMAT (Mobility and Environment city agency). This plan included ten thematic paths to visit the City, which were specially adapted for people with mobility and sensory impairments.

The parking plan of the Municipality was also implemented with the number of parking stalls for people with disabilities being increased, especially in the proximity of crucial nodes such as railway stations, the city centre, and major attractions. A dedicated web portal also provides all the information for people with disabilities to assist them when visiting the city or requiring access to public services.

Cortina also will take advantage of the Olympic Games to further implement the accessibility plan that is already being developed in view of the organisation of the 2021 FIS Alpine World

Ski Championships. It has to be noted that the Charter of Cortina, which has been approved for this event, pays special attention to ensure accessibility for persons with disabilities. also encouraging winter sports practice for persons with impairments.



Italian tax legislation (including temporary regulatory measures) will be applied to facilitate the planning, organising, financing and staging of the Games, in line with the tax-related requirements of the Host City Contract.

## 122 | Taxation

There are three types of tax currently levied in Italy that are of relevance to the tax-related requirements of the Host City Contract:

- **Income Tax** Individual income tax (IRPEF) rates range from 23% to 43%. In addition to direct taxation (IRPEF), a regional tax of 0.7%-3.33% and a municipal tax of 0%-0.9% are applied. In the Lombardia and Veneto regions such surcharges range between **1,23% and 1,74%**. For self-employment, a withholding income tax rate of **20% applies**. **In addition, a regional tax on productive activities (IRAP) can be levied, at a rate ranging from 2.68% to 4.82%** (In particular, in Lombardia and Veneto - IRAP ordinary rate is equal to 3,9%). Corporate income is taxed through both corporate income tax (IRES) at a rate of 24%, and IRAP. For non-resident self-employed, a withholding income tax rate of 30% could be applied. However, agreements are in place with other countries to avoid double taxation;
- **Value Added Tax (VAT)** is levied on the supply of goods and services in Italy, on purchases from within the European Union (EU) and on the importation of goods from outside of the EU. The general rate is 22% but reduced rates apply to specific goods/services such as hotel accommodation, food and beverages;
- **Customs Duties** are levied on goods imported from outside the EU at variable rates depending on the nature of the imported good. No custom duties will be payable on Games-related supplies and equipment.

## 123 | Fiscal authorities

The relevant competent authorities are:

- **Fiscal Revenue Agency** (*Agenzia delle Entrate*) is a public body under the supervision of the Ministry of Economy and Finance. Its responsibilities include verifying tax returns, carrying out inquiries, issuing tax assessments, providing tax refunds, and representing the tax authority before the Provincial and Regional Tax Courts;
- **Customs Agency** (*Agenzia delle Dogane*) acts under the authority of the Ministry of Economy and Finance, and is charged with verifying customs returns, carrying out inquiries, issuing custom assessments, providing custom refunds, and representing the Agency at the Regional and Provincial Tax Courts;
- **Finance Police** (*Guardia di Finanza*) is a military police body, reporting to the Ministry of Economy and Finance. It is responsible for: the prevention and pursuance of tax evasion, financial crimes; smuggling; money laundering; international illegal drug trafficking; illegal immigration, customs and borders controls, copyright violations, credit card fraud, cybercrime, counterfeiting, and terrorism;
- **Tax Collection Agency** (*Agenzia delle Entrate – Riscossione*) collects taxes and other duties.

At a local level, the Fiscal Revenue Agency comprises Regional Directorates, Provincial Directorates and Territorial Offices.

## 124 | A clear fiscal model to fulfil tax-related requirements

Italy will provide preferential taxation, duty and levy rates for companies/sports associations and for non-resident individuals in order to fulfil the tax-related requirements of the Host City Contract.

This tax exemption will be guaranteed through specific legislation, similar to that implemented for the Torino 2006 Winter Games.

### For the OCOG:

The Torino 2006 exemption model (introduced by Law 285/2000 – Article 10) will be applied and the OCOG will not be impacted by any direct or indirect taxes in connection with any payment or other contribution received from the IOC or IOC-Controlled Entities, pursuant to the Host City Contract. In this way, the Games-related revenues will be fully allocated to the development of the Olympic Movement and the promotion of sport, in accordance with the Olympic Charter.

### For the IOC and other legal entities temporarily present in Italy for Games-related activities

Italian and European law that prevents double taxation will apply, as well as bilateral treaties signed between Italy and other contracting States. Unless the IOC, or any controlled entity, decides to be permanently located in Italy, no tax will be payable to the Italian State, as per the Torino 2006 exemption model. In addition, the IOC, any IOC-Controlled Entity, and/or the Official Timekeeper, will not be impacted by any direct or indirect taxes that are due in Italy in relation to any payment received from the OCOG with respect to Games-related revenues.

Similarly, no taxation will apply to the following individuals, provided that they are non-residents:

- Athletes, in relation to any financial or other rewards received by them as a result of their performance at the Games;
- Employees, officers, members or other representatives of the IOC or of any IOC-Controlled Entity;
- NOC support staff;
- Judges, referees and other Games officials;
- Employees and accredited representatives of foreign media;
- Employees, officers, members or other representatives of the IOC Marketing Partners and Rights-Holding Broadcasters (RHBs).

If any of the above self-employed individuals or company/ enterprises choose to establish a permanent base for some, or for all of their business in Italy, then Italian taxation will apply to the proceeds obtained whilst they are permanently established, receiving a corresponding tax credit in their country of residency. As explained in Q.120, if Milano Cortina is given the honour of hosting the Winter Games in 2026, a **specific Olympic Law will be adopted without delay** to ensure that the tax-related requirements of the Host City Contract are fulfilled.

## 125 | Advertising space control to fully protect the Games marketing rights

See table at page 118 and 119.

## 126 | Streamlined procedures for entry into the country, work permits and import of goods in relations to the Games

### Existing measure and procedures on immigration and entry visas

Italy is one of the European countries that allows the free circulation of people within the EU. It has also adopted the 'Schengen Treaty', along with many other EU countries and Switzerland, to provide a single external border with common control procedures.

Any EU citizen has the right to travel to Italy if in possession of a valid identity card or passport. The same procedures also apply to some non-EU member countries such as Switzerland, Norway, Iceland and Liechtenstein. Family members who are not citizens of an EU member State, but are travelling with a family member who is an EU citizen, benefit from the same procedures as the EU citizen they are accompanying.

All other citizens must enter Italy with a passport or other acceptable travel document. For a certain number of cases, a visa issued by an Italian embassy or consulate or by other EU member States' embassies or consulates in their country of origin is also necessary. There are two types of visa:

**Short-term visas** for visits of up to three months granted for reasons such as business, sport, self-employment work, work, mission, study, research, tourism, religious reasons, healthcare, vacancy work, re-entry, elective residency or by invitation;

**Long-term visas** for visits exceeding 90 days, which can lead to the concession of a residence permit, are normally granted for the same reasons as above, plus adoptions, residency, family reunification or seasonal work.

### Applications to stay for reasons associated with test events and with the Olympic and Paralympics Games

The organisation of the Torino 2006 Winter Games has given Italy extensive experience in implementing accelerated and automatic procedures for issuing visas to the Olympic Family. These procedures will be adopted again, *mutatis mutandis*, for 2026.

European Regulation no. 2046/2005 introduced measures to accelerate visas for Olympic Family members allowing a short-term multiple-entry visa to be issued for a stay of no longer than ninety days for the duration of the Games. No fee would be required for this service.

The procedure of applying for and obtaining visas will be accelerated for all Games-related personnel, both for the Games and for all test events. The Visa Centre of the Ministry of Foreign Affairs will coordinate the international consular network and allow applicants (including athletes, officials, NOCs, media, personnel from sponsor companies, etc.) to automatically submit visa requests when applying for accreditation to Olympic events. The Test Events will also be used to monitor the effectiveness of these entry procedures, and to improve them if and as required.

### Importation of goods

The OCOG will cooperate with all client groups such as IOC, IPC, International Federations, National Olympic and Paralympic Committees, sponsors and broadcasters to better understand their needs and to collaborate with the Customs Agency to accelerate the importation of Games-related products and equipment.

### Weapons and ammunitions

Italian regulations currently in force (Article 15, Law n. 110/75 and Ministerial Decree of 5 June 1978), supplemented by EU legislation, stipulate that for the temporary importation of weapons intended for sporting competitions (for periods not exceeding 90

**Tab. 125a \_ Advertising Space Controls**

Venues/official site/ neighbouring land (list describing where necessary)	Advertising space description	Owned by	Owner will grant OCOG full control (yes/no)	Gross value of secured advertising inventory (USD 2018)	Gross value of secured advertising inventory (USD 2026)	Period of OCOG Control		Incumbencies (if any)
						Start date	End date	
Milano - Palalitalia Santa Giulia	Billboards/Signages	V.G. Pubblicità/ Clear Channel	Yes	6,496	7,407	21/01/26	16/03/26	
Milano - Mediolanum Forum	Billboards	SCI	Yes	44,805	51,087	21/01/26	16/03/26	
Milano - Ice Hockey Arena	Billboards	V.G. Pubblicità	Yes	872	995	21/01/26	16/03/26	
Milano - Olympic Village	Billboards/Signages/ Digital Signages	V.G. Pubblicità / Clear Channel / SCI	Yes	1,163,081	1,326,157	21/01/26	16/03/26	
IBC/MPC Milano	Billboards	Public Institutions and Venue Owner	Yes	375,545	428,201	21/01/26	16/03/26	
Milano - G. Meazza Stadium	Billboards/Signages/ Digital Signages	V.G. Pubblicità / Clear Channel / SCI	Yes	991,863	1,130,933	21/01/26	16/03/26	
Milano - Medal Plaza Piazza Duomo	Billboards/Signages/ Digital Signages	V.G. Pubblicità / Clear Channel / SCI	Yes	1,666,261	1,899,888	21/01/26	16/03/26	
Milano - IOC Family Hotels Piazza della Repubblica	Billboards/Signages/ Digital Signages	V.G. Pubblicità / Clear Channel	Yes	437,828	499,216	21/01/26	16/03/26	
Milano - Fan Zone Darsena	Billboards/Signages/ Digital Signages	V.G. Pubblicità/ Clear Channel	Yes	613,886	699,959	21/01/26	16/03/26	
Milano - Fan Zone Piazza Castello/Parco Sempione	Billboards/Signages/ Digital Signages	V.G. Pubblicità/ Clear Channel	Yes	1,250,467	1,425,795	21/01/26	16/03/26	
Milano - Fan Zone Piazza Gae Aulenti	Billboards/Signages/ Digital Signages	V.G. Pubblicità/ Clear Channel	Yes	509,148	580,535	21/01/26	16/03/26	
Milano - Fan Zone Piazza Tre Torri	Billboards/Signages/ Digital Signages	V.G. Pubblicità	Yes	121,669	138,729	21/01/26	16/03/26	
Milano - others	Billboards/Signages/ Digital Signages	IGP Decaux	Yes	527,121	601,029	21/01/26	16/03/26	
Cortina - Olympic Stadium	Signages	City of Cortina	Yes	99,971	113,988	21/01/26	16/03/26	
Livigno - Mottolino, Carosello 3000 and Sitas Tagliede	Signages	City of Livigno and Venue operators	Yes	1,017,889	1,160,607	21/01/26	16/03/26	
Bormio - Stelvio	Billboards/Signages	City of Bormio/ Venue operators	Yes	783,070	892,864	21/01/26	16/03/26	
Sudtirol Arena	Billboards	Pubblica Amm	Yes	34,081	38,860	21/01/26	16/03/26	
Val di Fiemme Cluster - Ice Rink Piné, Ski Jumping Stadium, Cross-Country Stadium	Signages	Venue Cities / Venue operators	yes	414,653	472,797	21/01/26	16/03/26	
<b>TOTAL</b>				<b>10,058,707</b>	<b>11,469,042</b>			

Average Inflation rate 1,7  
Exchange rate EUR/USD 1,136



Tab. 125b \_ Public Transport Advertising Space Controls

Public transport type (bus, metro, rail, airports including airspace, other)	Advertising space description	Owned by	Owner will grant OCOG full control (yes/no)	Gross value of secured advertising inventory (USD 2018)	Gross value of secured advertising inventory (USD 2026)	Period of OCOG Control		Incumbencies (if any)
						Start date	End date	
Milano - Central Station	Billboards/Signages/ Digital Signages	V.G. Pubblicità/ Clear Channel/ SCI	Yes	286,047	326,154	21/01/26	16/03/26	
Milano - Garibaldi Station	Billboards/Signages/ Digital Signages	V.G. Pubblicità	Yes	379,682	432,917	21/01/26	16/03/26	
Milano - Santa Giulia (Rogoredo parking)	Billboards	SCI	Yes	5,453	6,218	21/01/26	16/03/26	
Milano - Cadorna Station	Billboards/Signages/ Digital Signages	Defi Italia SpA / V.G. Pubblicità/ Clear Channel	Yes	295,424	336,845	21/01/26	16/03/26	
Milano - Rho Station	Billboards	Exomedia	Yes	28,401	32,383	21/01/26	16/03/26	
Milano - other railway stations	Signages	RFI/Cento Stazioni/FNM	Yes	146,253	166,760	21/01/26	16/03/26	
Sondrio (Station)	Signages	Centostazioni	Yes	2,045	2,332	21/01/26	16/03/26	
Tirano (Station)	Signages	RFI	Yes	1,363	1,554	21/01/26	16/03/26	
Lombardia - Regional Trains	Billboards/ Digital Signages	Trenord	Yes	34,081	38,860	21/01/26	16/03/26	
Milano - Trenord Info points in Cadorna and Garibaldi Railway Stations	Digital Signages	Trenord	Yes	57,483	65,543	21/01/26	16/03/26	
Milano - Metro Stations	Billboards/Signages	Public operators (ATM/ Trenord) / IGP Decaux	Yes	4,378,762	4,992,710	21/01/26	16/03/26	
Milano - Road connections to Mediolanum Forum and IBC/MPC	Billboards	Impress/ SCI	Yes	307,678	350,818	21/01/26	16/03/26	
Public transport in Veneto Region	Billboards/Signages	Veneto Region	Yes	335,223	382,224	21/01/26	16/03/26	
Milano - Malpensa Airport	Billboards/ Signages/ Digital Signages	SEA	Yes	1,121,577	1,278,834	21/01/26	16/03/26	
Milano - Linate Airport	Billboards/ Digital Signages	SEA	Yes	578,395	659,492	21/01/26	16/03/26	
Bergamo Airport	Billboards/ Digital Signages	SACBO	Yes	27,455	31,304	21/01/26	16/03/26	
Venezia and Treviso airports	Billboards/ Digital Signages	SAVE	Yes	852,027	971,49-	21/01/26	16/03/26	
Road connection to Ski Jumping and Cross-Country stadia	Signages	Venue operator	Yes	47,714	54,403	21/01/26	16/03/26	
Railway stations in Veneto	Billboards	Grandi Stazioni / Cento Stazioni	Yes	624,820	712,426	21/01/26	16/03/26	
Railway stations in Bolzano/Bozen and Trento	Billboards	Cento Stazioni	Yes	185,174	211,137	21/01/26	16/03/26	
<b>TOTAL</b>				<b>9,695,057</b>	<b>11,054,404</b>			

Average Inflation rate 1,7  
Exchange rate EUR/USD 1,136

days) by people not living in Italy, the regular licence issued by the Police under Article 31 of TULPS (Single Act on Public Security) is not required. In addition, the European Firearms Pass, issued by the competent authorities in EU Member State countries of origin, facilitates the accelerated importation of firearms into Italy from other EU countries. For non-EU countries (and as an alternative to the European Firearms Pass for EU countries), the importation of weapons and ammunition for sporting events is subject to an invitation by the relevant event organiser and the provision of details stating the dates of entry and nature of the weapons/ammunition.

In cooperation with the Ministry of Defence, the OCOG will also ensure the availability of the necessary equipment, including firearms for security personnel responsible for the protection of dignitaries and other personalities.

#### Photographic, audio-visual and IT equipment

There are no specific restrictions on the importation, possession and use of photographic, audio-visual or IT equipment in Italy, provided that this equipment is used for personal or professional purposes on a temporary basis. These provisions fall within the scope of the temporary admission and are exempted from customs duties, as prescribed by the Union Customs Code (Article 250) and the related delegated Implementing Regulation (Articles 204 and 219). Declarations for temporary admission are required, and the OCOG will support the media to help them follow the correct procedures.

#### Products and medical equipment

Products and medical equipment may be imported into Italy without customs duty, provided that the products are used for personal (human or animal) purposes. EC Regulation expressly provides customs duty exemption for pharmaceutical products to be used at international sporting events. A tailored procedure will also be adopted for accredited persons. To facilitate the importation process, the visiting delegations shall declare the amount, type, use and purpose of any imported drugs.

In any case, the importation of any such medical goods shall be in accordance with the International Convention against Doping in Sport. This treaty prohibits the trafficking of prohibited substances named on the WADA list of doping products.

## Foodstuff

The importation of food for personal use is permitted, as governed by Regulation EC 206/2009, excluding foodstuff banned by EU legislation if it originates from suspected areas of disease. Alternatively, importation is permitted if, in accordance with commercial procedures that require the prior issuance of health certificates, these certificates have been issued.

These procedures require the origin of the imported products to be specified and/or healthcare approvals to meet current legislation, as well as Ministry of Health supervision at the Customs headquarters. The OCOG will be available to deal with special requests in relation to the importation of foodstuffs, to help facilitate the importation process.

## **Issuance of Visas and Work Permits**

All EU citizens can work in Italy without a specific work permit, but must be registered with their Italian municipality of residence if they plan to stay in Italy for more than three months.

For non-EU citizens, who do not need to stay for more than 90 days, a short-term visa is issued. In this case it is not necessary to apply for a residence permit, but the declaration of presence will be sufficient (border stamp if coming from an Extra-Schengen State or declaration of presence at the Police headquarters if coming from an international border).

For non-EU citizens, an application for a work permit must be submitted by an Italian employer on the employee's behalf. Applications are submitted to the Immigration Office (*Sportello Unico d'Immigrazione*), together with the proposed

employment contract and proof of adequate accommodation in Italy. These applications are also reviewed by the Italian Labour Office (*Ufficio del Lavoro*) and the Central Police Station (*Questura*). If the application is successful, a work permit is issued, valid for a maximum of nine months for seasonal employment contracts, and a maximum of two years for open-ended employment contracts, with the right for the employee to request renewal.

The time to obtain an Italian work permit is 60 days from the time of request.

For the 2026 Games, the Italian Government will adopt simplified and accelerated procedures, in co-operation with the relevant European authorities, to issue specific regulations for accelerated work permit approval, as it had done for Torino 2006.

This will allow Games-related personnel to enter, stay and work in Italy from at least one year prior to and one year after the Games, or for an extended period upon the IOC's written request.

## **127 | A robust Games Governance**

### **OCOG responsible for Games planning and delivery**

In accordance with the Olympic Charter and the 2026 Host City Contract Operational Requirements, the body responsible for the planning and delivery of the Milano Cortina 2026 Olympic and Paralympic Games (the Games) will be the Organising Committee for the Olympic and Paralympic Games (OCOG).

However, Milano Cortina 2026 recognises that the effective planning and delivery of Games will require an **integrated governance structure**, with representation from national,

regional and local government and both the Italian Olympic Committee (CONI) and the Italian Paralympic Committee (CIP). Building on Italy's extensive major event hosting experience, clear governance structures will be put in place to manage and coordinate the work of all the key bodies involved.

Diagram at page 127 shows the overall high-level governance structure and the main bodies that will work together in an effective way to deliver the Games.

### **Roles of Government and City authorities**

A **Consiglio Olimpico** (Olympic Board) will be established, comprising representation from the Italian Government (co-ordinated through the Prime Minister's Office), the Mayors of Milano and Cortina, the President of the Lombardia and Veneto Regions, the OCOG Chairman, the CONI President and the CIP President (in relation to the Paralympic Games).

The **Consiglio Olimpico** will be responsible for ultimate oversight of the Games, with the OCOG being responsible for Games planning and delivery in accordance with the terms of the Host City Contract and Olympic Charter.

It will be also responsible for ensuring the **highest standards of transparency and accountability** throughout all aspects of the Games planning and delivery. Finally, the **Consiglio Olimpico** will also oversee the establishment of the OCOG and of the **Agenzia Olimpica di Progettazione (Agenzia)**, the Games infrastructure delivery body to be established through a new Olympic Law.

Whilst the OCOG will be responsible for all decisions related to the operational delivery of the Games, for areas where senior national or city government input is required, the **Consiglio Olimpico** will be the body responsible for strategic decisions. The **Consiglio Olimpico** will also ensure:

- Collaborative teamwork with the OCOG and the Agenzia;
- Strong and effective leadership, with clearly-defined accountability and stakeholder roles and responsibilities;
- Robust risk mitigation and management;
- Flexibility to identify and respond to new opportunities and/or threats;
- A strong focus on sustainability throughout all aspects of Games planning;
- Coordinated and effective communication.

In line with this framework, the following entities are proposed to be among the Host City Contract signatories:

- City of Milano;
- City of Cortina;
- Italian National Olympic Committee.

#### **Agenzia di Progettazione Olimpica**

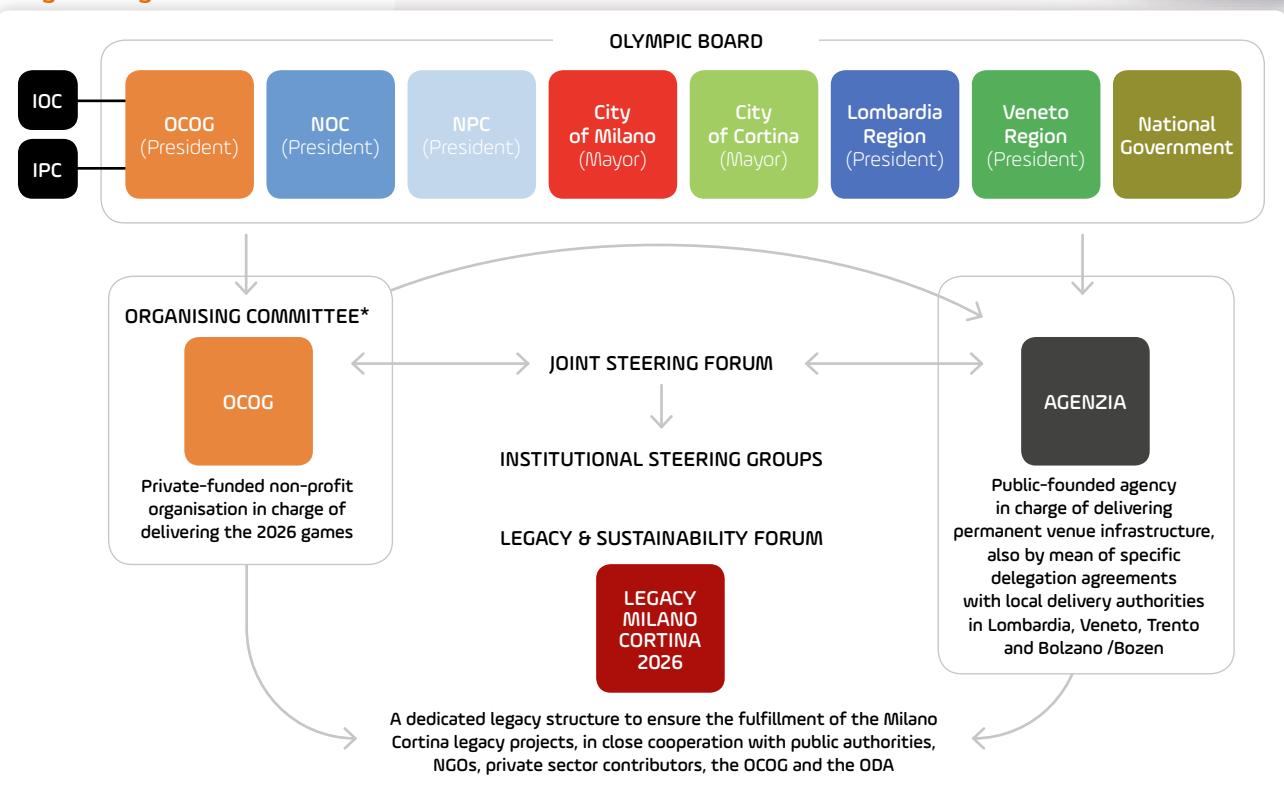
The *Agenzia* will be the Games infrastructure delivery body, with ultimate planning and supervision authority for delivery of the new permanent venues and of the Games-related infrastructure, also by means of specific delegation with local delivery authorities in the four Regions.

Senior *Agenzia* officials will be appointed by the *Consiglio Olimpico* to maintain effective links with key partners, including the OCOG and other local, regional and national agencies.

Agreements between the OCOG, the *Agenzia* and the contracting authorities for each venue/infrastructure project will ensure that:

- the *Agenzia* provides regular reporting to the OCOG on all Games infrastructure-planning and construction progress;
- any change in the specifications or in the delivery schedule of the infrastructure managed by the *Agenzia* or contracting authorities cannot be implemented without the OCOG's approval.

#### High-level governance structure



\*The OCOG will set up dedicated steering groups with external stakeholders (Trade Unions, Labour Unions, Environmental Associations, NGOs, Local Communities, etc)

The *Agenzia* will be set up within the legislative framework that will be approved to support the Games by the National and by Local Governments.

#### **OCOG**

**OCOG Board** members will be appointed in full compliance with Rule 35 of the Olympic Charter, to include the Italian IOC

members and representatives from CONI and CIP, as well as representatives from the host cities and other relevant public authorities, such as the Regions.

An **Executive Committee** composed of a limited number of members will be responsible for coordinating the activities of the Organising Committee, ensuring the implementation of the guidelines determined by the Board of Directors.

As the main body responsible for planning, organising, staging and monitoring the Olympic and Paralympic Games, **the OCOG will be the primary interface with the IOC and IPC, as well as with the International Federations (IFs), the NOCs and TOP Sponsors.**

Building and developing these important relationships will be a key priority. There will also be a strong sustainability focus across all Olympic programmes and structures. The OCOG, together with the Agenzia, will be the main coordination and consultative route for many other third party stakeholders such as the private sector, community groups and NGOs/environmental associations. Effective liaison and communication will help to deliver a range of sustainable legacy benefits.

## Cross-agency Steering Groups

Within the overall governance framework, cross-agency **Steering Groups**, reporting directly to the *Consiglio Olimpico*, will also be formed where multi-agency efforts are required. These will cover key aspects of Games planning such as City Operations, Legacy & Sustainability, Security, and Athletes' Commission. These groups will include representation from the OCOG to reinforce coordination at an operational level, such as:

- A **City Operations Steering Group** will coordinate all the activities, services, operations and events that take place outside of the venues. This group will play a key role in terms of defining and understanding how the OCOG Games Operations interact with the day-to-day city operations of Milano, Cortina and the other venue cities;
- A **Legacy & Sustainability Steering Group** will help to coordinate and oversee the overall legacy and sustainability programmes for the Olympic and Paralympic project, involving all of the key stakeholders. This Group will revise and support the sustainability strategy and policies and will help to plan and supervise the key legacy programmes. This

## OCOG governance structure

### BOARD OF DIRECTORS

*Olympic Charter, Rule 35*

The Board of the OCOG shall include:

the IOC member or members in the country referred to in Rule 16.1.1.1

the President and Secretary General of the NOC;

at least one member representing, and designated by, the host city

**The Board of the OCOG may also include representatives of the public authorities and other leading figures**

### EXECUTIVE COMMITTEE

### CEO

### FUNCTIONAL AREAS

- |                                       |                                      |                              |                           |
|---------------------------------------|--------------------------------------|------------------------------|---------------------------|
| • Accommodation                       | • Doping control                     | • Marketing partner services | • Sport                   |
| • Accreditation                       | • Education                          | • Medical services           | • Sustainability          |
| • Arrivals & Departures               | • Energy                             | • NOC services               | • Technology              |
| • Brand, Identity & look of the games | • Event Services                     | • Olympic family services    | • Test events management  |
| • Broadcast Service                   | • Finance                            | • Olympic torch Relay        | • Ticketing               |
| • Business development                | • Food & beverages                   | • Operational readiness      | • Transport               |
| • Ceremonies                          | • Government relations               | • People management          | • Venue management        |
| • City activities & live sites        | • Information & Knowledge management | • Planning & coordination    | • Venues & Infrastructure |
| • City operations                     | • Language services                  | • Press operations           | • Village management      |
| • Cleaning & Waste                    | • Legacy                             | • Procurement                | • Wayfinding signage      |
| • Communications                      | • Legal                              | • Risks protection           |                           |
| • Communication, command and control  | • Licensing                          | • Security                   |                           |
| • Culture                             | • Logistics                          | • Spectator experience       |                           |

Group will also contribute to the continued engagement of NGOs and other civil society groups, for example, through an independent sustainability assurance body;

- An **Olympic Security Steering Group** will be established by the Italian Government (at Cabinet level) to include the Police, Armed Forces and Intelligence Services, as well as the OCOG's Director of Security. This will ensure an integrated approach to all aspects of security and safety planning and delivery;
- An **OCOG Athletes and Coaches Commission**, with representation from national and international Olympians and

Paralympians, will help to inform and advise on the Olympic and Paralympic plans. It will also include representation from coaches to ensure that these plans fully meet athletes' needs; This Committee will build on the role of the Athletes Commission developed during the Candidature phase, in line with Olympic Agenda 2020 proposals to put **athletes at the heart of Games-related decision making**;

- A **Paralympic Expert Steering Group**, including international experts, will also be set up to provide strategic guidance on how to improve the overall Games experience for athletes, IPC family, and spectators.

## Milano Cortina 2026 will set up an extraordinary engagement plan

Milano Cortina aims to become the most participative Games ever, thanks to a broad engagement initiative aimed at:

- fostering enthusiasm among different groups of citizens for the candidature, namely:
  - a) Students;
  - b) Volunteering Associations;
  - c) Local communities;
  - d) Linguistic minority groups.
- involving all the associations and business categories - business community, trade unions, NGOs, sport organisations - in the development of the Games project, with a number of projects being specifically assigned to Community Groups such as :
  - a) Trade Unions;
  - b) Entrepreneurial associations;
  - c) NGOs;
  - d) Sport Organisations;
  - e) Tourism and destination management organisations;
  - f) Environmental associations;
  - g) Universities.

The Lombardia Region has already had a permanent institutional framework in place since 2001, to ensure a wider engagement of all stakeholders in the policy-making process. The so-called '*Patto per lo Sviluppo*' is a permanent consultation committee, where suggestions and recommendations are collected, with respect to the strategic decisions and the main policies to be adopted. These include for instance economic development and EU funding allocation, health&safety, research&innovation, strategies to foster regional competitiveness, etc.

This solid and well-functioning partnership model will be a building block of the Olympic stakeholder engagement plan during all phases of the project.

The experience and lessons learned from previous Games, as well as the guidance from the IOC, IPC and IFs will help in a better planning of the initiatives to be adopted and discussed and in a fine-tuning of the Games concept, with the introduction of innovative solutions, whenever possible.

As an example, the Environmental associations have already provided valuable input to finalise the Candidature File and focus on innovative sustainability strategies that are due to be operational in the coming years.

Tourism associations have actively contributed to the overall construction of the Milano Cortina 2026 project, not only at local level (such as in Livigno, Bormio, Val di Fiemme and Cortina) but also at national level, with a fruitful partnership in outlining the accommodation plan.

This engagement plan has been set up in a similar pattern also in the Veneto Region.

During the preparation phase of the Games, *Patto per lo Sviluppo* will act as a permanent Steering Group like those described in the previous section of this Question, to help the OCOG define the relevant policies to be adopted with respect to the Games organisation.

Representatives of the above Community Groups will be also involved in the Legacy & Sustainability Steering Group, to gather their fundamental support and recommendations in building up a long-lasting legacy for the Regions and the cities.

## 128 | Legacy Governance for the long term benefits

**A sustainable and long-lasting legacy is the core commitment of the Milano Cortina 2026 Olympic and Paralympic Winter Games.**

As presented in Q.1 and Q.61 we aim to deliver many long-term benefits for our fellow citizens for many years to come. These legacy programmes will be aligned with the long-term plans of key stakeholders including the National Government, the Lombardia and Veneto Regions, and the Cities of Milano and Cortina.

Therefore, **all the above stakeholders will play a key role in legacy planning and also in delivering these plans for the benefit of future generations.**

Milano Cortina 2026 recognises that it is the OCOG's responsibility to ensure that the legacy commitments are properly planned and managed during the preparation of the Games, as well as to facilitate legacy programme delivery across a range of stakeholders.

### Pre-Games period

During the Foundation phase, an **OCOG Sustainability and Legacy Director** will be appointed to oversee these important commitments. This senior position will coordinate the integration of legacy programmes across all aspects of delivery, with a fundamental connection to the Sustainability Department and Games Sustainability Strategy.

This Director will be responsible for legacy integration with a roving brief across the organisation.

The **OCOG Communications department** will also play a key role in promoting and communicating key messages to

key stakeholders and to the general public, across the broad legacy agenda.

To facilitate legacy planning with wider stakeholders, a **Sustainability and Legacy Permanent Forum** will be established, overseen by the *Consiglio Olimpico*, to coordinate all of the organisations with responsibilities for legacy delivery.

This Forum will also include representation from the OCOG (through the Sustainability and Legacy Director) and from all the major public and private stakeholders such as the Italian Government, City of Milano, City of Cortina, Lombardia Region, Veneto Region, Autonomous Provinces of Trento and Bolzano, the *Agenzia per la Progettazione Olimpica*, CONI, National NPC, private investors, Italian Civil Defence, the main Milano Universities, and local Chambers of Commerce. There will also be direct consultation and input from NGOs and environmental associations through their role on an independent Sustainability Assurance body.

The proposed Forum will be instrumental in:

- Bringing all stakeholders together in order to ensure coherence between their legacy programmes and to exchange best practices so that the positive impact of the Games is maximised;
- Ensuring that the long-term use of new urban infrastructures (in particular of the Milano Olympic Village and the Pala Italia Santa Giulia) is inbuilt in the design of Games venues and infrastructure for the benefit of a smooth, post-Games conversion programme;
- Designing, and where appropriate delivering, dedicated programmes aligned with the overarching vision of the Games;
- Monitoring the various legacy initiatives, communicating legacy achievements and celebrating positive Games impacts throughout the journey.

The Forum will coordinate and ensure clear roles and responsibilities for legacy programme delivery and promotion,

with specific Commissions established to lead legacy programmes in areas such as sport, economy, environment and social matters.

## Clear funding for the post-Games legacy management

The Milano Cortina 2026 Legacy Forum will be set up shortly after the Host City election. It will have the ability to secure resources for the long-term future of legacy programmes, including through the business community, their resources and corporate social responsibility programmes.

It will also be the beneficiary of the OCOG's share of any operating profits from the Games. It will work closely with the OCOG on integration of the legacy programmes in the communication and engagement strategy, including from a branding perspective.

In addition, the resources appointed in the Capital Investment Budget (see Q.14) for some key sport infrastructures (such as the Sliding Centre in Cortina and the Speed Skating Oval Rink in *Baselga di Pinè*) also include additional resources to set up specific Trust Funds, which will cover possible possible shortfalls in the post-Games management. The size of the above Trust Funds has been calculated on the basis of the business plans provided at Q.11.



## A comprehensive set of monitoring tools

The OCOG will also develop a set of monitoring tools to be used under the supervision of the Legacy Forum. To this end, a dedicated Monitoring and Evaluation Unit will be set up in the framework of the **OCOG Sustainability and Legacy Department**.

The *Consiglio Olimpico* will assist this strategy, gathering the key stakeholders in a coherent approach to pursue legacy priorities across the board.

These tools will play an important role in assisting the evaluation of the impact of the Games across various social and economic dimensions through a set of output, result and impact indicators, which will help to measure legacy success throughout the journey to the Games.

With this analysis, Milano Cortina 2026 and its partners will be able to adapt legacy decisions and leverage their supporting public policies throughout the foundation, planning and delivery phases.

The cities of Milano and Cortina and the Lombardia and Veneto Regions will also launch an ex-post evaluation after the end of the Games (starting in 2027), in order to obtain a systematic and objective assessment of the results achieved, and of the overall impact on the main social, economic and environmental variables of the regions for the year to come.

## Post – Games period

During the post-Games period, the Sustainability and Legacy Permanent Forum will continue to operate as an overarching government structure supervising the delivery of the Legacy Programmes that would have been launched and implemented before the Games.

This will include the management of the many initiatives in support of grassroot sport, of the Olympic/Paralympic educational

programmes that will continue after the Games, as well as the coordination of the teams of volunteers wishing to be engaged in other major events to be hosted in the future.

It will also provide support to the public entities in charge of managing both the existing and the new or renovated permanent sports facilities. Among the latter, it is important to mention:

- Regione Veneto and City of Cortina for the Cortina Sliding Centre;
- Autonomous Province of Trento and City of *Baselga di Pinè* for the Speed Skating Ice Rink

This will ensure strong coordination in the definition and delivery of legacy plans, and in the post-Games use of the above structures, including:

- the candidature to host future major events;
- the use of the venues for elite sport training purposes, through the involvement of International Federations;
- the development of grassroot sport programmes to attract new generations of athletes.

## 129 | A solid and united Candidature Governance

The Milano Cortina 2026 Candidature rests on a solid alliance between the different promoting entities, which ensures strong and broad political and public support and is reflected in the extraordinary backing of the bid by local communities.

A Memorandum of Understanding establishes the cooperation framework, which is governed by a Strategic Board based in Milano and composed of the Presidents of the Lombardia and Veneto Regions, the Mayors of the Municipalities of Milano and Cortina d'Ampezzo and the President of CONI. The Board is responsible for developing the strategic concept of the bid. In particular, it details the investment plan, approves

the Games Master Plan and ensures coherence with the legacy objective to put sport at the service of society and to shape the post-Olympic vision.

Continuous consultation with the National Paralympic Committee is also ensured, in order to incorporate all the requirements of the Paralympic Games and identify the appropriate communication and promotion strategies at all levels. It is supported by a General Coordination Committee with operational responsibilities, which ensures the implementation of the strategic guidelines of the Board and monitors the progress of the bid, through work streams with an agreed set of deliverables and timescales.

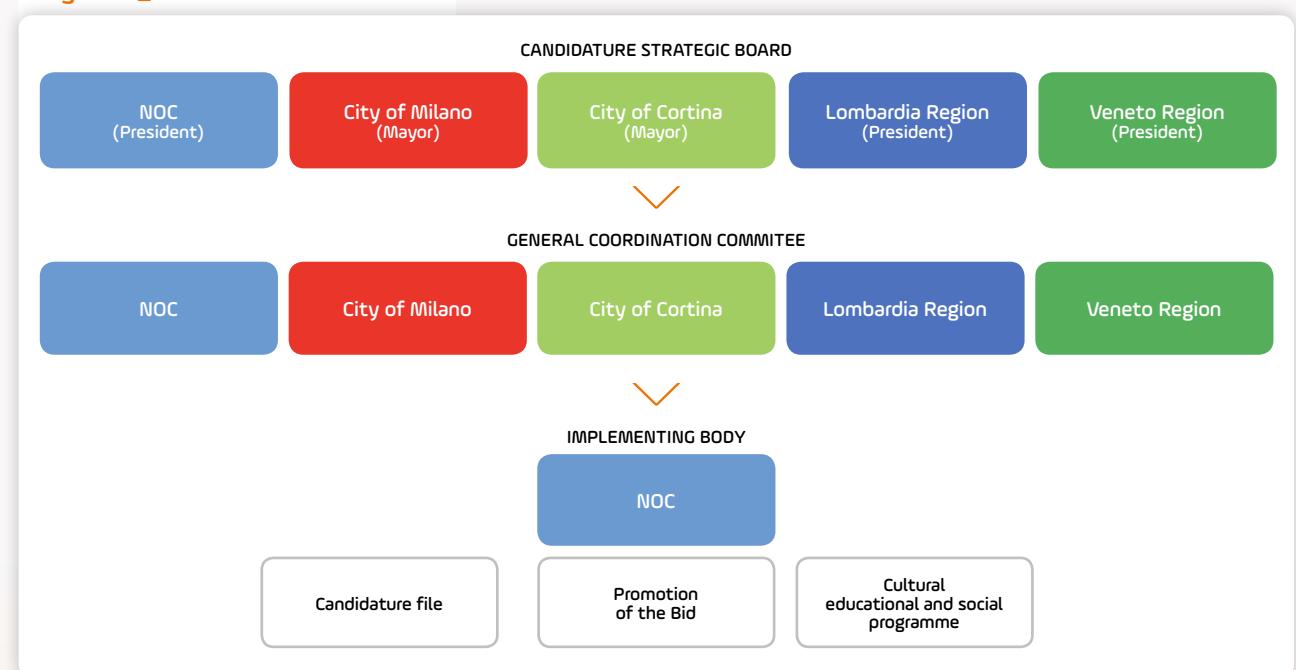
A number of thematic working groups ensure strong part-

nership with other local and regional bodies that are part of the Games concept, such as the neighbouring Autonomous Provinces of Trento and Bolzano and provide assistance in the construction of the Olympic vision and project.

CONI has been designated as the implementing body, in charge of all procurement procedures.

Cooperation with private bodies (entrepreneurial associations, trade unions, environmental associations, schools, volunteer associations) through several partnership projects helps to broaden the institutional support and to ensure an all-embracing and participative approach in support of the Games. Figure 129 describes the Candidature governance in detail.

**Fig. 129 – Candidature Governance**





## 130 | Full political support

Details of the position of the main political parties regarding the staging of the Winter Olympic and Paralympic Games in Italy in 2026 are provided in Table 130.

The City Councils of Milano and Cortina have unanimously voted in favour of the deliberations supporting the candidature (with 2 abstentions in the City Council of Milano).

## 131 | Agreements with labour unions

The Milano Cortina 2026 Bid Management is building on the successful experience regarding Labour Union relationships with the Milano World Expo 2015.

The Bid Committee will establish a Framework Agreement with trade unions that will facilitate Games operations.

This agreement will ensure:

- The prevention of Union disputes during the Games;
- The legality of employment contracts;
- The implementation of vocational training projects to help staff develop the specific skills needed for Games-related planning and delivery;
- Appropriate legacy schemes for the post-Games re-employment of personnel;
- Workers' health and safety;
- Flexible working times;
- Clear engagement rules for the teams of volunteers.

**The Bid Committee, the cities of Milano and Cortina and the Lombardia and Veneto Regions, together with the Trade Unions, will activate initiatives such as the negotiation of a 'no-strike period'** (so called '*Tregua Sindacale*') for a period from

Tab. 130 \_ Political Support

Political Party <sup>1</sup>	% of National Level Seats held <sup>2</sup>	% of Regional Level Seats in Lombardy held <sup>3</sup>	% of Regional Level Seats in Veneto held <sup>3</sup>	% Local Level Seats held in Milano <sup>4</sup>	% Local Level Seats held in Cortina <sup>4</sup>	Position on the Staging of the Games in 2024 (support/opposition/neutral) <sup>5</sup>	Principle reasons for support/opposition
M5S	36.0%	16.2%	10.0%	8.3%		Neutral	Regional and local authorities should financially support the organisation of the Games
Lega	19.8%	37.5%	48.0%	8.3%		Favourable	Full support for Milano Cortina 2026
Democratic Party	17.8%	18.7%	22.0%	60.4%		Favourable	Full support for Milano Cortina 2026
Forza Italia	16.5%	16.2%	6.0%	16.7%		Favourable	Full support for Milano Cortina 2026
Fratelli d'Italia	5.1%	2.5%	2.0%	-		Favourable	Full support for Milano Cortina 2026
City list supporting the Mayor - Cortina					66.7%	Favourable	Full support for Milano Cortina 2026
City list of opposition - Cortina					33.3%	Favourable	Full support for Milano Cortina 2026
Others	4.8%	8.9%	12.0%	6.3%		Favourable/neutral	Various. No minor political parties have expressed opposition
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>		

<sup>1</sup> based on the composition of the Party groups officially recognised in the Chamber of Deputies after the elections of 4th March 2018

<sup>2</sup> based on the Chamber of Deputies (last elections on 4<sup>th</sup> March 2018)

<sup>3</sup> based on the Regional Assemblies: Lombardia (last elections on 4<sup>th</sup> March 2018) and Veneto (last elections on 31<sup>st</sup> May 2015)

<sup>4</sup> based on the City Councils: Milano (last elections 19<sup>th</sup> June 2016) and Cortina d'Ampezzo (last elections 11<sup>th</sup> June 2017)

<sup>5</sup> as defined on 19<sup>th</sup> July 2018 and on 29<sup>th</sup> March 2018 when the City Councils of Milano and Cortina d'Ampezzo respectively voted in favour of the Olympic Candidature of Milano Cortina 2026

two weeks prior to the Olympic Games until one week after the Paralympic Games. This will help to avoid social conflict situations before, during, and immediately after the Games.

These agreements are similar to those successfully negotiated and implemented during Torino 2006 Winter Games and the Milano 2015 World Expo.

Thanks to the above agreements, a broader strategy for col-

laboration, participation and inclusion between the organisers and the trade unions not only helped to prevent any labour disputes but also paved the way to an enduring legacy for the Milano area and for the Italian economy in general, represented by the human capital generated, and by the ensuing better relations between employers and unions, in an extension of the Olympic spirit.

## 132 | NGOs and other associations supporting the Games

We are extremely conscious of the importance of partnerships with private associations and NGOs as a pre-condition for successful Games and for lasting benefits, which will be widespread throughout local communities.

As already illustrated at Q.127, **Milano Cortina 2026 has actively worked to ensure full engagement of civil society, and has already gained support from many local and national associations that have declared their willingness to cooperate both during the preparatory phase, and during the delivery of the Games.**

These groups of associations include:

- Business sector associations - A vast array of regional business sector associations (Industry, Commerce, Handicraft, Tourism, Cooperation) have already expressed proactive and keen support for the Candidature. In a number of cases, they have also been directly involved in the preparation of the Bid;
- Universities - the Conference of Regional University Deans has already confirmed its support to our Candidature. A partnership agreement with the OCOG should develop students' involvement initiatives, including volunteering, Olympic educational programmes, specific academic seminars and post-degree job placement programmes to recruit staff for the OCOG;
- NGOs - Building on the positive experience of the Milano 2015 World Expo, and of the Torino 2006 Winter Games, the OCOG will promote partnerships with NGOs to deliver a number of programmes, including the Olympic Truce and other social inclusion initiatives;
- Main associations for disabled people - As already described in Q.51, associations like LEDHA have been cooperating with the City of Milano for a long time to develop the

city accessibility plan and have expressed their full support to the Milano Cortina 2026 Games. These associations will continue to be engaged in the coming months on initiatives to ensure that both the city areas, and the Games venues, provide a warm welcome to all visitors, including those with impairments or special needs;

- Volunteers Associations – A cooperation agreement will soon be established with Ciessevi-net – the National network of the service centres for volunteers - to promote the interest and participation of the many volunteers' associations operating in Lombardia and Veneto. This agreement will also give them the opportunity to showcase their everyday activities during Games time;
- Cultural institutions and associations – A strong partnership

with the most relevant cultural institutions is being developed to engage them and start working together once we will hopefully be given the honour to organise the Games. The objective is to design and build together stunning and wide-reaching Cultural Olympiad programmes to showcase the cultural and artistic richness of the host cities and regions.

We are convinced that all the above partnerships will help citizens to really get into the construction of the Games as true protagonists, and will give them an incredible chance to be inspired, to meet people, and to grow, both personally and collectively.

