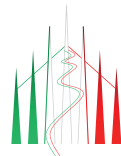


MILANO CORTINA 2026 CANDIDATURE DOSSIER

Pocket edition



MILANO CORTINA 2026

Candidate City
Olympic Winter Games



*Dreaming***Together.**

A PARTNERSHIP INSPIRED BY AGENDA 2020

The Milano Cortina 2026 Candidature was inspired by the IOC Agenda 2020 and by the 'New Norm', a reform from 2018 that clearly repositions the Olympic and Paralympic Games as more sustainable, more flexible and more efficient events, from both an operational and a financial standpoint, whilst also unlocking more long-term value for host cities. Two cities, Milano and Cortina, supported by two Regions (Lombardia and Veneto), and two Autonomous Provinces (Trento and Bolzano/Bozen), join forces to deliver memorable Games that will be conducive to greater cooperation in the entire Alpine macro-region.

The inspirational, innovative and creative city of Milano is one of the most dynamic cities in Europe with a strong and diverse economy, often regarded as Italy's financial capital. It has excellences in many areas such as arts, commerce, design, education, entertainment, fashion, finance, healthcare, media, research, services, tourism and universities. All this gives the city a decidedly cosmopolitan character. Music, theatre, museums, cinema and contemporary art provide a hugely rich and varied tapestry of cultural offerings for the benefit of locals and visitors alike. The success of the World Expo 2015, the first event in Italy to receive the ISO20121 certification, laid the foundations for a 'new Milano' and boosted the desire to host more international events, such as the Games. As the President of the Italian Republic, Sergio Mattarella, said in his speech during the World Expo 2015 Closing Ceremony: "This is not a farewell but rather the beginning of a new civic commitment".

Cortina d'Ampezzo (Cortina) is nestled in the stunning traditional mountain setting of the Italian Alps, just like Val di Fiemme, Anterselva/Antholz, Bormio and Livigno. 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 of event management and strong relationships with national and international sports federations. A proud host city for the 2021 World Alpine Ski Championships, Cortina has been acclaimed for its sustainable approach aimed at ensuring the protection of a fragile alpine ecosystem: an interesting example of a multi-cultural and multi-language society with clear ambitions projected towards a sustainable future.

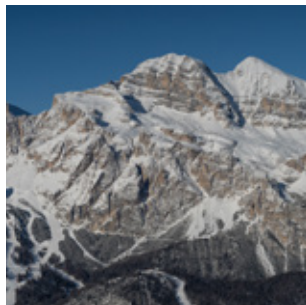
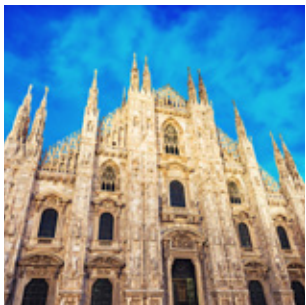
THE MOST SUSTAINABLE, INSPIRATIONAL, MEMORABLE
WINTER GAMES EVER, TO CHANGE LIVES FOR FUTURE
GENERATIONS.

SHARE OUR ITALIAN PASSION

We want to build on our sporting passion and Olympic experience to make Milano Cortina 2026 something special. With **83%** support from our community (and **81%** at a national level), our passionate fans will cheer on all athletes and inspire them to excel in their disciplines, regardless of their nationality or ability. We know that being able to offer intense moments of sport in particularly inspiring settings, either in the city or on the mountains, can change people's lives. We want the whole world to engage with winter sports as much as we do, in a context where athletes perform extraordinary endeavours.

BENEFITS

Our vision is underpinned by five strategic goals that will deliver a range of benefits to the host cities, to the Regions of Lombardia and Veneto, to the Dolomites and the 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



GOAL

1

GAMES FOR ALL

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



The Opening Ceremony at 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 unifying Games-time atmosphere.

Our inspirational settings, with athletes at centre-stage and with images transmitted around the world, will encourage personal best performances and will create long-lasting memories.

The Closing Ceremony would take place in the Arena di Verona: one of the largest, most well-conserved and spectacular Roman amphitheatres in Italy, it will allow all athletes to come together and to be welcomed as heroes, just like those who stepped in that same place centuries before.

Our ceremonies will be built on culture and creativity, in order to bring the world together in a stimulating celebration that would honour the Italian Olympic history and inspire younger generations.

SUSTAINABLE DEVELOPMENT AND COOPERATION IN THE MACRO-ALPINE REGION

To promote sustainable development, to strengthen cooperation in the macro-alpine region and to 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 up in a more inclusive and integrated society.*



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.

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. These plans include, among other things: enhanced connections and cooperation between regional neighbouring areas to improve the attractiveness of the mountains as a place to live, contributing to reverse the trend of de-population; and providing 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.



GOAL

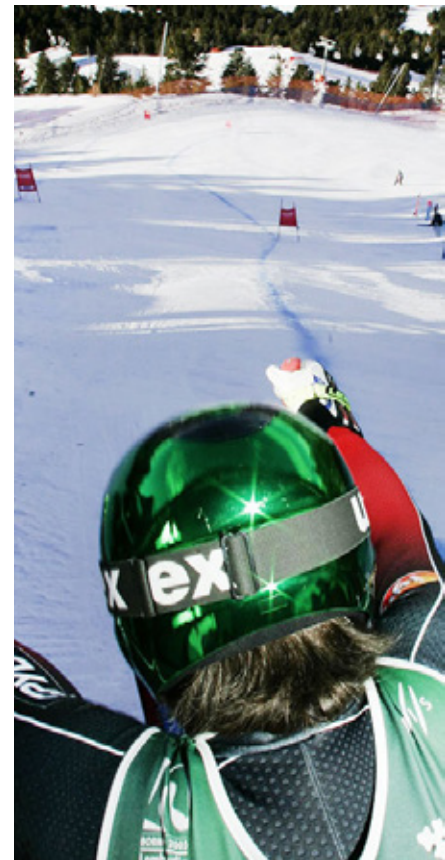
3

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.

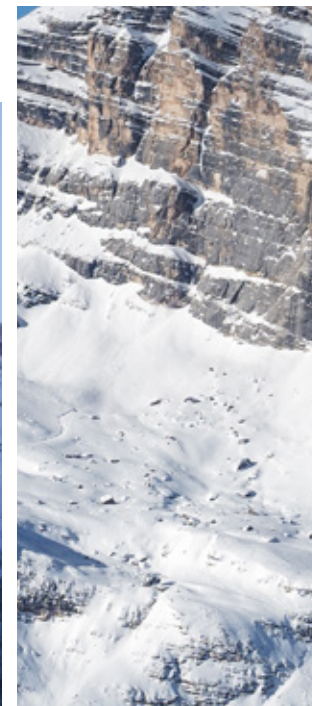
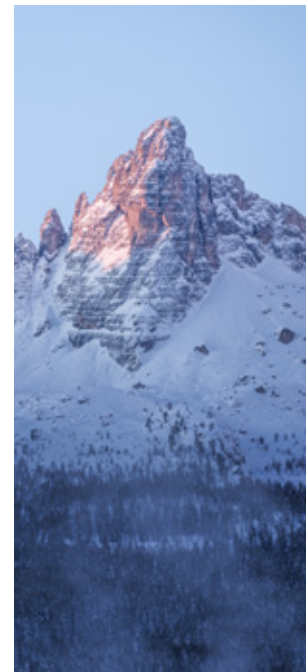
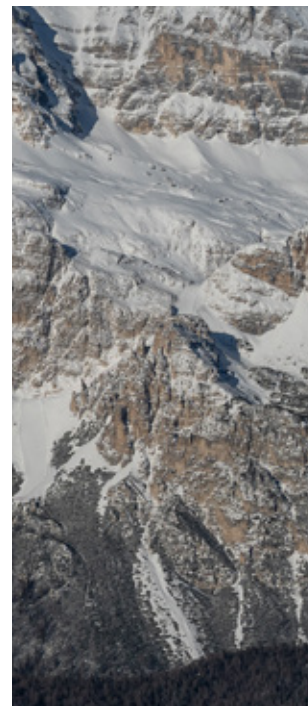
Hosting the Olympic Winter Games will help deliver a range of sporting legacies, using the inspirational power of sport and events to transform lives. These legacies include:

- *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 sportswomen of the future.*



To reinforce Italy's position as a leading event host and the Italian Alps as a major Sports Hub, enhancing its global positioning and profile on both European and world stages.

GOAL **4** ALPS AS A MAJOR SPORTS HUB



GOAL

5

**TO STRENGTHEN THE OLYMPIC BRAND
AND ADD VALUE TO THE OLYMPIC
MOVEMENT**

Milano Cortina 2026 fully embraces the IOC '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. 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 programme 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. Since 2014, the project 'Sport and Integration', 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 on fair play in schools, while the 'Sport Brothers' campaign raises awareness of sport and integration in sports clubs.



The Games also represent a milestone in the development path Italy has already embarked upon by hosting the 2015 World Expo. This path has the objective of:

- **strengthening the image of 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 considerable economic relevance, 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 reach 'TOP 10' ranking.

GAMES CONCEPT PERFECTLY ALIGNED WITH LONG-TERM LOCAL DEVELOPMENT PLANS

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.

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.



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 and develop new direct connections between the mountain valleys. 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.

YOUTH POLICIES, SPORT AND LEISURE

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.

SUSTAINABLE DEVELOPMENT AND ENVIRONMENTAL PROTECTION

The Region intends to fully implement Regional Law 4/2016 for soil protection and hydrogeological risk prevention measures; it will also promote programmes linked to sustainable production, procurement and consumption as well as support enterprises in their transition towards more sustainable productive models.

INFRASTRUCTURE, TRANSPORT AND SUSTAINABLE MOBILITY

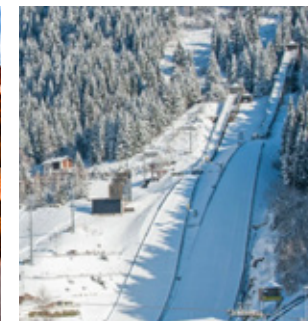
Smart mobility of people and goods is a precondition for developing a smart, competitive and well-connected Region. The Regional Development Plan includes many priority actions that are crucial for the success of the 2026 Games: investments to promote accessibility to stations and easier connections 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.

UPGRADE AND RENOVATE EXISTING WORLD-CLASS SPORT FACILITIES

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".

COMBINE SPORT, NATURE AND CULTURE FOR CITIZENS AND TOURISTS

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 a broader tourism offer by 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.



AN EXCITING ATHLETE EXPERIENCE

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.

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 together 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.

IMPROVED ACCESSIBILITY FOR FUTURE GENERATIONS

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



TOWARDS THE OLYMPIC WINTER GAMES

A SMOOTH VENUE DELIVERY PROCESS

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.

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, following a carefully-planned schedule.

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 well-defined delivery steps.

PLANNING AND DELIVERY PROCESS OF THE OTHER VENUES UNDER THE RESPONSIBILITY OF THE AGENZIA

All the other key Olympic Venues to be built or renovated with permanent works will be under the direct responsibility of the Agenzia, which can close specific agreements with local delivery authorities to delegate tasks.

The delivery process will be fully compliant with national public procurement legislation (Law Decree 50/2016). 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.

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 that will be the Olympic Delivery Authority, with representatives of the major public stakeholders in its governance structure.



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 weather 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.

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.

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.

POST-COMPETITION AND FAMILY EXPERIENCES

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."

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 (1 hour 45 minutes from Milano by high-speed train) and Roma (less than 3 hours 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 and 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

OPENING, CLOSING AND MEDAL CEREMONIES

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 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

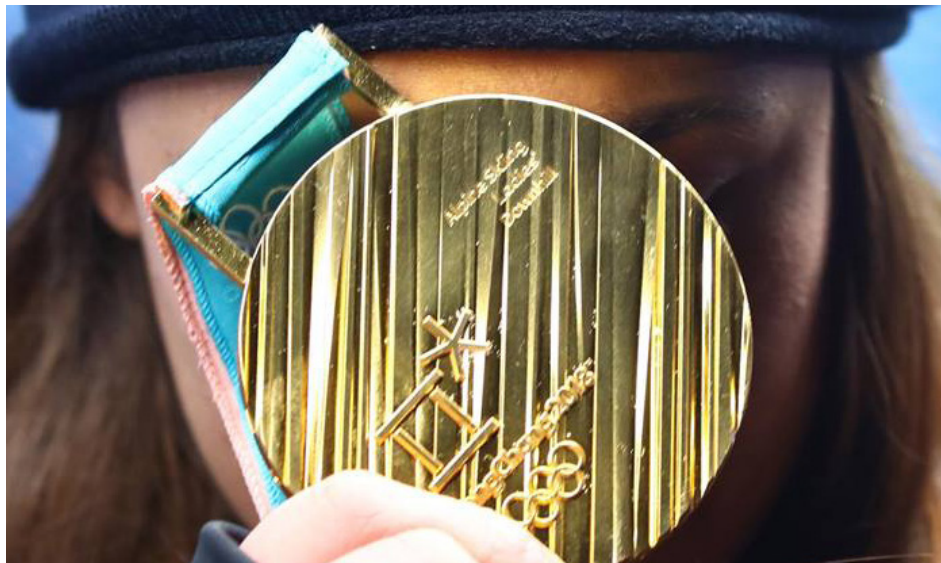
There will be Medal Plazas in both Milano and Cortina: Piazza Duomo, an iconic location in Milano's historical area, and the sublime backdrop of the Dolomites in Cortina. This will ensure unforgettable experiences for athletes, with dedicated family areas nearby to allow athletes to share these experiences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



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 Olympic Villages.

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



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. According to this plan, the university system, which represents more than 10% of the national one 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 university 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.



The temporary Olympic Village concept involves the provision of temporary units that can be relocated. These are made of prebuilt modules that are assembled to create apartment buildings on a concrete base. The apartments use highly technological 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 expressed an interest in these facilities, to be used as apartments that can be relocated across Italy, for example in case of earthquakes, floods or other natural disasters. This will provide a national legacy for the benefit of society.



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.



A COMBINED IBC AND MPC TO SMOOTHEN OPERATIONS AND MAXIMISE EFFICIENCY

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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, it is served by a high-speed train 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.

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).

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 sqm.

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

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

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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.

10,000 parking spaces are available in both outdoor and multi-storey car parks. These can be dedicated to VAPP holders. 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. This is already existing, totally operational and fully satisfies all Host City Contract HCC-operational requirements.

The Mountain Media Centre (MMC) will be located in a temporary venue close to the Mountain Olympic Village of Cortina in Fiemme, 4 km from all the venues in the cluster. The temporary building will be developed on a flat green area of more than 57,000 sqm 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.



AN EXCITING SPECTATOR EXPERIENCE

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 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 (1 hour 45 minutes from Milano by high-speed train), Roma (2 hour 55 minutes 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, also thanks to 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, it will be informative, innovative, entertaining and inspiring, and will include innovative ideas and technologies 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.

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 City Dressing (Look) 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 medallists, 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 of 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 masterpieces 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 and their vibrant, inclusive and multi-cultural atmosphere.

Sponsor activations will provide exciting, interactive entertainment to further enhance the Live Site experience. A coordinated 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 the Olympic spirit reaches out to all. City activities will be complemented by a full and comprehensive Cultural Programme, as part of the Cultural Olympiad.



THE STRATEGIC VISION

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

GOAL 1

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

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.



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.

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 and 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.**

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.

GOAL 4

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

GOAL 5

To strengthen the Paralympic brand, develop the Paralympic values and add value to the Paralympic Movement.

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

- 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** Achievement of full stadia;
- 7** A strong promotion of grassroots sport thanks to the renovated venues;
- 8** An improvement of accessibility for future generations.

The overall Games governance is designed to incorporate representatives of the Italian National Paralympic Committee (NPC) at all levels to ensure full integration between the two Olympic and Paralympic Games.

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.

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.

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).

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), 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: like in 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.

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, which states 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.

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, that 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 accessibility to the practice of winter sports for all people with impairments.

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.

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 2021/2022 academic 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.



SUSTAINABILITY AND LEGACY

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.

The Sustainability and Legacy Department will coordinate the Sustainability and Legacy Forum and, if necessary, will also participate in the other Steering Groups.

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 involve 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.

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 have been identified at national and international level and will be also regularly consulted.

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.

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.



INFRASTRUCTURE AND NATURAL SITES

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 Envision™ and LEED.

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.

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. For example: 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.

The Overall Games Delivery Plan will undergo a water footprint assessment compliant with ISO 14046.

MOBILITY

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.

WORKFORCE

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.

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 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 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.

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.

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 requirements (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.

The sustainability of major construction works 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.

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.

THE LONG-TERM BENEFITS OF THE MILANO CORTINA 2026 OLYMPIC AND PARALYMPIC WINTER GAMES

Our Generation 2026 ambitions are that all children born after 2010 will:

- play sports regularly;
- recycle 3/4 of the waste they produce;
- use sustainable means of transportation only;
- use sport to understand cultural diversity;
- grow up in a more inclusive and integrated 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, culture, business, innovation, education and sustainability.

We have identified four priority themes: **Sport, Social, Economic and Environmental.**

LEGACY FUNDING

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 to achieve 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

The Cultural Programme will focus on six main themes:

- | | |
|-----------------------|------------------------------------|
| a) art / photography; | d) cinema; |
| b) music / opera; | e) fashion, design and creativity; |
| c) theatre; | 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.

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.

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 the Greek *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 that 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 the communities involved and, at the same time, strengthening national pride.

GAMES DELIVERY

Few territories in the world are able to concentrate so many skilled people in organising sporting events like Milano, Cortina and the Alpine region. 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 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.

With this in mind CONI and the National Federations are already engaging 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 development.

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-scoped 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.



A SUSTAINABLE, INNOVATIVE AND WELL-INTEGRATED PLAN

Thanks 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 all the areas that are part of the Games concept.

The intelligent traffic control and management systems will give fundamental support to the improvement of movements along valleys, specifically towards Cortina, where the 'Smart Mobility Cortina 2021' project works for an integrated smart road technology to monitor the infrastructure and environmental conditions. This new technology, tested for the first time on European roads for Cortina 2021, will be implemented to better connect people, vehicles, objects and infrastructures, 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 general, to improve service in terms of efficiency, accessibility, competitiveness, comfort and environmental sustainability. By 2026, 50% of the bus fleet will be made of electric vehicles, 25% hybrids, and the remaining diesel Euro 6. By 2030, the bus fleet in the Milano area will be 100% electric.

A GAMES TRANSPORT PLAN BASED ON THE LONG-TERM REGIONAL TRANSPORT STRATEGIES

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.

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 airport 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, benefiting 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.

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.

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.

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 capacity of the venues 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.

ORIGIN OF SPECTATORS TO THE GAMES

On the basis of the data on the origin of spectators, the transport plan caters for people 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;
- 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.

ACCOMMODATION

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 Host City Contract HCC-Operational requirements.

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.



SECURITY

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;
- assign specific duties and procedures to the above forces;
- issue ordinances concerning public order, security and surveillance.

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

DOMESTIC SPONSORSHIP PROGRAMME

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 US \$ 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 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.

TICKETING STRATEGY

According to the ticketing strategy, the estimated total value is € 234 million equal to **USD 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).

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 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.

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 experience in hosting major events, clear governance structures will be put in place to manage and coordinate the work of all of the key bodies involved.

ROLES OF GOVERNMENT AND CITY AUTHORITIES

A **Consiglio Olimpico** (Olympic Board) will be established, comprising representatives 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 supervision over 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 also be 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 OLIMPICA DI PROGETTAZIONE

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 delegating specific tasks to local delivery authorities in the two Regions and two autonomous Provinces.

Senior officials of the Agenzia 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.

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 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.

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 with a better planning of the initiatives to be adopted and discussed and with a fine-tuning of the Games concept, with the introduction of innovative solutions, whenever possible.

As an example, environmental associations have already provided valuable input to finalise the Candidature File and a 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 with 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 to help the OCOG define the relevant policies to be adopted with respect to the Games organisation. Representatives of the above mentioned 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.

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.

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 related to legacy delivery.

This Forum will also include representatives 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 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 shortfalls in the post-Games management.

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 years to come.

This will include the management of the many initiatives in support of grassroots sport that are part 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 and the 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 grassroots sport programmes to attract new generations of athletes.

AGREEMENTS WITH LABOUR UNIONS

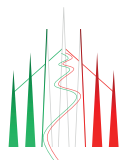
The Milano Cortina 2026 Bid Management is building on the successful experience regarding Labour Union relationships with the Milano World Expo 2015. The Bid Committee will establish a Framework Agreement with trade unions that will facilitate Games operations.

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.

NGOS AND OTHER ASSOCIATIONS SUPPORTING THE GAMES

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.



MILANO CORTINA 2026

Candidate City
Olympic Winter Games



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