REPORT
IOC EVALUATION COMMISSION
OLYMPIC WINTER GAMES 2026

STOCKHOLM ÅRE 2026

CANDIDATE CITY
OLYMPIC WINTER GAMES
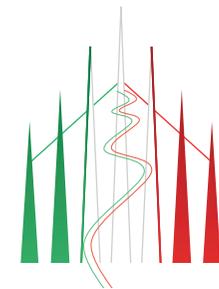
MILANO CORTINA 2026

Candidate City
Olympic Winter Games

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INTRODUCTION

INTRODUCTION

New era, new approach, new philosophy

The Candidate Cities for the Olympic Winter Games and Paralympic Winter Games 2026, Stockholm-Åre and Milan-Cortina, are **the first to benefit from the entire range of Olympic Agenda 2020/New Norm reforms** – the set of ground-breaking measures that have transformed the Games' bidding and hosting landscape.

The Candidate Cities have publicly expressed their appreciation for the Olympic Agenda 2020 reforms and cited the new flexibility as a major factor in their decision to apply to host the Games.

KEY PRINCIPLES OF OLYMPIC AGENDA 2020

- **Uniqueness of the Olympic Games**: ensure the Games remain the pinnacle event for all athletes

- **Athletes at the centre** with absolute commitment to delivering a magical Games experience:
  - Leveraging local sports culture, passion and expertise
  - Ensuring short distances between Olympic Village and training and competition venues

- **Games adapt to the city and not the reverse:** There is no one size fits all solution - Games to fully align with the city's long-term development plans

- **Affordability, sustainability and legacy** are absolute priorities and are embedded in the process from the very start
  - Maximum use of existing and temporary venues
  - Flexibility to use existing venues outside host cities or even host countries
  - New venues justified only if there is an operational post-Games legacy plan and a business case

"With Olympic Agenda 2020 we are revolutionising the way future Olympic Games are organised. In the past, bidding for the Olympic Games was like applying for a franchise. We asked potential hosts how they would change their cities in order to adapt them to the Olympic Games. Now we ask them how we can adapt the Games to best fit the long-term needs of their city or region."

Thomas Bach, IOC President

A Candidature Process based on partnership

Putting the Olympic Agenda 2020 philosophy into practice, the Candidature Process 2026 has been built on increased **partnership, flexibility and sharing of knowledge.**

Featuring a new one-year non-committal Dialogue Stage, the IOC worked hand in hand with Interested Cities and NOCs to help them develop Games projects and explore options to best fit their local context and long-term needs, supported by the Olympic Winter Sports International Federations.

As part of the new process, increased **technical services** were provided to each Interested City while lowering the number of deliverables, which resulted in a significant **cost reduction** in the candidature budgets.

COST REDUCTIONS

- Provision of **technical services** to the Cities at IOC cost
- **Fewer candidature deliverables**: only one formal submission in the Candidature Stage
- A **reduction in the number of Candidate City presentations** whilst ensuring Cities could present their plans to key Games stakeholders, with the **IOC contributing to travel and accommodation expenses:**
    - ANOC General Assembly, Tokyo, November 2018
    - AIOWF General Assembly, Gold Coast (Australia), May 2019 (By videoconference for cost and sustainability reasons)
    - IOC Technical Briefing & IOC Session, Lausanne, 24 June 2019

TECHNICAL SERVICES PROVIDED

More than **20 Olympic Games technical experts** supported the Cities in the development of their Games concepts, through the provision of over **30 on-site individual services**. This included individual workshops on:

- Games Concept: Sports and venue masterplan with a focus on athlete experience
- Sustainability and Legacy
- Finance, Legal Matters and Marketing
- Games Operations and Governance
- Technology and Energy

In addition, a special focus was placed on **stakeholder engagement and communications,** including targeted roundtables with local media.

75%
Projected candidature budgets 2026 over 75% lower than average budgets for 2018 and 2022 Candidates

The report

This report provides a thorough assessment of the two Candidate Cities through the lens of Olympic Agenda 2020 as a guide for IOC members ahead of the host city election on 24 June at the IOC Session in Lausanne.

CONTENT AND CRITERIA

The report identifies the **key opportunities and challenges** in each project across all areas that are critical to ensuring successful Olympic Winter Games:

- **Games experience** for all stakeholders, with a special focus on **delivering a magical, once-in-a-lifetime experience for athletes**;
- Unique **context**, **vision** and **concept** of each candidature
- **Sustainability, legacy** and **alignment** with existing city and regional development plans;
- The essential elements of **Games delivery**, including
    - Sport expertise
    - Transport and accommodation
    - Security
    - Finance
    - Governance structure
    - Support for the Games

Paralympic Games: Unless otherwise noted, all assessments in the report apply to both the Olympic Games and the Paralympic Games. The section on the Paralympic Games covers matters not addressed in the rest of the report and how specifically the plans promote greater social inclusion and accessibility.

Annexes: Olympic Agenda 2020 calls for independent third-party reports to support the evaluation. These are referred to in the annexes, and special attention is drawn to a study on **human rights** conducted by BSR (Business for Social Responsibility), a not-for-profit organisation.

Annexes also include photographs of and key information on proposed competition and non-competition venues.

The Evaluation Commission is extremely pleased to report that both Candidate Cities have fully embraced the Olympic Agenda 2020 philosophy.

Stockholm-Åre and Milan-Cortina represent two traditional winter sports countries and are home to some of the world's most iconic existing competition venues, each with a supply of experienced professional operators and knowledgeable volunteers.

As a result, athletes will enjoy outstanding conditions: world-class venues and short travel times between Villages and training and competition sites. The distances between clusters will require careful logistic planning to best support all stakeholder groups and, first and foremost, the athletes. This may lead to a small increase in accreditations overall to service competitions.

The Commission is pleased to confirm that the new philosophy of putting the athletes, legacy and sustainability at the heart of the Games concept is resulting in significant cost savings.

This report reflects the unanimous opinion of the Commission members and takes into account information received up to **21 May 2019**. Additional information received by the Commission will be shared with IOC Members before the election. In addition, the Commission will address the IOC membership on the day of the election.

The Evaluation Commission thanks and commends both Candidate Cities for their hard work, commitment and passion, and wishes them the best of luck.

- Over **80%** existing or temporary venues planned, compared to **60%** for the Candidate Cities for the Olympic Winter Games 2018 and 2022.
- Proposed Games organisation budgets on average **20% lower** than those of the 2018 and 2022 candidates.
- Projected candidature budgets 2026 over **75% lower** than average budgets for 2018 and 2022 Candidates

STOCKHOLM-ÅRE 2026

STOCKHOLM – ÅRE 2026

COMMISSION VISIT DATES:

12-16 MARCH 2019

GAMES CONCEPT

VISION

The Stockholm-Åre 2026 candidature envisions a transformative Games that will serve as a model for future Olympic Winter Games.

The project emphasises sustainability and legacy, a vision that is in line with Olympic Agenda 2020/New Norm.

The Swedish candidature sees hosting the Olympic Winter Games as a catalyst for promoting active and healthy lifestyles and encouraging more exercise and sports participation, especially among Sweden's youth, at a time when physical activity is declining.

The candidature team believes the Games will help develop a more integrated and inclusive society for all of the country's inhabitants, whatever their origin or background, including the large number of refugees and migrants that Sweden has received in recent years.

VISION

Stockholm-Åre 2026's vision is to create transformative Winter Games for the future that:

- Encourage more physical activity and sports participation to promote a healthy lifestyle among Swedish youth

- Create a more united, integrated and inclusive society for all Swedes

- Highlight Sweden's diversity and culture and promote the country as a great place to visit and do business

- Reaffirm Sweden's recognised leadership in sustainability

- Present an authentic and magical Swedish Olympic Winter Games experience for all stakeholders

- Create a new and responsible hosting model, setting new standards for innovation, sustainability, creativity and fiscal responsibility for future Olympic Winter Games

ALIGNMENT WITH EXISTING DEVELOPMENT PLANS

Stockholm-Åre's concept draws inspiration from the long-term development goals of the City's "Vision 2040 Stockholm for Everyone", a project which envisages greater availability of and access to sports venues, new job opportunities, a more inclusive society and new standards for sustainability.

While the Games vision aligns on a strategic level with the 2040 project, additional work and engagement are required with all stakeholders to provide details on how specific Games programmes will contribute to the longer-term goals of the Stockholm, Åre and Falun regions and the national government.

The Games project aims to support Stockholm's vision of becoming a modern and major global city through the use of cutting-edge technology, development of world-class venues, environmentally responsible event delivery, broader access to physical recreation, and enhanced civic pride and cohesion.

OPPORTUNITIES

- Build on Sweden's strong sustainability platform to become a true world leader in sustainability
- Promote sport, health and physical activity in Sweden at a time when historically strong sports participation is declining, especially among young people
- The Games could act as a catalyst for national goals of social development and inclusion/ integration

CHALLENGES

- Additional work and further engagement are needed on how specific Games programmes would support the long-term vision of the regions and national government

VENUE MASTERPLAN

Map taken from the Stockholm-Åre Candidature File

VENUE MASTERPLAN -
USE OF EXISTING AND TEMPORARY VENUES

Stockholm-Åre's masterplan is fully aligned with Olympic Agenda 2020/New Norm and draws mainly on existing venues with three new venues (speed skating, curling and cross country skiing/biathlon), in line with long-term development plans.

3
new

12
Competition
venues

6
existing

2
existing
(permanent works
required)

1
temporary

75% of competition venues existing or temporary

4
Olympic
Villages

- 2 planned Villages in Stockholm and Sigulda in line with long-term development plans
- 1 Village in Åre planned for tourism use
- 1 Village in existing hotels in Falun

MPC
in existing conference centre

VENUE MASTERPLAN

The concept is fully aligned with Olympic Agenda 2020/New Norm as it makes extensive use of existing competition and non-competition venues.

Of the 12 competition sites, 9 venues (75%) exist or are temporary. Many of the existing facilities are established World Championship and World Cup venues, such as the Åre ski resort, Falun Nordic centre, Sigulda sliding centre and Globe arena in Stockholm.

The venue masterplan is well thought-out and based on four main zones: **Åre, Stockholm, Falun** and **Sigulda (Latvia),** each with an Olympic Village. The Villages in Åre, Falun and Sigulda are conveniently located with short travel times to Games venues.

Åre, a picturesque lakeside mountain resort with 11,500 inhabitants located 600km northwest of Stockholm, would host Alpine and snowboard events, along with an athletes' village and a mountain media centre. Åre brings decades of winter sports experience and operational know-how, having hosted more than 120 World Cup events and three FIS Alpine World Championships, including the 2019 event.

Due to the large number of events and limited capacities, the Åre cluster could face operational challenges related to spectator transport and accommodation.

With its historic city centre and world-class venues, **Stockholm** would provide a vibrant urban setting and festive atmosphere for the Games. The Olympic Stadium, built for the 1912 Olympic Games, would serve as an iconic venue for big air and aerial competitions in the heart of the city, while the Slottsbacken avenue in central Stockholm would offer a magnificent backdrop for the medals plaza in the old town.

The inner-city attractions also feature the Hammarbybacken ski area, a landmark in the heart of Stockholm that would host the Alpine team event. Whilst this would provide a spectacular city event, further consideration needs to be given to the increased costs of adding another venue and pressure on the competition schedule (see "Competition Schedule" section).

The Opening Ceremony would take place at Stockholm's Friends Arena, a modern 51,000-seat multi-purpose stadium with a retractable roof. The Closing Ceremony is planned at multiple locations across the four Games clusters, an idea that requires further detail and study regarding operational feasibility and cost.

KEY FACTS AND FIGURES

- **4 main zones:** Åre, Stockholm, Falun and Sigulda (Latvia)
- **Åre**: Alpine skiing, freestyle skiing, snowboard
- **Stockholm:** Ice hockey 1 + 2, curling, speed skating, figure skating/short track, cross country skiing/ biathlon, Alpine team event, big air/aerials
- **Falun**: Nordic combined, ski jumping
- **Sigulda**: bobsleigh, luge, skeleton
- **12** competition venues (9 existing)
- **4 Olympic Villages:** Åre, Stockholm, Falun, Sigulda
- **Opening Ceremony:** Friends Arena (Stockholm)
- **Closing Ceremony:** Multiple locations

The main Olympic Village would house 2,700 athletes and officials in Stockholm's Barkarby district. The Village is part of a new private development project aimed at meeting the city's growing housing demands. While a letter of intent has been provided, a firm agreement for the construction of the Village and details of the amount to be paid by the OCOG to rent the units are still needed.

The world's press would enjoy excellent facilities in an MPC at the existing Stockholmsmässan Convention Centre. During its visit, the Evaluation Commission was notified that the IBC would be moved to a new conference centre to be built in the north of Stockholm close to the airport, as the Stockholmsmässan could not be secured for both the IBC and the MPC due to trade fair commitments.

A proposed new venue for cross-country skiing and biathlon – built on the site of an old quarry - would provide a post-Games recreational and grass-roots skiing facility in the Stockholm region. The Commission has expressed concerns regarding venue funding, remediation of the site and legacy use (see "Sustainability" and "Funding and Legacy use of new venues" sections). Alternative options of using existing World Cup venues in Falun and Östersund could be considered.

Due to the proposed high venue capacities in Åre and Hamra, transport management and planning will be vital. The Commission believes that venue capacities should be reassessed.

Falun, located 200 km northwest of Stockholm, is the heartland of Nordic sport in Sweden and the natural choice to host ski jumping and Nordic combined.

A regular stop on the World Cup circuit, Falun has hosted the FIS Nordic Ski World Championships four times, most recently in 2015, and offers a compact venue requiring little work for hosting Olympic competition.

As Sweden has no sliding centre, bobsleigh, luge and skeleton events would be held in **Sigulda**, 460 km southeast of Stockholm across the Baltic Sea in Latvia. This is in line with Olympic Agenda 2020, which encourages the flexibility to use venues outside the host country for reasons of sustainability and cost reduction. Selecting Sigulda gives Latvia an Olympic experience the country otherwise might never have a chance to enjoy.

The Sigulda track hosts regular World Cup events but would require some upgrades for the Games and future events. These improvements are planned irrespective of the Games as part of a national infrastructure programme.

OPPORTUNITIES

- Maximum use of existing or temporary facilities

- Many competition sites are established World Cup and World Championship venues

- MPC is planned in an existing well-located conference centre

- Should the new cross–country skiing/biathlon venue at Hamra face obstacles, Sweden has existing Games-ready venues in Falun and Östersund

CHALLENGES

- The use of the Hammarby venue for Alpine team event needs to be further evaluated on the risks (competition scheduling, costs) versus benefits (spectacular city event)
- The Hamra venue (biathlon/cross country skiing) needs further assessment regarding funding and legacy use (see "Funding and Legacy use of new venues" section)
- High venue capacities for Hamra (biathlon/cross-country skiing) and Åre (Alpine skiing, freestyle and snowboard) will need to be re-evaluated in view of potential transport challenges

FUNDING AND LEGACY USE OF NEW VENUES

The Swedish candidature has embraced the philosophy of Olympic Agenda 2020/New Norm by proposing to use 75% of existing or temporary competition venues.

The plan relies entirely on private sector investments for the new venues.

Two new permanent venues are being built irrespective of the Games and have strong legacy cases:

Curling Venue, Gubbangen

This venue is already under construction in the Gubbangen district of southern Stockholm. After the Games, the venue would be used as an arena for the sport of bandy and as a multi-purpose sports community centre.

Olympic Village, Barkarbystaden

The Village is part of the city government's long-term development plans for new housing in the Barkarby area and would deliver significant post-Games legacy in the growing district. The project is dependent on private developers. While a letter of intent has been provided, no firm agreement is yet in place for the construction of the Village or the amount to be paid by the OCOG to rent the units. Back-up funding details, should a private investor fail to materialise, have not been provided at this stage.

Two new permanent venues are to be built for the Games:

Hamra Nordic Centre

The local municipality aims to develop the Hamra area for year-round grass-roots sports and recreation by reclaiming the site of an old quarry. Creating a Nordic skiing centre that would serve the greater Stockholm region has the potential to create a true legacy.

The candidature stated that private investors would fund the proposed centre. At the time of writing this report, a letter of intent has been provided but a binding agreement is still to be received. The Commission feels further study is needed regarding post-Games running costs, remediation of the site and the rationale of building an Olympic-sized venue for recreational use.

Options exist for holding the cross-country and biathlon competitions at existing world-class venues in Falun and Östersund, respectively.

Barkarbystaden Speed Skating Oval

Barkarby, one of the fastest-growing communities in Sweden, aims to have a multi-sports facility to serve the area and city as a whole. The speed skating oval would be converted after the Games into a multi-sports ice arena, benefiting competitive and recreational sports in the region.

Private investment required for the venue is budgeted at USD 46 million. In the light of previous Games cost comparisons, the Commission feels that the capital investment budget should be carefully reviewed.

While a letter of intent has been provided, a binding contractual agreement with the venue developer needs to be signed and a more detailed business plan developed. The current post-Games operating budget relies on public subsidies for over 50% of the total, and are not yet confirmed.

In addition, the candidature expects that capital upgrades would be required at only four competition venues (bobsleigh/luge/skeleton, big air/aerials, freestyle/snowboard and Alpine skiing team event). However, it is likely that most existing venues will require some regular lifecycle upgrades before 2026, which could put additional pressure on the OCOG budget.

FUNDING AND LEGACY USE OF NEW PERMANENT VENUES

OPPORTUNITIES

- Games fully aligned with Olympic Agenda 2020/ New Norm - 4 new permanent venues:
  - Only 2 to be built for the Games:
    - cross country/biathlon
    - speed skating oval
  - The curling venue and housing development in Stockholm, part of which would be used as an Olympic Village, are planned to be built irrespective of the Games

CHALLENGES

- The Olympic Village in Stockholm is dependent on private developers with a letter of intent submitted. Back-up funding details, should a private investor fail to materialise, have not been provided at this stage
- The Commission has concerns regarding the construction and viability of the financial model for:
  - Speed skating oval: depends on private investor. Capital expenditure budget seems significantly underestimated. Legacy operating budget relies for over 50% on public subsidies, which are not yet confirmed
  - Cross country/biathlon: a letter of intent has been provided but a binding agreement is still to be received. Further assessment is required regarding post-Games operating costs, remediation of the site and the rationale of building an Olympic-sized venue for recreational use. There are options at existing world-class venues in Falun (cross-country) and Östersund (biathlon)
- Assumption that only four competition venues will require capital upgrades may be optimistic. Further investment may be required, which could impact the OCOG budget

OTHER LEGACIES

The "human legacy" of the Games is considered as important as, if not more than, the venue legacy by Stockholm-Åre 2026. The Games align with Sweden's social ambitions of inclusion and integration, especially at a time when the country has accepted a large number of immigrants.

Sweden aims to use the Games as a catalyst to bring about healthier and more active lifestyles. As a winter sports nation, Sweden can inspire the next generation of athletes through hosting the Games.

Hosting the Games would open opportunities to build up sports at the grass-roots level and help address the decline in physical activity among Sweden's young people. The nation's 20,000 sports clubs offer an ideal base for instilling the Olympic values of education, culture and physical activity.

More work and engagement with stakeholders are recommended to fully align Games legacy ideas with the long-term vision of the country and regions.

OPPORTUNITIES

- Sweden is a winter sports nation that can use the Games to inspire the next generation of athletes and build sport and physical activity
- The Games would act as a catalyst for social development and inclusion/integration

CHALLENGES

- Further work and engagement with stakeholders are required to fully align Games legacy ideas with the long-term vision of the regions/country

SUSTAINABILITY

Sustainability is a central component of the Swedish candidature and underpins the vision to create a new model for the Olympic and Paralympic Winter Games. The Games concept ties in well with the principles of the IOC's sustainability strategy and Olympic Agenda 2020.

Sustainability is an integral part of Swedish national culture and a core theme of public and corporate policies. Hosting the Games would allow Sweden to showcase its strong track record and global reputation for innovation in the sustainability field.

A combined Sustainability and Legacy Department would be established within the OCOG, including experts from NGOs, public agencies and the academic and business worlds. An external sustainability and legacy committee would serve as an independent watchdog to oversee the efforts, and would report its findings to the public.

Sweden aims to deliver "climate-positive" ultra-low-carbon Games based on sustainable transport, clean energy and other strict carbon compensation measures.

The Games concept makes optimum use of existing and planned venues and infrastructure, with no significant impact envisaged on features of importance for biodiversity or cultural heritage. However, three existing venues (Åre, Sigulda and Falun) are located in or adjacent to protected nature areas. Particular care in planning and operational activities will be needed.

The proposed Hamra cross country/biathlon venue in Botkyrka is located on the site of an old quarry. A substantial amount of rock and mitigation work is required. This raises potential issues of soil contamination and impact on the water quality of a nearby lake.

In common with all major cities, Stockholm experiences some issues with air quality, but in the context of the Olympic Winter Games and across the mountain regions there are no major concerns in this regard.

OPPORTUNITIES

- Sweden has a strong global reputation in the sustainability field and can be expected to offer world-leading expertise and innovation
- Games concept responds well to sustainability principles in Olympic Agenda 2020/New Norm
- Low environmental impact anticipated due to use of existing venues and appropriate siting of the new venues

CHALLENGES

- Three venues (Åre, Falun and Sigulda) are in or adjacent to protected nature areas – requiring extra care to avoid environmental impact
- Development of Hamra venue out of an old quarry could encounter risks related to contaminated land and water quality protection

GAMES DATES AND COMPETITION SCHEDULE

Weather conditions are generally favourable for winter sports during the proposed dates, with temperatures sufficiently low for snowmaking as from November in Åre and Falun.

Windy conditions could affect the competition schedule in Åre, as seen during previous World Cup and World Championship events.

Weather conditions for cross-country skiing and biathlon in the Stockholm region could be impacted due to the proximity to the sea.

Due to Sweden's northern location, there would be significantly less daylight than at recent Games – over two hours less at the beginning and about 90 minutes less at the end of the Games. This will have an impact on the timing of the competitions and the contingency in the event of adverse weather.

Field of play lighting would be provided for multiple competitions: biathlon, ski jumping/Nordic combined, cross country skiing, moguls, halfpipe, aerials, big air and Alpine team event.

The competition schedule for the Åre cluster will require detailed planning due to the large number of events being hosted there in Alpine, freestyle and snowboard, and the impact on city operations. On peak days, the pressure of up to 22,500 spectators could be significant.

Holding the Alpine team event in Stockholm means the Åre ski programme would need to finish by Day 13 (instead of Day 14) of the Games in order to move the athletes down to the capital. This would take one contingency day out from the beginning of the Games.

Sweden's strong experience in hosting winter sports competitions would reduce the reliance on test events to prepare for the Games. In line with Olympic Agenda 2020, the candidature aims to leverage existing annual events to reduce the budget impact.

The candidature committee has confirmed it can be flexible with the dates for the Games.

OLYMPIC GAMES: 6 – 22 FEBRUARY 2026
PARALYMPIC GAMES: 6 – 15 MARCH 2026

OPPORTUNITIES

- Favourable winter conditions overall during proposed dates
- Temperatures sufficiently low for snowmaking starting in November

CHALLENGES

- Windy weather conditions in Åre can impact the competition schedule, as experienced at previous World Cup and World Championship events
- Competition schedule for Åre cluster requires further operational planning due to high volume of events and venue capacities
- Due to the northern latitude, the amount of daylight is significantly less than for previous Games, affecting the competition schedule and potential need for additional field of play lighting

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GAMES EXPERIENCE

ATHLETE EXPERIENCE

Stockholm-Åre 2026 presents a concept that would optimise the athlete experience and contribute greatly to the success of the Games.

Athletes would benefit from world-class plug-and-play venues, authentic winter sports conditions, proximity to training and competition sites, and cutting-edge technological innovations.

Olympic Winter Games in Sweden would feature athletes competing in packed arenas in front of knowledgeable, passionate and lively fans.

Many competition sites are World Cup and World Championship venues where athletes would have already competed and feel at home.

Stockholm would provide a dynamic and historic city backdrop, with athletes competing in Alpine skiing in the heart of the capital, and big air and aerials in the 1912 Olympic Stadium.

Stockholm's highly rated public transport system would be at the service of athletes to explore the city.

A special athlete app would be developed to give users a more personal and streamlined platform.

Athletes in Åre, Falun and Sigulda would be housed very close to their competition venues.

While medals plazas are planned in Stockholm, Åre and Sigulda, further solutions should be proposed for athletes in all clusters to feel part of the wider Olympic experience and participate in some way in the Opening and Closing Ceremonies.

The nature of the venue masterplan means that NOCs and IFs would need extra staff to provide optimal support to athletes across the four venue clusters (in the case of the NOCs approximately 10% overall).

OPPORTUNITIES

- Central Stockholm provides dynamic inner-city atmosphere and historic backdrop
- Excellent public transport infrastructure offers options for athletes to explore the city
- Olympic Villages in Åre, Falun and Sigulda are very close to the competition venues
- Many existing venues are established World Cup and World Championship competition sites
- Knowledgeable volunteers and passionate winter sports fans in Sweden
- Technology and athletes' app to enhance the experience and provide athletes (before and during the Games) with relevant information

CHALLENGES

- Best possible athlete experience must be ensured at venue clusters outside Stockholm in Åre, Falun and Sigulda, especially with respect to participating in the Ceremonies
- NOCs and IFs will require additional staff to ensure optimal support to athletes across the four clusters

OLYMPIC VILLAGE

The Games' concept relies on the use of four Olympic Villages serving the main clusters in Åre, Stockholm, Falun and Sigulda. All four Villages would meet the projected number of beds required for the Games.

The main Olympic Village in Stockholm would comprise 2,700 beds as part of a planned new residential development in Barkarby, 20km northwest of the city centre. While a framework agreement has already been made in this respect by the relevant authorities, the project is dependent on private developers, with a letter of intent but no firm commitment yet in place for the construction of the Village or the amount to be paid by the OCOG to rent the units.

The Village in Åre would house 1,700 Alpine, freestyle and snowboard athletes and officials in a new development, a joint venture between the resort owner and private construction companies. There is a letter of intent, but no firm guarantees for this development are yet in place.

Falun's Village would consist of 300 beds in an existing, privately-owned hotel.

In Sigulda, the 600-bed Village would be part of a new local private housing development.

Athletes would benefit from the proximity of the Villages to their training and competition venues, particularly those in Åre, Falun and Sigulda. Travel time would be 30 minutes or less to 6 of the 12 competition venues, including 10 minutes or less to four of the sites.

KEY FACTS AND FIGURES

4 Olympic Villages:
- Stockholm (2,700 beds)
- Åre (1,700))
- Falun (300)
- Sigulda (600)
- All competition venues located **within a maximum 60-minute drive from the closest Village,** with an average travel time of less than 30 minutes

OPPORTUNITIES

- Four Villages meet the projected number of beds needed to house the athletes in each cluster

- Villages in Stockholm, Åre and Sigulda are planned irrespective of the Games as part of local development plans

CHALLENGES

- The Olympic Villages in Stockholm and Åre are dependent on private developers, with no firm agreements yet in place. Back-up funding details, should a private investor fail to materialise, have not been provided at this stage

MEDIA EXPERIENCE

The Swedish candidature offers a strong media concept, promising optimal working conditions, facilities and services for the world's accredited Olympic media.

The proposed Main Press Centre (MPC) in Stockholm is conveniently located in the Stockholmsmässan exhibition centre, less than 10km from most city competition venues. The complex is also 10 minutes by commuter train from the central station.

The centre provides ample space for the MPC and offers a high degree of flexibility for layouts and shared facilities. The centre's existing contractors and expertise would facilitate the fitout and technical support.

During its visit, the Evaluation Commission was notified that the IBC would be moved to a new conference centre to be built in the north of Stockholm close to the airport, as the Stockholmsmässan could not be secured for both the IBC and MPC due to trade fair commitments. This will increase the travel times to most venues for broadcasters.

Media would be accommodated in existing hotels close to the IBC, MPC or sports venues.

The Commission recommends that the existing Venue Media Centre space at the Globe be used as the MPC for the Paralympic Games. This would allow for an earlier hand-back of the MPC space at the Stockholmsmässan centre.

KEY FACTS AND FIGURES

- MPC located at Stockholmsmässan exhibition centre, less than 10km from most city competition venues
- IBC located at new conference centre to be built near the airport in north of Stockholm
- Mountain Media Centre in Åre for Alpine skiing, freestyle and snowboard
- Media accommodation in existing hotels
- Media working facilities in Falun and Sigulda

The distances between Stockholm and the other main clusters (Åre, Falun and Sigulda) raise travel and logistical challenges for the media. Many media companies would need to rethink their traditional coverage strategies, as travelling back and forth on a regular basis between the zones would be difficult.

In recognition of the distances, the candidature plans to provide suitable media facilities at each of the clusters.

Åre would be served by a full-scale Mountain Media Centre. Additional media facilities for the sliding sports are planned in Sigulda in a 3,430 m2 cultural centre. An indoor arena adjacent to the ski jump/Nordic combined venue would serve as a media centre in Falun.

Media accommodation outside Stockholm would need careful scoping to ensure that Åre and Falun can provide the required number of rooms to meet media needs. Media transport would also need careful planning to give media organisations the options to choose between being based at specific venues or travelling to them daily or on a case-by-case basis.

OPPORTUNITIES

- Existing Stockholmsmässan Conference Centre would offer a prime location for MPC
- Existing convention centre contractors and expertise are available for MPC fit-out
- The Commission recommends that the Venue Media Centre at the Globe arena serve as the MPC for the Paralympic Winter Games, allowing earlier hand-back of the MPC space at the Stockholmsmässan
- Existing Mountain Media Centre available in Åre
- Sweden has wide experience of staging World Championships and World Cup events, including a high standard of media operations

CHALLENGES

- Limited media accommodation in Åre and Falun
- The Stockholmsmässan centre would have space during the Games only for the MPC due to trade fair commitments. As a result, the IBC would be moved to a new conference centre to be built in the north of Stockholm. Moving the IBC to this site would result in longer travel times to competition venues for broadcasters

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SPECTATOR EXPERIENCE

Stockholm-Åre 2026 promises an "immersive" experience for spectators that would bring the Games to life in dynamic ways. Sweden aims to leverage its digital and technology expertise to create a "wow factor" for fans on site and those watching at home.

The candidature plans to combine a traditional Swedish "Winter Wonderland" atmosphere with cutting-edge technology in and around venues. Augmented reality would promote the Games experience outside the arenas, and live sites would be located in iconic venues of Stockholm such as the Kungstradgarden park and Slottsbacken avenue near the Royal Palace.

Central Stockholm would provide a lively atmosphere for spectators in the heart of the capital, while Åre offers the appeal of a small mountain resort.

A cultural programme would be developed with local museums in Stockholm to highlight Sweden's rich history, from the days of the Vikings to today's modern culture.

A significant share of tickets would be made available at affordable price ranges for all income groups.

Spectator transport and accommodation

Spectators would benefit from convenient and efficient transport in Stockholm. Stockholm's Arlanda Airport (ARN) is well connected, with direct flights to 77 international cities. A high-speed train service links the airport with downtown Stockholm in 20 minutes.

Spectators would be encouraged to make maximum use of Stockholm's public transport system, ranked among the best in the world. Ticketed spectators would be able to travel free on public transport on the day of the event within Stockholm county.

Limited information has been provided so far concerning spectator transport operations from Stockholm to other clusters.

Travel from Stockholm to Åre and Sigulda will require advanced planning by spectators; information and assistance from the organisers will be key in this respect.

In terms of accommodation, sufficient hotel rooms are available for spectators in Stockholm and Sigulda. Capacities are limited in Falun and Åre, where almost all star-rated rooms would be needed for Games stakeholders, and spectators would need to rely on alternative accommodation.

KEY FACTS AND FIGURES

- Live sites located at iconic Stockholm city venues including Kungstradgarden park and Slottsbacken avenue
- Free public transport in Stockholm for spectators with tickets
- Stockholm is highly rated as a technology hub

SPECTATOR EXPERIENCE

OPPORTUNITIES

- Central Stockholm provides a dynamic inner-city atmosphere

- Stockholm can leverage its technology proficiency to enhance the spectator experience

- Stockholm airport is well connected internationally

- Spectators will benefit from a very efficient public transport system to access competition venues within Stockholm. Ticketed spectators will travel for free with public transport on the day of the event within the Stockholm region

- Sufficient room inventory for spectators in Stockholm and Riga/Sigulda

CHALLENGES

- Limited information on capacity of public transport from Stockholm to other venue cities, particularly travel to Åre and Sigulda; advanced planning and assistance from the organisers will be key

- Hotel capacities are limited in Falun and Åre, where almost all star-rated rooms would be needed for Games stakeholders and spectators would need to rely on alternative accommodation

PARALYMPIC GAMES

PARALYMPIC GAMES

Stockholm-Åre 2026 presents a solid vision and concept for hosting successful Paralympic Winter Games.

The OCOG's overall vision applies to both the Olympic and Paralympic Games, including the aims of increasing social inclusion and promoting physical activity.

The Paralympic Games would help boost participation in Para winter sports, drive involvement of young people with impairments in sports clubs, inspire Swedish citizens and create a legacy of inclusion, acceptance and hope, in line with the City of Stockholm's Vision 2040 goals.

The concept includes a good balance of six sports in two clusters, with Stockholm hosting Para biathlon, Para cross country, Para ice hockey and wheelchair curling, while Åre would host Para Alpine skiing and Para snowboard events.

The concentration of sports venues in Stockholm and Åre should enhance the Games atmosphere for athletes and spectators.

While improvements are planned to make venues more accessible for Para sport, most upgrades are temporary and would not remain as a legacy.

The Commission supports using the Para ice hockey venue media centre at the Globe arena as the MPC for the Paralympic Games. This would allow for an earlier hand-back of the MPC space at the Stockholmsmässan centre.

The two athletes' villages for the Paralympic Games in Stockholm and Åre would be new developments meeting EU and Swedish accessibility standards. The number of accessible beds at the villages would need to be confirmed following further analysis.

The Paralympic Games would be fully integrated into the structure of the OCOG and represented at all key leadership levels.

KEY FACTS AND FIGURES

- **Dates:** 6-15 March 2026
- Nine days of competition
- All venues accessible for both Olympic and Paralympic Games
- **6 sports in two clusters**
- **Stockholm:** Para biathlon, Para cross country, Para ice hockey, wheelchair curling
- **Åre:** Para Alpine skiing, Para snowboard.
- **Opening Ceremony:** Tele2 Arena, Stockholm
- **Closing Ceremony:** Kungstradgarden park, Stockholm
- **Paralympic Villages (2):** Stockholm, Åre
- Only one competition venue different from the Olympic Games (Para ice hockey)

PARALYMPIC GAMES

Transport for Paralympic stakeholders is planned to be fully accessible. Spectators with tickets would be able to travel free on the day using Stockholm's public transport network.

Sweden plans to introduce new annual World Cup events in all Paralympic winter sports and to host several World Championships in the 2022-2023 season, providing a solid pathway for Para winter sports in the lead-up to the Games.

OPPORTUNITIES

- Social inclusion and increase in youth participation in Para sport are the main goals

- Solid pathway exists for organising Para winter sports in the lead-up to the Games

- Good Games atmosphere with concentration of sports in Stockholm and Åre

- Public transport in Stockholm is fully accessible

CHALLENGES

- Improvements to the venues to make them more accessible will be mostly of a temporary nature and will not remain as a legacy

- Number of accessible beds at Paralympic Villages will need to be confirmed

GAMES DELIVERY

SPORTS EXPERTISE

Sweden is a winter sports country with a strong track record of experience and expertise in hosting winter sports events.

Swedes have winter sports in their DNA and boast a long tradition of hosting nearly every winter sports discipline.

The array of established venues ranges from the snowy mountain peaks of Åre, to the towering ski jumps of Falun, to the modern indoor arenas and stadiums of Stockholm.

Over the past 10 years, Sweden has hosted World Championships or World Cups in 9 out of 15 of the Olympic winter sports. Among the proposed Olympic venues:

- Åre hosted the FIS Alpine World Championships for the third time in February 2019.
- Falun has hosted the FIS Nordic Ski World Championships four times, most recently in 2015.
- The Globe arena in Stockholm is the home of two professional hockey clubs and has hosted the Ice Hockey World Championships four times.

Established venues provide plug-and-play solutions that facilitate Games planning and delivery. Many venues have experienced and professional management staff, which reduces the costs and complexities in keeping with Olympic Agenda 2020.

Latvia has a strong tradition of sliding sports (mostly luge) in Sigulda, 53km from the capital city Riga. The sliding track opened in 1986 and has hosted World Luge Championships in 2003 and 2015 and multiple European Luge Championships, as well as the opening race of the 2018/19 Bobsleigh World Cup. Latvia has a rich heritage in sliding sports, with all nine of its medals at Olympic Winter Games coming in luge, bobsleigh and skeleton.

The Games can capitalise on the vast operational experience of Stockholm Live, which operates five arenas - including the Globe, Tele 2 and Friends Arena - hosting about 350 events and three million visitors annually. Sweden possesses the event management, venue workforce and volunteer experience to organise successful Olympic Winter Games.

OPPORTUNITIES

- Sweden has extensive experience in hosting international winter sports competitions, having staged major events in nine out of 15 sports/disciplines over the past decade

- Many venues have experienced and professional venue management teams, thereby reducing the costs and complexities in keeping with Olympic Agenda 2020/New Norm

- The established venues provide plug-and-play turnkey solutions that facilitate Games planning and delivery

- Sweden possesses the workforce and volunteer experience in hosting winter sports competitions

TRANSPORT

The Games transport strategy relies mainly on existing road networks and public transport systems, with few upgrades or new projects planned or needed. The Games can leverage Stockholm's superior public transport system, ranked No. 2 in the world.

The fully accessible network includes a metro system, suburban rail, light rail and multiple bus routes.

Free public transport to the venues is planned for the Games workforce and ticketed spectators in Stockholm county. Two Metro line extensions will be completed by 2025, further facilitating Games transport.

Eight out of 12 competition venues are located in Stockholm, thereby benefiting from the public transport system.

For athletes, the average travel time between the Olympic Village and competition venues in Stockholm is less than 30 minutes.

Only high-level plans have been presented for traffic management measures. Further detailed work is required in order to ensure the projected travel times would be met.

In both Åre and Sigulda, travel times between the Villages and competition venues range between 5 and 12 minutes.

Stockholm's Arlanda airport has strong national and international connections and would serve as the Games' gateway.
Distances and travel times between Stockholm and the other main zones:

- **Åre**, 623km: 60-minute flight, plus 80-minute drive, or 7-hour train trip
- **Falun**, 223km: 2-hour, 45-minute drive or 2h35 by rail
- **Sigulda**, 571km: 70-minute flight to Riga, plus 60 minutes by road.

KEY FACTS AND FIGURES

- Stockholm's public transport system is ranked second in the world (according to Arthur D. Little's mobility index)
- The city has a relatively favourable traffic environment (92nd in the TomTom index)
- Public transport in Stockholm is considered almost fully accessible
- Six of the eight competition venues in Stockholm and the major non-competition venues are adequately served by public transport
- All urban rail (Metro, suburban rail and tram) in Stockholm is electric. All buses use low-emission fuel. Strong walking and cycling culture

As Åre has a very limited urban public transport and road network, it would be challenging to manage 22,500 spectators on peak days.

The candidature team has not presented detailed plans on how Games stakeholders, workforce and spectators would travel between the clusters. This remains a key concern.

OPPORTUNITIES

- Games transport will rely mostly on existing road networks and public transport systems
- 8 of 12 competition venues are located in Stockholm and will benefit from public transport connections
- Gateway airports will comfortably handle the Games demand

CHALLENGES

- Stockholm-Åre has presented only a very high-level traffic management plan designed to ensure reliable travel times within Stockholm (more detailed work on appropriate traffic measures is required)
- Further work required on transport plan for Games stakeholders and spectators for travel between Stockholm, Falun, Åre and Sigulda (frequency, capacity and budget impact)

ACCOMMODATION

Stockholm-Åre 2026 has developed an accommodation plan that meets the Games needs of 24,000 rooms. The existing inventory includes a total of over 50,000 rooms within 50km of Stockholm, Åre, Falun and Riga/Sigulda.

The largest number of hotel rooms are within 10km of Stockholm, with excellent public transport connections. High-capacity hotels would facilitate transport and other Games operations.

The spread of room inventory across four clusters requires careful operational planning.

While Stockholm and Riga/Sigulda have sufficient space, the number of rooms in Åre and Falun is on the low side. Due to the distances between the venues, certain stakeholders would need rooms in both Stockholm and Åre.

In Åre and Falun, as nearly all star-rated hotel rooms would be needed for Games stakeholders, spectators and workforce would need to rely on alternative accommodation. In Åre, a substantial number of privately-owned condominiums, apartments and residences would be available to rent by spectators. However, further work is needed on managing the allocation of this private housing.

KEY FACTS AND FIGURES

Total existing hotel inventory of over 50,000 rooms:
- Stockholm – **37,000 rooms**
- Åre – **4,300 rooms**
- Falun – **2,400 rooms**
- Riga/Sigulda - **6,600 rooms**

Total guaranteed rooms: 25,500 rooms (Games needs: 24,000 rooms),
- Stockholm – **20,700 rooms**
- Åre – **1,800 rooms**
- Falun – **1,900 rooms**
- Riga/Sigulda – **1,100 rooms**

OPPORTUNITIES

- Sufficient existing hotel room inventory within Stockholm and Riga/Sigulda to meet Games needs
- Sufficient accommodation for spectators in Stockholm and Riga/Sigulda
- Most hotel rooms within 10km of Stockholm, with excellent public transport connections
- Many high-capacity hotels would facilitate transport and other Games operations
- A significant number of privately-owned condominiums, apartments and residences would be available for rent by spectators in the Åre region. More work is required to manage the allocation of this private housing

CHALLENGES

- Spread of room inventory across four clusters requires careful operational planning
- A large portion of the hotel rooms in Åre and Falun would be used by stakeholders, leaving limited hotel capacity for spectators and workforce

SAFETY AND SECURITY

Stockholm-Åre 2026 proposes a best-practice security strategy that is consistent with those implemented successfully at previous Games. The Swedish Security Services, National Police and OCOG would work together to ensure the delivery of safe and secure Games.

Both Latvia and Sweden are considered "moderate-low'" threat environments for terrorism and enjoy relatively low crime rates. If necessary, Sweden has the manpower and capability to intensify security operations to meet higher threat levels.

The national government acknowledges that security will be taken care of by the relevant Swedish authorities to ensure the peaceful celebration of the Games.

The security approach maximises existing arrangements as it is part of a national security effort rather than a city or regional effort. It is based on effective, risk-based unified command, and is designed to be adaptable to meet any threats.

Details of the cooperation with Latvia should be further developed.

OPPORTUNITIES

- Security strategies outlined so far are appropriate and should result in a low-risk environment for the Games
- Both Sweden and Latvia are considered "moderate-low" threat (terrorism) and enjoy relatively low crime rates
- The security approach is based on a national security effort (as opposed to a city or regional effort), maximising existing arrangements

CHALLENGES

- The cooperation with regard to planning and operations with Latvia to be further developed

GAMES ORGANISATION BUDGET - OVERVIEW

GAMES ORGANISATION BUDGET (USD 2018)

REVENUE	USD (000)	%	EXPENDITURE	USD (000)	%
IOC Contribution	452 000	30	Venue Infrastructure	176 297	12
Top Programme (Gross)	300 000	20	Sport, Games services & Operations	340 187	22
Domestic Sponsorship (Gross)	288 684	19	Technology	239 520	16
Ticket Sales	289 408	19	People Management	321 124	21
Licensing & Merchandising	68 938	5	Ceremonies & Culture	48 152	3
Government Contribution	0	0	Communication, Marketing and Look	51 877	3
Lotteries	0	0	Corporate Admin. and Legacy	51 509	3
Other Revenues	118 360	8	Other Expenses	165 819	11
			Contingency	122 867	8
Total Revenue	**1 517 389**	**100 %**	**Total Expenditure**	**1 517 352**	**100%**

SURPLUS: USD 37 000

GAMES ORGANISATION BUDGET - REVENUE

Sweden's strong economy and solid growth in key industries offers a good platform for a successful Games marketing programme.

The IOC contribution from the TOP sponsorship programme and broadcast revenues of USD 652m (USD 2026) has not been appropriately discounted to 2018 USD values. If discounted, this would create a significant gap in the 2018 USD budget.

The candidature has projected TOP Programme revenues of USD 300m. However, the IOC had advised a figure of USD 200m to be used in the budget and cannot guarantee a higher figure at this point. To close the gap, increased revenue through the domestic programme would need to be secured.

Projected revenue from domestic sponsorship includes: Tier 1 (USD 60m), Tier 2 (USD 12m) and Tier 3 (USD 3m). The Tier 2 and 3 figures appear on the low side.

The Swedish economy is relatively strong, with a high per capita GDP and solid growth in key industries. However, the scale of the national economy and market could limit revenue generation.

Revenue opportunities could be increased by extending the rights into other NOC territories, especially the Nordic markets. The Swedish NOC has created a precedent by recently securing an airline partnership across Scandinavia.

With the goal of achieving full stadia, the candidature offers the potential for a strong domestic market for tickets. The planned ticket prices appear on the high side. A strong communications programme around ticketing might be needed (the recent Åre FIS World Championships were not sold out).

OPPORTUNITIES

- The Swedish economy is relatively strong with a high per capita GDP and solid growth in key industries
- Potential opportunities for extension of sponsorship rights into neighbouring territories is a strong possibility and will help increase revenues
- Ticketing: strong domestic interest in winter sports

CHALLENGES

- Lack of discounting of IOC contribution creates a significant reduction of revenue in 2018 USD. If discounted, this would create a significant gap in the 2018 USD budget
- Significant risk inherent in assumption of additional USD 100m from the TOP Programme (which cannot be guaranteed by the IOC); this will need to be addressed by securing increased revenue through the domestic programme
- Scale of the Swedish economy and market may prove to be a limiting factor in revenue generation
- Ticketing: Prices look on the high side; a strong communications programme would be needed

GAMES ORGANISATION BUDGET - EXPENDITURE

The Stockholm-Åre 2026 candidature is based on Games that are financed 100% by the private sector.

Sweden's experience in hosting international events in many of the proposed Games venues is an advantage, reducing operational risks. The use of existing venues takes full advantage of Olympic Agenda 2020.

The candidature can benefit from Sweden being home to many leading international companies with expertise in technology, telecommunications and other areas relevant to delivering successful Games. Some companies have already lent their support to the candidature and expressed interest in supporting the Games. Further engagement is required in this field.

Development of the proposed budget has lacked depth and resources from relevant functional areas, resulting in a higher overall level of financial risk. Some key venue use rental agreements that can have significant budget impact, including for the Olympic Village in Stockholm, have not yet been secured.

The relevant authorities have submitted guarantees to provide public services at "the same levels of services as for other residents and events". The OCOG budget has made provision for incremental costs for public services over and above these levels. The impact on the OCOG budget of the incremental costs and the scope of public services and tax legislation (see "Legal Matters" section) requires further assessment and detailed discussion with the relevant public authorities.

The Games Delivery guarantee would be provided through a multi-layer mechanism combining different types of safeguards to include corporate guarantees, insurance and a contingency reserve. As of the time of writing, the names of the corporate guarantors, as well as their level of financial contributions, remain to be determined.

The proposed OCOG budget projects total expenditures of USD 1.52 billion. The 8% contingency is considered low given the state of the budget preparation and the risks outlined both above and in the revenue section.

OPPORTUNITIES

- Recent experience in hosting World Cups and World Championships at proposed Games venues contributes to decreased operational risk

- Sweden is home to highly successful international corporations with expertise in areas relevant to hosting the Games. This offers opportunities for the OCOG to harness the expertise for Games planning and delivery

- The full effect of Olympic Agenda 2020 should help cost management and containment

CHALLENGES

- OCOG budget developed without input of specialists in areas that have significant budget impact (e.g. energy and technology), resulting in an increase of overall level of financial risk

- Some key venue use rental fees (e.g. Olympic Village) that can have significant budget impact have not yet been agreed

- The impact on the OCOG budget of tax legislation and the incremental cost of public services over and above "the same levels of services as for other residents and events", needs to be further assessed

- The Games Delivery guarantee to be provided by insurance companies and private guarantors is still a work in progress

- The contingency provision (8%) is considered low given the state of budget preparation and risk outlined above

LEGAL MATTERS AND COMMITMENTS

The Municipality of Åre is proposed as the signatory of the Host City Contract (HCC), along with the Swedish NOC. The municipality of Stockholm has stated that it would not sign the HCC.

The City of Stockholm would rent out the sports facilities necessary for the Games and "provide its public services at the same level and at the same conditions as any other event within the city's boundaries".

Having only Åre as a signatory of the HCC, without Stockholm, will require strong financial support from private guarantors to ensure fulfilment of the contractual requirements and delivery of the Games.

Whilst open to fully private Games, the Commission believes that the model envisaged by the bid requires more detailed study.

While Sweden offers a robust legal framework for hosting the Games, several guarantees are limited to declarations of support and do not reflect legally binding commitments.

Sweden's existing tax framework allows for non-resident Olympic stakeholders to carry out their Games-related activities without adverse VAT implications.

There is a risk that non-resident Olympic stakeholders with personnel working temporarily in Sweden to deliver the Games could meet the "permanent establishment" classification and thus be required to pay corporate tax in Sweden.

OPPORTUNITIES

- Robust legal framework that would support the organisation of the Games
- Existing tax framework allows non-resident Olympic stakeholders to perform Games-related activities without any adverse VAT implications

CHALLENGES

- The Municipality of Åre is proposed as the signatory of the Host City Contract, without Stockholm. This would require strong financial backing from other (private) guarantors that has not been provided at this stage
- Several guarantees are limited to declarations of support and do not reflect legally binding commitments
- Tax risk of "Permanent Establishment" status in Sweden may be significant for non-resident Olympic stakeholders

GOVERNANCE STRUCTURE – GAMES AND LEGACY DELIVERY

Stockholm-Åre 2026 presents a fully private governance model for delivering the Games.

The OCOG would be established as a private limited liability company controlled by the NOC, National Paralympic Committee and private sector, and would be the single body responsible for planning and delivering the Games.

The NOC would own at least 51% of the company and would at all times hold more than 67% of the voting rights in the OCOG. Other shareholders would include guarantors (leading large cap corporate entities and insurance companies in Sweden). The legal implications of the proposed governance structure require further study.

Implementation of the sustainability strategy for the Games would be overseen by a Sustainability Committee made up of external experts, NGOS, community groups and private sector representatives.

OPPORTUNITIES

- One private entity empowered to deliver the Games (OCOG) should facilitate decision-making

CHALLENGES

- The legal implications of the proposed governance structure require further study
- Greater interface would be needed between OCOG and public entities for the delivery of public services

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SUPPORT FOR THE GAMES

The candidature has the support of two main political parties (Social Democrats and Moderates) at the national government level. Prime Minister Stefan Lofven supports the project, and his government has provided the national guarantees on security, customs, immigration and other government services for the Games.

The Latvian government also supports the Games, and has provided the relevant guarantees with respect to use of the sliding centre in Sigulda.

The Governors of Stockholm County, Dalarna (Falun) and Jamtland (Åre) support the candidature, as do the City Councils of Åre, Falun and Sigulda.

The Municipality of Stockholm has confirmed its wish to act as a venue city, having agreed to rent out venues necessary for the Games, but does not wish to act as an official Host City.

The future OCOG aims to involve civil society and NGOs during the planning of the Games. Stockholm-Åre 2026 has already signed an agreement with trade unions to safeguard human and working rights.

KEY FACTS AND FIGURES

National Government	• Government-related services guaranteed, including:
	   • Security
	   • Customs and Immigration

Stockholm County, Dalarna County (Falun) and Jämtland (Åre) County	• Public services guaranteed at "the same levels as for any other resident living, international traveller visiting, or event taking place, respectively within its boundaries"
City of Åre	• Public services guaranteed at "the same levels as for any other resident living, or event taking place, within its boundaries"
City of Stockholm	• Public services guaranteed at "the same level and at the same conditions as any other event within the city's boundaries"

OPPORTUNITIES

- Swedish and Latvian governments supportive of the Games including provision of relevant guarantees
- Regional Governors of counties incorporating Stockholm, Falun and Åre support the Games, as do the City Councils of Åre and Falun
- NGOs to be represented on OCOG committees
- Agreement signed with trade unions

CHALLENGES

- The City of Stockholm would not sign the HCC and has stated that it would "provide its public services at the same level and at the same conditions as any other event within the city's boundaries".

PUBLIC SUPPORT AND ENGAGEMENT

The latest public opinion poll conducted for the IOC in March 2019 shows support on the rise, with 55% in favour in Sweden, 54% in Stockholm and 59% in Jämtland (where Åre is located).

The latest figures were an indication that the public has started to embrace the impact of the Olympic Agenda 2020/New Norm reforms and recognise how Sweden can deliver affordable, sustainable Games.

The candidature team plans a community engagement campaign to involve the Swedish public in the Games.

These plans include:

- Using athletes as role models to inspire the population through their stories

- Leveraging technology, including virtual and augmented reality, to interact with communities

- Expanding the volunteerism culture

- Developing campaigns to inspire further grass-roots participation in sports clubs

- Inviting Swedes to train like an Olympian, with tie-ins to the Games in Tokyo, Beijing and Paris

- Conducting an eight-year Olympic research project at the Stockholm School of Economics to benefit future Games organisers.

OPPORTUNITIES

- Survey results show increased public support for the Games, with 55% across Sweden and 54% in Stockholm

- Scope for greater support going forward as reality and impact of Olympic Agenda 2020/New Norm on delivery of sustainable Games gain further momentum

- Engagement campaigns using inspirational athlete stories and leveraging new technology to galvanise community involvement in the Games

CHALLENGES

- Building stronger support for the Games across all sectors

MILAN-CORTINA 2026

MILAN – CORTINA 2026

COMMISSION VISIT DATES:

2-6 APRIL 2019

GAMES CONCEPT

VISION

The Milan-Cortina 2026 candidature fully embraces sustainability and capitalises on Italy's experience, passion and tradition in winter sports to inspire athletes and deliver long-term benefits for the cities and regions.

Italy envisions cost-efficient Games in line with Olympic Agenda 2020/New Norm, as well as innovative Games that combine the urban attractions of the metropolis of Milan with the charm of the picturesque Alpine mountain regions of northern Italy.

The candidature aims to build on the legacy of the 1956 Olympic Winter Games in Cortina d'Ampezzo and create a new long-term legacy across the entire Lombardy and Veneto regions.

Milan-Cortina's ambition is that all children born after 2010 will:

- Play sports regularly
- Recycle three-quarters of the waste they produce
- Use sport to understand cultural diversity
- Grow up in a more inclusive and integrated society
- Use sustainable means of transport only

VISION

The vision of Milan-Cortina 2026 is to deliver memorable Olympic Winter Games that embrace sustainability, using Italy's experience, passion and heritage in winter sports to inspire athletes and deliver many long-term benefits for sports and society.

The vision is underpinned by five key goals that will deliver a range of benefits:

- Goal 1: Games for all providing a positive experience for the entire population, including spectators, residents, athletes and stakeholders
- Goal 2: Sustainable development and cooperation in the macro-alpine region
- Goal 3: Promotion of the Olympic spirit and values
- Goal 4: Development of Italy's Alpine and Dolomites region into a major sports and tourism hub
- Goal 5: Strengthening of the Olympic brand and the benefits of Olympic Agenda 2020/New Norm.

ALIGNMENT WITH EXISTING DEVELOPMENT PLANS

Milan-Cortina 2026 views the Games as a catalyst for achieving several long-term city and regional strategic development goals.

These include:

- promoting the sustained use of public transport in the Lombardy region
- delivering a new residential housing development in Milan
- building a much-needed multi-purpose arena in Milan's Santa Giulia area
- extending bandwidth in the mountain areas to improve working, living and tourism conditions across the mountain region
- promoting sport, health and physical activity
- enhancing cooperation between regional neighbours to improve the appeal of the mountain areas as a place to live, reversing the trend of de-population
- further boost the mountain region as a dynamic tourism destination

The Olympic project is closely aligned with and would act as a catalyst for the Milan 2030 urban development plan, Lombardy's 2018-2023 regional development plan and the Veneto region's strategic plan.

OPPORTUNITIES

Strong alignment between the vision for the Games and the long-term plans of the host cities/regions:

- Promotion of sport, health and physical activity in the whole of Northern Italy (focus on children born after 2010)
- Northern Italy can further boost its position as a major winter sport and tourism destination (well defined goals)
- Games can enhance the attractiveness of the mountain region as a place to live and work, to reverse the trend of de-population (including improved physical and digital infrastructure)

- Olympic Village development aligns well with Milan's need to meet growing demand for affordable university accommodation

VENUE MASTERPLAN
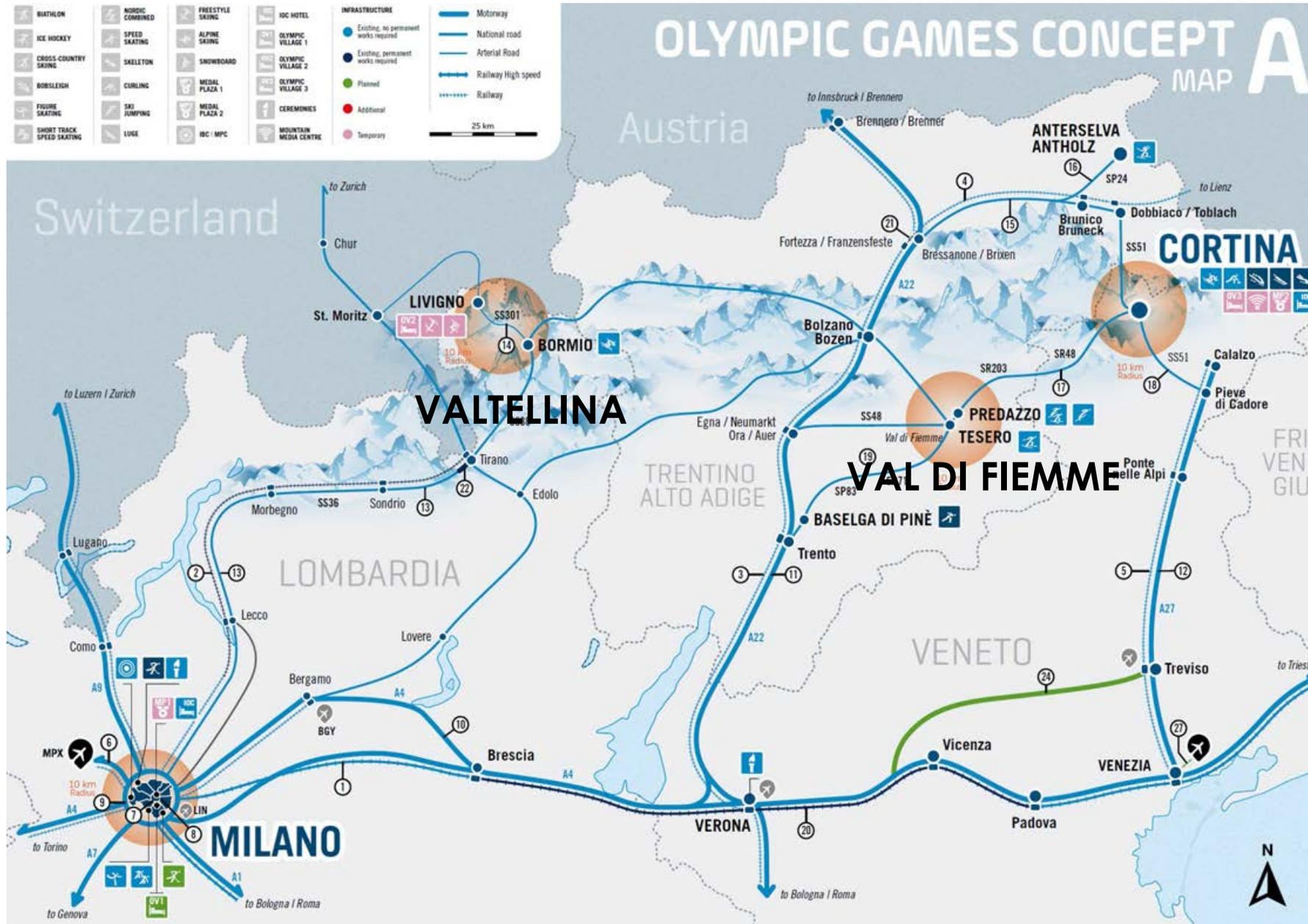
Map taken from Milan-Cortina Candidature File

VENUE MASTERPLAN -
USE OF EXISTING AND TEMPORARY VENUES

Milan-Cortina's Masterplan is fully aligned with Olympic Agenda 2020/New Norm and draws mainly on existing venues with 1 new venue (ice hockey 1) in line with long-term development plans

1 new

4 existing (permanent works required)

14 Competition venues

6 existing

3 temporary

93% of competition venues existing or temporary

6 Olympic Villages

- 1 planned village in Milan in line with long-term development plans
- 2 temporary villages with identified legacy use in Cortina and Livigno
- 3 villages in existing hotels

IBC/MPC
in existing conference centre

50

VENUE MASTERPLAN

The Milan-Cortina 2026 venue masterplan fully embraces Olympic Agenda 2020/New Norm as it relies on existing and temporary facilities and emphasises long-term legacy use.

The plan makes very strong use of available venues, with 13 of the 14 competition sites (93%) existing or temporary. Many are established World Cup and World Championship winter sports venues. The only proposed new permanent competition venue is the ice hockey 1 stadium in Milan, which has a strong legacy case as a multi-sports arena.

The plan features existing world-class venues and encompasses four main competition clusters spanning the regions of Lombardy and Veneto and the autonomous provinces of Trento and Alto Adige (South Tyrol): **Milan, Valtellina**, **Cortina** and **Val di Fiemme.** Athletes would stay in the Olympic Villages or existing hotels close to their competition venues.

As the big city hub for the Games, **Milan** offers sporting, entertainment, historical and cultural attractions for all stakeholders. Milan would host ice hockey, figure skating and short track speed skating.

A new Olympic Village will be built in Milan as part of long-term city development plans and will be converted into university housing after the Games.

The Opening Ceremony is planned for Milan's Giussepe Meazza Stadium (also known as the San Siro, home of Inter Milan and AC Milan football clubs), offering the prospect of athletes parading in front of 80,000 spectators. The Roman amphitheatre in Verona is the proposed site for the Closing Ceremony.

The world's media would have excellent, spacious facilities for the combined MPC/IBC at Milan's Fiera Milano state-of-the-art exhibition centre.

Milan's central Piazza del Duomo and the area next to Cortina's Olympic Ice Stadium would provide spectacular backdrops for the medals plazas. For the other clusters, the medals would be awarded at the venues.

Cortina, host of the 1956 Olympic Games and known as the "Queen of the Dolomites", offers a traditional Alpine mountain setting. Cortina would be the venue for women's Alpine skiing, as well as sliding events, curling and biathlon (Antholz).

KEY FACTS AND FIGURES

- **Four main venue zones**: Milan, Valtellina, Cortina, Val di Fiemme
- **Milan**: Ice hockey 1 and 2, figure skating, short track
- **Valtellina:** Alpine skiing (men), freestyle skiing, snowboard.
- **Cortina**: Alpine skiing (women), bobsleigh/luge/skeleton, curling, biathlon (Antholz)
- **Val di Fiemme**: Cross-country skiing, ski jumping, Nordic combined, speed skating
- **14** competition venues (13 existing or temporary)
- **6** Olympic Villages: Milan, Cortina, Livigno, Bormio, Val di Fiemme and Antholz
- **Opening Ceremony:** Giuseppe Meazza Stadium (San Siro)
- **Closing Ceremony:** Verona Arena

A temporary village would be built on the site of Cortina's old airport and turned over after the Games to the civil defence authorities for emergency housing across Italy. A mountain media centre would be located adjacent to the village.

Milan-Cortina 2026 plans to refurbish the sliding track in Cortina used for the 1956 Games, which has been out of use since 2008. The Commission has concerns regarding construction and post-Games operating costs, which are detailed in "Funding and legacy use of new venues".

The **Val di Fiemme,** a valley in the Province of Trentino, is the cradle of Nordic skiing in Italy and the natural choice for cross-country skiing, ski jumping and Nordic combined. An annual stop on the World Cup circuit, Val di Fiemme hosted the FIS Nordic Ski World Championships in 2013 and requires little work to host Olympic competitions.

Speed skating is proposed for the existing outdoor oval in Baselga di Pine. The Commission has concerns regarding the financial viability of adding a roof to the venue. Please see "Funding and legacy use of new venues".

The **Valtellina** valley would host men's Alpine skiing on the world-renowned course of Bormio. Snowboard and freestyle skiing would be hosted in nearby Livigno, an up-and-coming freestyle hub.

Having separate men's and women's venues for Alpine skiing in Bormio and Cortina respectively could increase operating costs and logistical complexities. Holding the events at one venue should be evaluated. In the light of the Olympic Agenda 2020/New Norm objectives, the FIS indicates that Cortina, which is currently being comprehensively upgraded in preparation for the FIS Alpine World Ski Championships in 2021, could serve as the venue for all the Alpine skiing competitions.

Due to the proposed high venue capacities and narrow roads in the three mountain clusters (Valtellina, Val di Fiemme, Cortina) transport management and planning will be vital. The Commission believes that venue capacities should be reassessed.

OPPORTUNITIES

- Maximum use of existing or temporary facilities (93%)
- Many existing venues are established World Cup and World Championship competition sites
- Proposed new venue in Milan for ice hockey 1 presents a strong legacy case as a multi-purpose arena
- IBC/MPC planned in existing state-of-the-art conference centre

CHALLENGES

- Having two Alpine skiing venues (Bormio and Cortina) could increase operating costs and operational complexity for all stakeholders. Needs to be further evaluated as both are world-class venues and have the capacity to host all the Alpine events
- The Commission has concerns regarding construction and post-Games operating costs of the sliding centre and speed skating oval. Please see "Funding and legacy use of new venues"
- High venue capacities in Valtellina, Val di Fiemme and Cortina will need to be re-evaluated in the light of potential transport challenges

FUNDING AND LEGACY USE OF NEW VENUES

Milan-Cortina 2026 has embraced the philosophy of Olympic Agenda 2020/New Norm by proposing to use 93% existing or temporary competition venues.

Two new permanent venues need to be built – the Olympic Village and ice hockey 1 in Milan. Both projects are planned irrespective of the Games and have strong long-term legacies that meet the city's development aims.

Olympic Village (Milan)
The village of 1,300 beds will be built on the publicly-owned site of a former rail yard in Milan's Porta Romana district. The project is part of Milan's development masterplan to address the shortage of university housing for the city's large and growing student population.

Pala Italia Santa Giulia – Ice Hockey 1
This is a planned venue with a private developer and part of a major commercial and residential redevelopment in the area. After the Games, the venue will serve as a multi-use indoor complex including a training venue for other ice sports such as curling. The city currently has no arena of this size.

Major upgrades are planned for two existing competition venues. The legacy and financial case for both will require careful scrutiny.

Eugenio Monti Sliding Centre, Cortina
Opened in 1923 and used for the 1956 Olympic Winter Games, the track has a long history of hosting sliding events. The publicly-owned track has been closed since 2008 due to a shortage of funding for the necessary renovation work. Refurbishing the track is a key priority of the local government. During the most recent local elections in 2018, it was promised that the track would be rebuilt in any event. The Commission believes the investment budget for the project has been considerably underestimated given the scale of the work and based on benchmark figures.

Post-Games, the centre is planned to serve as a venue for World Cup competition, a training facility, and for leisure and recreational use. The post-Games financial model for the project needs to be further developed. Risks and benefits should be assessed in comparison with the option of using an existing track elsewhere in Europe, as encouraged by Olympic Agenda 2020 for reasons of sustainability and cost reduction.

Baselga di Pine Speedskating Oval
Opened in 1986 on a plateau 1,000 metres above sea level, the 400m outdoor oval has hosted multiple world and European speed skating events. Current plans are to install a roof over the rink to convert the venue into an indoor arena. The Province of Trentino has undertaken to finance the upgrade works, which would leave a positive legacy by bringing the ice plant up to sustainable standards and reducing the amount of ammonia coolant needed to refrigerate the ice. It is intended that the rink would serve post-Games as a high-altitude training centre (highest oval in Europe) for several national federations, as well as a multi-sports and recreational venue.

Binding agreements for securing the long-term funding to operate the oval and ensuring the long-term viability of the facility are vital.

The Commission believes the project requires careful examination concerning the legacy operating costs and capital investment budget, both of which appear to be on the low side.

Additional Olympic Villages are planned in Cortina (temporary) and Livigno (mix of temporary and permanent units), which would be fully funded by the respective regions.

The total capital budget for competition and non-competition venues is projected at USD 394m through a mix of public and private funding.

Publicly funded infrastructure will be coordinated by a public delivery agency (Agenzia di Progettazione Olimpica).

Every venue is expected to require some level of capital upgrades for the Games, and this is reflected in the capital investment budget.

OPPORTUNITIES

- Only two new permanent venues to be built, with both projects planned irrespective of the Games:
  - Olympic Village (Milan): as Milan has a growing demand for university accommodation, the Olympic Village development aligns well with the objective of creating affordable housing for students
  - Ice hockey 1 (Milan): strong legacy for the Hockey 1 venue as a much needed large multi-purpose arena
- The respective regions have undertaken to fund all upgrade works for publicly-owned venues

CHALLENGES

- The Commission has concerns regarding the construction costs and the viability of the post-Games financial model for:
  - Cortina sliding centre: while a multiparty agreement to support the long-term operating funding has been provided, the budget appears to have been underestimated
  - Baselga di Pine speed skating oval: while current regional legislation allows for subsidies by the region, the post-Games operating budget appears to have been underestimated

OTHER LEGACIES

Milan-Cortina 2026's legacy vision includes goals and targets in the sporting, social, economic and environmental fields. The candidature taps into major event experience from Turin 2006 and the Milan Expo 2015.

These aims tie in with Generation 2026, a project envisaging that all children born after 2010 will:

- play sports regularly
- Recycle three-quarters of the waste they produce
- use sport to understand cultural diversity
- grow up in a more inclusive and integrated society
- use only sustainable means of transport

Setting such goals for "all children", whilst laudable, could be over-ambitious as these areas fall outside the direct control of the Games delivery bodies.

The candidature also aligns its goals with the direct long-term development aims and ambitions of the municipalities and regions. This includes using the Games to act as a driver to boost the economy and tourism across the Lombardy and Veneto regions, and promote the mountain region as an attractive place to live and work.

A recent study by La Sapienza University in Rome forecast that Italy's GDP could increase by USD 2.6 billion by 2028 should Milan-Cortina host the Games. A separate study by Milan's Bocconi University found that hosting the Games could be worth USD 3.2 billion to the Italian economy.

The overall vision is supported by a governance structure that puts Sustainability and Legacy at the executive level of the OCOG. In addition, a broader Sustainability and Legacy Forum would be established to involve a wider community of stakeholders, and a legacy foundation funded by a potential OCOG surplus would be created to deliver on the long-term programmes.

OPPORTUNITIES

- Economic growth:
  - Rome's La Sapienza University forecasts accumulated Games-related GDP growth of USD 2.6 billion by 2028; Milan's Bocconi University forecasts USD 3.2 billion economic boost
  - Games would boost tourism and stimulate the rural mountain economy
- Legacy foundation to deliver post-Games legacy to be funded by stakeholders and potential Games operating surplus

SUSTAINABILITY

Milan-Cortina 2026 has developed a comprehensive and ambitious sustainability programme that aligns with city and regional development plans, as well as the IOC's sustainability strategy and the principles of Olympic Agenda 2020/New Norm.

The candidature draws on the experience of delivering sustainability programmes for Turin 2006 and the Milan Expo 2015, and the current planning for the 2021 FIS Alpine World Championships in Cortina and 2020 IBU World Championships in Antholz.

The Games concept makes optimum use of existing and planned venues and infrastructure, with no direct impact foreseen on protected areas. Only two new permanent venues are planned (Olympic Village and ice hockey 1 in Milan), and both are scheduled irrespective of the Games and fit in with long-term development plans. Both involve a clean-up of former industrial sites and should deliver environmental and social benefits in the southeast part of Milan.

The OCOG would be able to leverage opportunities through the UNESCO Dolomites Foundation and the EU's Alpine Macro-Region to increase sustainable development across the mountain region.

The location of venues across four clusters ties in with ambitions linked to the EU's policies for the Alpine region.

A Sustainability and Legacy Department would be created at the executive level of the OCOG, with a broader Sustainability and Legacy Forum serving to oversee overall accountability. Given the large geographical area and number of different authorities involved, achieving all goals across the mountain regions will be challenging.

Milan-Cortina 2026 has a comprehensive approach to climate action that is in line with city/regional programmes. The City of Milan is actively engaged in global climate action initiatives.

In common with all major cities, Milan experiences some issues with air quality, but in the context of the Olympic Winter Games and across the Alpine regions there are no major concerns in this regard.

OPPORTUNITIES

- Sustainability is a central element of the project and builds on strong delivery experience from other major events in northern Italy
- Opportunity to showcase how Milan is developing sustainable urban living concepts, following the success of Expo 2015
- Leveraging partnerships to promote sustainable use and boost the economy in mountain areas

GAMES DATES AND COMPETITION SCHEDULE

Northern Italy has favourable weather conditions for the period of the Games, with temperatures for snowmaking suitable as from November.

Field of play lighting would be provided for ski jumping, big air and sliding, while all other outdoor events are currently planned during the daytime.

The proposed figure skating timetable has events scheduled for the morning (in line with the PyeongChang 2018 and Beijing 2022 schedules), while evening competitions would work better for the European and North American markets.

Livigno will face operational challenges in managing snowboard and freestyle events at three stadiums at the same time. Venue capacities could be reduced or some events moved to the evening. This would require additional temporary field of play lighting.

In Cortina, running all the Alpine speed races in the first week and technical events in the second would make sense. The women's downhill is currently scheduled on Day 13, leaving only one contingency day. The Commission and FIS suggest considering the same schedule as in previous Games.

Handling 27,000 spectators on peak days in Cortina (Alpine skiing/sliding/curling) will be challenging for city operations. As a result, it is recommended that venue capacities be reviewed.

Italy's strong winter sports hosting experience should reduce reliance on test events to prepare for the Games.

The proposal to use World Cup or World Championship competitions for sliding sports test events is not in line with IOC principles, as it will generate costs for the OCOG. Only existing events, or limited scale test events, should be considered.

Milan-Cortina 2026 has given assurances that it can be flexible with the dates of the Games.

OLYMPIC GAMES: 6 – 22 FEBRUARY 2026
PARALYMPIC GAMES: 6 – 15 MARCH 2026

OPPORTUNITIES

- Favourable winter conditions overall during proposed dates.

- Temperatures sufficiently low for snowmaking starting in November.

CHALLENGES

- Competition schedule should be reviewed once the final capacities and temporary lighting have been further assessed
- The timetable suggested for certain events was modelled on the PyeongChang 2018 and Beijing 2022 competition schedules and needs to be reconsidered for a European time zone
- Suggestion of hosting World Championships for the sliding sports test events will generate unnecessary costs for the OCOG; only existing or limited-scale test events should be considered

GAMES EXPERIENCE

ATHLETE EXPERIENCE

The Milan-Cortina 2026 concept presents an excellent experience for athletes, combining the dynamic city atmosphere in Milan with the spectacular Alpine setting in the mountains.

Italy's winter sports experience, established world-class venues, knowledgeable volunteers and passionate fans provide an optimal platform for athletes to perform at their best.

The venue plans and ticket strategy foresee packed arenas, supported by a pre-Games promotion programme to build excitement around the sports and athletes.

Two iconic settings have been proposed for the Opening and Closing Ceremonies. For the opening, athletes would parade in front of a potential crowd of 80,000 spectators at the Giuseppe Meazza Stadium (San Siro) in Milan. The closing would take place at the Verona Arena, the 1st century Roman amphitheatre that is regularly used today for cultural events.

A national athletes' commission has helped shape the candidature. An athletes' and coaches' commission will advise the OCOG on preparations if Milan-Cortina is awarded the Games.

Affordable ticket packages will be reserved for athletes' families and friends including access to many UNESCO historical and cultural sites. Athlete Houses in Milan and Cortina will provide space for athletes to socialise with friends and family. All training and competition venues are located within 30 minutes of the closest Olympic Village, including less than 20 minutes in Milan and less than 10 minutes in Cortina.

All efforts should be made to ensure the best possible Games experience for athletes in venue clusters outside Milan, including ways to participate in the Opening and Closing Ceremonies.

The nature of the venue masterplan means that NOCs and IFs would need extra staff to provide optimal support to athletes across the four venue clusters (in the case of the NOCs approximately 10% overall) .

OPPORTUNITIES

- Optimal conditions for athletes, providing both a lively city atmosphere in Milan and a traditional Alpine atmosphere in Cortina and other mountain areas
- All Olympic Villages are very close to competition and training venues
- The Opening Ceremony in Milan's Giuseppe Meazza Stadium and Closing Ceremony in the historic Verona Arena would be unique and spectacular occasions for athletes
- Knowledgeable volunteers and passionate winter sports fans in Northern Italy
- Involvement of the Athletes' Commission in decision-making process in relevant areas. Coaches have also been included to get a broader perspective

CHALLENGES

- Best possible athlete experience must be ensured at venue clusters outside Milan
- Creative ways for athletes to participate in the Ceremonies should be explored
- NOCs and IFs will require additional staff to ensure optimal support to athletes across the four clusters

OLYMPIC VILLAGES

The concept envisages the use of Olympic Villages in Milan, Cortina, Livigno and Val di Fiemme and existing hotels in Antholz and Bormio, meeting the projected number of beds needed at each cluster.

The Olympic Village in Milan (1,330 beds) is part of a planned new development to be built on the site of a former rail yard in the Porta Romana area. The Village, to be built irrespective of the Games, will represent a valuable legacy as much-needed university housing for the city's growing student population. The project is dependent on private developers who still need to be appointed through a tender process. The construction is scheduled to start in June 2022 and be completed in May 2025. Back-up funding, should a private investor fail to materialise, would be provided by the Lombardy Region.

The Olympic Village in Cortina (1,140 beds) would be a temporary facility built on the site of the former Cortina airport. The temporary units would be turned over to civil protection authorities after the Games for emergency housing across Italy.

The Olympic Village in Livigno (1,020 beds) would be partly permanent (planned irrespective of the Games) and partly temporary. The temporary units would also be given to civil defence authorities for emergency use, while the permanent facilities would be used as a training centre for elite athletes.

Cross country, ski jumping and Nordic combined athletes would stay in existing tourism resorts in Val di Fiemme (1,300 beds).

Hotel accommodation will be provided for athletes in Bormio (380 beds) and Antholz (500 beds).

All Villages are conveniently located close to competition venues. The average travel time between venues and the closest Olympic Village is less than 20 minutes (11 out of 14 venues are located less than 10 minutes from the closest Olympic Village).

A contingency of 4% of beds has been built in to allow for athletes to follow competitions in other clusters.

KEY FACTS AND FIGURES

- **6 Olympic villages**:
    - Milan (1,330 beds)
    - Livigno (1,020 beds)
    - Cortina (1,140 beds)
    - Bormio (380 beds in hotels)
    - Val di Fiemme (1,300 beds)
    - Antholz (500 beds in hotels)
- Villages are **located an average of less than 20 minutes** from venues (under 20 minutes in Milan, 10 minutes in Cortina, 5 minutes in Livigno)

OPPORTUNITIES

- Six Olympic Villages meet the projected number of beds needed to house the athletes in each cluster
- Olympic Village in Milan planned irrespective of the Games
- Region of Lombardy has provided an underwriting for the construction of the Olympic Village in Milan, should a private investor fail to materialise
- Temporary Olympic Villages in Livigno and Cortina are funded by the respective regions and will be used for civil protection purposes after the Games
- Contingency of 4% of beds for visiting athletes competing in other clusters

MEDIA EXPERIENCE

The Italian candidature presents a strong concept offering optimal conditions, facilities and services for the accredited media to cover the Games.

The Fiera Milano (the largest exhibition centre in Italy and second largest in Europe) provides a prime location, as well as excellent space and facilities, for the combined IBC/MPC.

The complex can easily accommodate the MPC and IBC. Existing power and cabling and experienced contractors will facilitate the fitting-out of the facilities for press and broadcasters. However, a very reduced time frame for the IBC fit-out and bump-out will require detailed planning by all parties involved.

The Fiera Milano is connected to a metro line and two motorways and has access to rail transport to the Milan venues. The site also offers ample space for a media road transport hub, and media accommodation is planned nearby.

Space requirements for the IBC could be reduced, as broadcasters may decentralise their operations in view of the spread of venues.

For the Paralympic Games, the Commission recommends that cost savings be made by creating a Paralympic Venue Media Centre at the ice hockey arena to serve as the MPC rather than extending the lease at the Fiera Milano for both events.

KEY FACTS AND FIGURES

- Combined MPC/IBC at existing Fiera Milano exhibition centre
- Media housed in hotels near venues
- Mountain media centre in Cortina
- Discounted rail service for media travel between clusters

A Mountain Media Centre would be located in an existing facility across the road from the Olympic Village in Cortina.

Hotel accommodation will be set aside for media in all clusters.

The distances between Milan and the three other competition zones raise travel and logistical challenges for the media. Major news agencies and large news organisations may rethink their traditional coverage planning, basing staff at specific clusters to avoid long travel.

For travel between clusters, Milan-Cortina 2026 plans to provide media with discounted rail fares plus free bus transport.

OPPORTUNITIES

- Existing Fiera Milano trade fair and exhibition centre offers prime location and excellent facilities for combined IBC/MPC close to major transport links to Milan and distant sports venues
- Experienced exhibition centre contractors would allow for fast and efficient MPC fit-out
- IBC: Space requirement could be reduced due to the dispersion of the venues. More broadcasters may decide to decentralise their operations

CHALLENGES

- IBC: Very reduced time frame available at Fiera Milano centre for fit-out and bump-out; will require detailed planning by all parties involved

SPECTATOR EXPERIENCE

The candidature provides a compelling spectator experience featuring the flair and cosmopolitan character of Milan and the spectacular Alpine settings of Cortina and other mountain areas.

Milan, the capital of Lombardy and the second most populous city in Italy, is a thriving metropolis with a global reputation for fashion, design and creativity. The city is building on the successful hosting of Expo 2015 to further boost its development.

Milan's array of shops, restaurants, museums and galleries would be among the attractions on offer for Olympic visitors.

A medals plaza next to the Duomo cathedral and live sites near La Scala opera theatre would add to the experience. Walking trails connecting live sites to historical attractions would offer great potential for city-wide celebrations in Milan.

Cortina, the "Queen of the Dolomites", is a resort that offers spectators a charming Alpine setting with spectacular mountain vistas.

Italy has a base of well-trained volunteers and tourism professionals prepared to meet spectators' varied multicultural needs.

Affordable ticket prices in line with PyeongChang 2018 and equal to or even less than Turin 2006 are planned.

The close proximity of three venues in Livigno for snowboard and freestyle events offers spectators a great choice of viewing opportunities in a single day within walking distance.

Spectator transport and accommodation

Milan is a major European hub with good air, rail and road connections. Milan's Malpensa Airport and Venice's Marco Polo Airport are well connected internationally. The Veneto and Lombardy regions are connected by a modern high-speed train system.

Northern Italy's central European location is accessible by road and rail for spectators coming from neighbouring or nearby countries such as France, Switzerland, Austria and Germany.

Spectators can benefit from Milan's efficient public transport system. Free public transport will be available for ticketed spectators within every venue cluster. Park & ride services will be provided for spectators coming by car.

To ensure that spectators get to the mountain venues and in and out of venues smoothly, it will be essential to increase the capacity and frequency of transport services.

A sufficient number of hotel rooms for spectators are available in all four venue clusters.

KEY FACTS AND FIGURES

- Medals plazas at Piazza del Duomo in central Milan and next to Olympic Ice Stadium in Cortina
- Live sites in downtown Milan close to historical attractions
- Cultural programme featuring arts, music, theatre, food, fashion and design
- Free public transport system in Milan for ticketed spectators

SPECTATOR EXPERIENCE

OPPORTUNITIES

- Milan offers wide a range of activities to spectators: culture, gastronomy, fashion & design
- Great potential for city-wide celebrations in Milan with fan trails connecting live sites to historical sites
- Cortina offers a spectacular tourism destination with the beautiful backdrop of the Dolomites
- Milan is a major hub well connected by air, rail and road
- Sufficient spectator accommodation in all venue clusters
- All competition venues accessible by public transport in Milan. Good train connection between Milan and Venice

CHALLENGES

- To ensure that spectators get to the mountain venues and in and out of venues smoothly, it will be essential to increase the capacity and frequency of transport services

PARALYMPIC GAMES

PARALYMPIC GAMES

Milan-Cortina 2026 presents a solid vision and concept for hosting successful Paralympic Winter Games.

The overall vision of Milan-Cortina 2026 applies to both the Olympic and Paralympic Winter Games. These goals include: promoting social inclusion, improving accessibility to venues, driving Para sport participation and helping change attitudes towards disability.

The candidature is based on the use of existing venues, chosen with the aim of having full arenas. Milan-Cortina 2026 recognises that accessibility improvements will be required at these venues.

The plan envisions six sports in three clusters, with Milan hosting Para ice hockey, Valtellina hosing Para biathlon and Para cross-country, and Cortina staging Para Alpine skiing, Para snowboard and wheelchair curling.

Athletes would stay in Paralympic Villages in Milan, Livigno and Cortina (the same as those used for the Olympic Games).

Having three venue clusters and three Paralympic Villages increases the operational and financial challenges. The Commission recommends a traditional split into two clusters – snow (Cortina or Valtellina) and ice (Milan).

Using the same finish area in Cortina for Para Alpine and Para snowboard is challenging. If the same venue is used, separate courses and finish areas for each sport should be planned.

The Opening Ceremony would be held at the new Santa Giulia arena used as the ice hockey 1 venue during the Olympic Games. For the Closing Ceremony, athletes would parade through the city centre and attend the ceremony at the Piazza del Duomo.

KEY FACTS AND FIGURES

- **Dates:** 6-15 March 2026
- 9 days of competition
- 6 sports in 3 clusters
- **Milan:** Para ice hockey
- **Valtellina:** Para biathlon, Para cross-country skiing
- **Cortina:** Para Alpine skiing, Para snowboard, wheelchair curling
- **Opening Ceremony:** Pala Italia Santa Giulia Arena, Milan
- **Closing Ceremony:** Piazza del Duomo, Milan
- **Paralympic Villages (3):** Milan, Livigno, Cortina

PARALYMPIC GAMES

The IBC/MPC is currently planned to be in the Fiera Milano exhibition centre, as for the Olympic Games. The Commission recommends creating an MPC at the ice hockey venue in Milan to save costs.

The Paralympic Games benefit from close cooperation with the Italian Paralympic Committee and would be well integrated and represented at all levels of the OCOG structure, including plans to set up a dedicated expert steering group for the Games.

Test events would be used to promote Paralympic winter sports and build enthusiasm for the Games.

Dedicated promotion campaigns would support a culture of accessibility and inclusion, and the Games would act as a catalyst for strategic plans across Milan and Cortina and the regions of Lombardy and Veneto to further enhance accessibility.

A good overall transport network is in place, including the entry airports of Milan and Venice and fully accessible high-speed rail between the airports and clusters, and between clusters. The Games also benefit from Milan's accessible public transport network and free public transport for stakeholders and ticketed spectators.

Italy has a strong track record of staging Para sports events, and the Games would serve to increase Para winter sports participation.

The regional governments involved in the project have confirmed financial support of USD 62 million for the Paralympic Games.

OPPORTUNITIES

- Promoting a culture of accessibility and inclusion through dedicated campaigns
- Growth of Para winter sports participation
- Games as a catalyst for strategic plans in the regions (Lombardy and Veneto) and cities (Milan and Cortina) to further enhance accessibility
- Opportunity to reduce the venue masterplan to two clusters to decrease operational costs and enhance athlete experience
- Financial support for Paralympic Games from the regions

CHALLENGES

- One finish area planned for Para snowboard and Para Alpine in Cortina; separate courses and finish areas for each sport should be considered if they remain at the same venue
- Existing venues will require significant accessibility enhancements

GAMES DELIVERY

SPORTS EXPERTISE

Italy is a sports-loving country that possesses a wealth of expertise and experience for hosting successful Olympic Games.

Milan-Cortina 2026 benefits from Italy's status as an extremely strong winter sports nation with a long tradition of hosting nearly every winter sports discipline.

Over the past decade, Italy has hosted World Championships or World Cups in 13 out of 15 Olympic winter sports, providing a ready-made workforce of experienced event organisers, managers and volunteers.

Many of the proposed competition sites are well-known World Cup and World Championship winter sport venues, including the Alpine ski slopes of Cortina and Bormio, the biathlon course in Antholz and the Nordic venues in Val di Fiemme.

Northern Italy is home to a knowledgeable and passionate winter sports fan base that would support the Games and bring them to life.

The candidature can draw on the experience of the Olympic Winter Games Turin 2006 as well as Milan's experience of hosting the 2015 World Expo and regular sports, business and cultural events.

Milan also has the organisational expertise of running indoor venues used by professional teams. Italy boasts a strong sports club system and robust volunteer culture.

It is estimated that more than 95% of the OCOG staff would be recruited from local communities.

OPPORTUNITIES

- Many existing venues are established World Cup and World Championship competition sites

- Italy has extensive experience in hosting international winter sports events, having organised World Cups or World Championships in 13 out of 15 Olympic winter sports disciplines over the past decade

- Northern Italy has a knowledgeable and passionate volunteer and fan base for winter sports

- Games could also benefit from Milan's experience of hosting the 2015 World Expo, as well as regular sports, business and cultural events

TRANSPORT

The Milan-Cortina 2026 transport plan relies on existing transport infrastructure and public transport systems, with few upgrades planned or required. The existing transport networks within Milan and between the major urban hubs of the Games (Milan and Venice) are first-rate.

Milan offers an advanced public transport system including metro, suburban rail , tram and bus networks.

Public transport access to the three mountain clusters consists of rail travel to transport hubs followed by bus shuttles along local roads.

The two gateway airports (Milan's Malpensa and Venice's Marco Polo) can comfortably handle Games arrivals and departures. Malpensa would serve as the main gateway, with the Venice airport used to serve the Cortina and Val di Fiemme clusters.

European spectators can access the four clusters by rail and road.

The venue masterplan features short travel times between the Olympic Villages and the venues, with average travel time of less than 20 minutes in normal traffic conditions.

The candidature plans to have a zero-car access policy for venues. In addition to combined rail and bus transport, park & ride facilities are planned for spectator access to the mountain sites.

Public transport in Milan will be free for ticketed spectators on the day of the event and for the workforce within the Milan area and within the mountain clusters. An extensive Olympic route network is also planned in Milan.

Travel times (combining rail and road travel) between Milan and the mountain clusters are as follows:

- Milan-Cortina: 5 hours 30 minutes
- Milan-Val di Fiemme: 3 hours 30 minutes
- Milan-Bormio/Livigno: 2 hours 30 minutes/3 hours 30 minutes

KEY FACTS AND FIGURES

- Milan has an advanced public transport system (ranked 24th globally according to Arthur D. Little's mobility index)
- The city has a relatively favorable traffic environment (ranked 72nd in the TomTom index)
- Milan Malpensa and Venice Marco Polo to serve as main gateway airports
- Public transport to mountain clusters provided by rail and then by bus or park & ride as zero-car access to venues
- Free public transport in Milan for ticketed spectators on day of event

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Round-trip travel between clusters on the same day will be very difficult and, in some cases, not feasible. Stakeholders would need to stay overnight to experience the different clusters.

In addition, travel times between the mountain Olympic Villages and the Opening Ceremony venue in Millan range from 2h30 to 5h30 and from two to five hours between the Olympic Villages and the Closing Ceremony venue in Verona.

Transport in the three mountain clusters poses a significant challenge, due to high venue capacities, the small size of the mountain villages, narrow roads, and limited public transport capacities. Robust traffic planning and management measures will be required to facilitate Games travel and operations.

Should Italy be awarded the Games, Milan-Cortina 2026 would establish an Olympic Transport Steering Group to coordinate planning and delivery.

OPPORTUNITIES

- Games transport will rely mostly on existing road networks and public transport systems
- Gateway airports can comfortably handle Games demand
- There is significant experience of managing transport for international sports events in the mountain venues, including offering free shuttle services

CHALLENGES

- Transport infrastructure and systems in the three mountain clusters:
    - Road infrastructure supporting venue access consists of one-lane roads that need to be managed appropriately
    - Limited capacity of rail infrastructure and systems in the mountains
- Transporting spectators (and workforce) to and from each venue in the mountain zones, due to high venue capacities and limited transport capacities
- In view of travel times between clusters, stakeholders would need to stay overnight to experience the different clusters

ACCOMMODATION

Milan-Cortina 2026 has a large existing hotel room inventory across all four venue clusters to serve the Games and has developed an accommodation plan that meets the Games needs of 24,000 rooms.

There is a total room inventory of over 71,000 rooms within 50km of Milan, Valtellina, Cortina and Val di Fiemme. The use of existing accommodation reduces overall construction and financial risks.

Most of the hotel rooms in Milan are within 10km of the city centre with access to good public transport. The availability of many high-capacity hotels facilitates transport and other Games operations in Milan.

For spectators, sufficient hotel rooms (more than 40,000) are available in all four clusters, along with an additional 40,000 rooms in alternative accommodation.

Careful operational planning is required to manage the room inventory across the four clusters.

No media villages are required, as enough hotel rooms are available in each of the clusters for accredited media personnel. In Milan, media will benefit from extensive public transport links near their accommodation. In Cortina, most venues are within walking distance.

KEY FACTS AND FIGURES

- **Total of 71,000 hotel rooms available** across four main clusters:
    - Milan – **25,000 rooms**
    - Valtellina – **17,000 rooms**
    - Cortina – **9,000 rooms**
    - Val di Fiemme – **20,000 rooms**
- **Total guaranteed rooms: 26,200 rooms (Games needs: 24,000 rooms)**
    - Milan – **12,400 rooms**
    - Valtellina – **3,200 rooms**
    - Cortina/Antholz – **6,700 rooms**
    - Val di Fiemme – **3,900 rooms**

OPPORTUNITIES

- Sufficient existing hotel room inventory in all clusters to meet Games needs
- Sufficient accommodation for spectators in all clusters
- Most hotel rooms in Milan within 10km of city centre with access to good public transport
- Many high-capacity hotels facilitate transport and other Games operations in Milan
- Use of existing accommodation reduces overall construction and financial risk

CHALLENGES

- Spread of room inventory across four clusters requires careful operational planning

SAFETY AND SECURITY

The Milan-Cortina 2026 security strategy follows best practice, is consistent with plans used successfully at previous Games and should ensure a low-risk environment for the Games.

The Italian government has guaranteed the safe and peaceful celebration of the Games.

Security operations would fall under the responsibility of the Ministry of the Interior, with an Olympic Security Task Force established by the government to coordinate integrated planning and delivery. A specialised intelligence unit would be created, and cyber security measures put in place.

Both Milan and Cortina are considered low-moderate threat environments for terrorism and enjoy relatively low crime rates. If necessary, Italy has the manpower and capacity to increase security operations to meet higher threat levels.

Planning and logistics must be managed for 10,500 public security forces personnel travelling from their home areas for the Games. Accommodation would need to be secured for the security personnel in the mountain regions.

OPPORTUNITIES

- The national government has guaranteed the safe and peaceful celebration of the Games
- The security strategies are appropriate and should result in a low-risk environment for the Games
- Both Milan and Cortina are considered 'moderate-low' threat environments (terrorism) and enjoy relatively low crime rates
- Security strategies capitalise on existing arrangements, are considered "best-practice" and are consistent with those used successfully at previous Games
- If necessary, Italy has the capacity to intensify security operations to meet higher threat levels

CHALLENGES

- Logistics, including accommodation for 10,500 public security forces personnel travelling from their home area to work for the Games

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GAMES ORGANISATION BUDGET – OVERVIEW

GAMES ORGANISATION BUDGET (USD 2018)

REVENUE	USD (000)	%		EXPENDITURE	USD (000)	%
IOC Contribution	396 418	25		Venue Infrastructure	275 960	18
TOP Programme (Gross)	175 406	11		Sport, Games Services & Operations	285 546	18
Domestic Sponsorship (Gross)	481 232	31		Technology	215 416	14
Ticket Sales	268 601	17		People Management	263 646	17
Licensing & Merchandising	57 290	4		Ceremonies & Culture	74 778	5
Government Contribution	62 482	4		Communication, Marketing and Look	68 120	4
Lotteries	28 401	2		Corporate Admin. and Legacy	120 641	8
Other Revenues	96 695	6		Other Expenses	119 956	8
				Contingency	142 406	9
Total Revenue	**USD 1 566 524**	**100 %**		**Total Expenditure**	**USD 1 566 470**	**100%**

SURPLUS: USD 54 000

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GAMES ORGANISATION BUDGET - REVENUE

Milan-Cortina 2026 proposes a strong marketing programme for the Games with upside potential on overall revenues.

The IOC contribution from the TOP sponsorship programme and broadcast revenues of USD 652m (2026 USD values) has been appropriately discounted to 2018 USD values.

The projected domestic revenue target of USD 481m seems reasonable and achievable. The projections are based on a strong interest in the local market for sports properties and a solid commercial programme established by CONI in recent years. Effective engagement with the sponsors has led to strong activation programmes enhancing the Olympic "Team Italia" brand.

Based on the size of the economy and the strength of the sponsorship market, Milan-Cortina 2026 has scope for even higher domestic revenue targets as long as the Italian economy does not falter.

The ticketing strategy envisages full venues. Prices are in line with average costs at previous Games. The geographical location of the Games should also be attractive to spectators from neighbouring and nearby winter sports countries.

The OCOG budget includes projected revenue of USD 28m from a lottery programme, which seems appropriate.

OPPORTUNITIES

- Italy is the 8th largest economy in the world (in nominal GDP)

- Upside potential on commercial revenues, especially domestic sponsorships. Strong existing integrated domestic sponsorship programme (CONI, national federations, events)

- Key market for all TOP Partners and very good engagement with most of them locally, leading to strong activation programmes enhancing the Olympic "Team Italia" brand

- Northern Italy's location close to European countries with strong attachment to winter sport should support strong ticketing programme

CHALLENGES

- Italy's overall economy is of moderate strength, projected to grow less than 1% annually over the next four years (source: Economist Intelligence Unit). Economic growth for the regions of Lombardy and Veneto is forecast slightly above 1% per year

GAMES ORGANISATION BUDGET – EXPENDITURE

Games hosted by Milan-Cortina in 2026 would benefit from the strong financial support and commitments of all levels of public authorities, including the regional governments of Lombardy and Veneto, two of the wealthiest regions in Italy.

With a combined GDP of USD 600 billion, Lombardy and Veneto together account for about 30% of Italy's national economy.

Milan-Cortina can capitalise on the long experience of hosting World Cup and World Championship events in many of the proposed venues, alleviating a degree of operational risk.

Italy's experience of hosting a relatively recent Olympic Winter Games edition (Turin 2006) should also be advantageous for the future OCOG, although this should not be overly relied upon as there have been considerable changes to the Games since then.

Twelve of the 14 competition venues are publicly owned and will be provided free of charge to the OCOG.

While the overall budget is lower than at previous Games, this is in line with the flexibility and cost reductions made possible by Olympic Agenda 2020, the extensive use of existing venues and the availability of an experienced workforce.

A good team with expert support in several functional areas was assembled and took a rational approach to budget development. Given the short time period for its preparation, the budget cannot be considered fully bottom-up at this point.

Some potential gaps were identified, including in technology. The use of two Alpine venues and the concept and travel distances for the Opening and Closing Ceremonies could also have an impact on costs.

Total expenditures are projected at USD 1.57 billion. The 9% contingency is considered moderate given the state of budget preparation and risk.

OPPORTUNITIES

- The candidature has strong support, including Games Delivery Guarantees provided by the two financially strong regional governments of Lombardy and Veneto

- The use of venues that regularly host World Cups helps alleviate a degree of operational risk

- Publicly owned competition venues (12 out of 14) will be provided free of charge to the OCOG

- The experience of hosting a relatively recent Winter Games edition should be beneficial to a future OCOG

- The full effect of Olympic Agenda 2020 should help contain costs

CHALLENGES

- The budget cannot be considered fully bottom-up at this stage, primarily given the short time period for its preparation

- There are some areas identified where there may be budget gaps (e.g. technology). Certain elements of the concept (multiple venues for Alpine skiing and Opening/Closing Ceremonies) may cause increased costs

- The contingency provision (9%) is considered moderate given the state of budget preparation and risk

LEGAL MATTERS AND COMMITMENTS

The Host City Contract would be signed by CONI and the cities of Milan and Cortina.

The candidature addresses all the main issues, making clear there are no legal obstacles to organising the Games in Italy.

All key guarantees have been provided and are in accordance with IOC requirements.

The project builds on the legal framework of the Olympic Winter Games Turin 2006, most of which is still in place and can facilitate the hosting of the Games in 2026.

Should Milan-Cortina be awarded the Games, Italy intends to enact a 2026 Olympic Law (as was the case for Turin 2006) by the end of 2019. This law would create an Olympic Board comprising members of the OCOG and other stakeholders, as well as a separate public legal entity to manage Games-related venue and infrastructure works. The law would also cover tax, customs, visa and work permit issues.

Certain guarantees, including financial, will be put into effect though the enactment of appropriate legislation, such as the Olympic Law.

The Olympic Law will ensure that the tax-related requirements of the Host City Contract are fulfilled.

OPPORTUNITIES

- The candidature file demonstrates a very good understanding of IOC requirements and addresses all main issues. All key guarantees have been provided

- The candidature can build on the successful experience of the Olympic Winter Games Turin 2006

- Italy intends to adopt an Olympic Law based on the 2006 model, which will address Games-related requirements and governance structure as well as the tax-related requirements of the Host City Contract

CHALLENGES

- Enactment of appropriate legislation will be needed to put into effect certain financial guarantees

GOVERNANCE STRUCTURE – GAMES AND LEGACY DELIVERY

An Olympic Board representing all key stakeholders would be responsible for ultimate oversight of the Games should the Milan-Cortina 2026 candidature be successful.

The Olympic Board would comprise representatives of the national government, the presidents of Lombardy and Veneto, the mayors of Milan and Cortina, the OCOG chair and the presidents of CONI and the Italian Paralympic Committee.

The Board would oversee three entities involved in delivering the Games:

- The OCOG, a privately funded non-profit organisation in charge of organising and delivering the Games

- The *Agenzia di Progettazione Olimpica*, a public agency in charge of coordinating the delivery of permanent venues

- The Sustainability and Legacy Permanent Forum, a body tasked with ensuring fulfillment of legacy projects and benefitting from any OCOG budget surplus

OPPORTUNITIES

- All relevant stakeholders are represented on the Olympic Board
- Public entities well represented throughout proposed governance structure
- Legacy and sustainability governance assured after the Games

SUPPORT FOR THE GAMES

The Italian government fully supports the Milan-Cortina 2026 candidature and has provided all relevant guarantees regarding security, customs, immigration and other government services. The main political parties represented in the national Parliament are in favour of the Games, while the Five Star Movement's position is neutral.

The regional governments of Lombardy and Veneto are the driving forces behind the candidature and have provided financial and other guarantees for public services and the delivery of the Games.

The City Councils of Milan and Cortina have voted unanimously in favour of the Games and the two municipalities would sign the Host City Contract.

The candidature also has strong support from the private sector.

A framework agreement has been signed with trade unions based on the experience of the Milan Expo 2015, including negotiations for a "no-strike period" before and during the Olympic and Paralympic Games.

Milan-Cortina 2026 plans to establish partnerships with regional universities, business associations, volunteer groups, NGOs and cultural institutions to engage civil society in the Games project.

KEY FACTS AND FIGURES

National Government	Government-related services guaranteed free of charge, including: • Security • Customs and immigration services
Regions of Lombardy and Veneto	• Public services guaranteed free of charge • Venue funding for all publicly owned venues • Underwriting for Olympic Village in Milan (Region of Lombardy) • Games Delivery Guarantees
Cities of Milan and Cortina	• Public services guaranteed free of charge • Games Delivery Guarantees

OPPORTUNITIES

- Very strong support from all levels of government, including the provision of all relevant guarantees

- Strong engagement with civil society, including NGOs and trade unions

- Strong support from the private sector

PUBLIC SUPPORT AND ENGAGEMENT

The level of public support for the Milan-Cortina 2026 candidature has been consistently very high. The latest opinion poll commissioned by the IOC and conducted in March 2019 found 83% support in Italy, 87% in Milan, 81% in Lombardy and 80% in Veneto.

The results reflect the popularity of the Olympic Games in Italy and the positive impact of the affordable, sustainable hosting model inspired by the Olympic Agenda 2020/New Norm reforms.

Enthusiasm is strong in all venue municipalities with a deep culture and tradition in the respective sports.

Milan-Cortina 2026 plans a public engagement campaign that includes:

- A Cultural Olympiad programme leveraging local cultural institutions in the areas of art, photography, music, opera, theatre, cinema, food, and fashion and design

- Educational programmes promoting healthy lifestyles and the Olympic values

- A torch relay celebrating the Olympic spirit and Olympic traditions in the Alpine region

OPPORTUNITIES

- Survey results show very strong public support in Italy (83%), Milan (87%), the Region of Lombardy (81%) and the Region of Veneto (80%)
- Strong enthusiasm in all venue cities due to the deeply rooted traditions of the various sports (e.g. biathlon in Antholz, Nordic skiing in Val di Fiemme)
- Well thought-out plans for public engagement

STOCKHOLM-ÅRE 2026 EXECUTIVE SUMMARY

STOCKHOLM-ÅRE – EXECUTIVE SUMMARY

The key elements for any successful Games include a clear vision aligned with existing long-term development goals, a solid venue masterplan, firm support from all sectors of society and the best possible athlete experience.

Stockholm-Åre 2026's candidature and vision is broadly aligned with Sweden's long-term plans to reaffirm its leadership in sustainability, promote an inclusive society and encourage healthy lifestyles and physical activity among Swedish youth.

The candidature features established and iconic World Cup and World Championship venues in Åre, Stockholm, Falun and Sigulda (Latvia). Sweden is a winter sports country with a long tradition and experience in organising snow and ice events, and benefits from professional venue operators and a solid network of volunteers and passionate fans, all of which would ensure an unforgettable experience for the athletes.

While the concept is solid, some operational aspects need further details.

The project is centred on the Municipality of Åre, which would be the sole signatory of the Host City Contract along with the Swedish NOC, while the City of Stockholm has agreed to rent its venues to the Organising Committee. At the time of writing, a number of areas, including the governance model and financial support and commitment, remain to be clarified.

In terms of public opinion, the IOC's latest poll, conducted in March 2019, showed support is on the rise with 55% in favour in Sweden, 54% in Stockholm and 59% in the central region of Jämtland where Åre is located. The candidature team considers such figures to be high in the Swedish context.

Who's behind the candidature

The Swedish government has provided the national guarantees on security, customs, immigration and other government services for the Games. The Latvian government also supports the Games and has provided all necessary guarantees with respect to the sliding events in Sigulda.

The Municipality of Stockholm has stated that it would not sign the Host City Contract. The City stated that it would rent out the sports facilities necessary for the Games and "provide its public services at the same level and at the same conditions as any other event within the city's boundaries." As a result, the Host City Contract would be signed by the Municipality of Åre and the Swedish NOC.

Stockholm-Åre 2026 presents a private governance model for delivering the Games. The Organising Committee would be established as a private limited company controlled by the National Olympic Committee, National Paralympic Committee and private shareholders, and would be the single body responsible for planning and staging the Games.

The Games Delivery guarantee would be provided through a multi-layer mechanism combining different types of safeguards to include corporate guarantees, insurance and a contingency reserve. At the time of writing, the names of the institutions or companies, as well as their level of financial contribution, remain to be determined.

While letters of intent have been provided, binding venue funding guarantees for the new venues: the Stockholm Olympic Village, the speed skating oval and the cross-country and biathlon venue, are still to be submitted.

The City Councils of Falun and Sigulda and the venue cities in the Greater Stockholm area have expressed their support for the candidature.

Vision and alignment with long-term needs

Having hosted the Olympic Games in Stockholm in 1912 but never the Olympic Winter Games, Sweden lives and breathes winter sports. Snow and ice sports are part of the Nordic country's DNA. Sweden has a long track record and extensive experience of hosting winter sports events and is the home of knowledgeable and passionate fans. The country has an array of established World Cup and World Championship snow and ice venues.

Sweden envisions a magical "Winter Wonderland" experience that combines the dynamic urban setting of the capital city, Stockholm, with the traditional mountain village ambience and landscapes of Åre.

Åre, a picturesque lakeside town with 11,500 inhabitants in the Jämtland region, is Sweden's largest ski resort, and has decades of experience and expertise, having hosted more than 120 World Cup or World Championship events, including the 2019 FIS Alpine World Championships. The candidature also features events in the Nordic skiing heartland of Falun.

With its historic city centre, world-class arenas and highly-rated public transport system, Stockholm would provide a vibrant hub and festive atmosphere for the Games. The Olympic Stadium, built for the Olympic Games in 1912, would serve as an iconic venue for big air and aerial competitions in the heart of the city.

Stockholm-Åre 2026 presents a candidature that fully embraces the spirit of Olympic Agenda 2020/New Norm, features first-rate venues and capitalises on Sweden's love and tradition of winter sports.

Based on a 100% privately-financed model, Stockholm-Åre 2026 aims to deliver "transformative" Games that will establish a sustainable model for all future Olympic Winter Games.

The Swedish project emphasises legacy and sustainability and proposes the use of 9 out of 12 (75%) existing or temporary competition venues.

Only two new permanent venues are proposed for the Games and both are in line with Stockholm's long-term development plans. The curling venue is planned irrespective of the Games with a legacy as a bandy arena.

The vision of the candidature is based on achieving five main goals:

- Encouraging physical activity and healthy lifestyles among Swedish youth
- Creating a more united, integrated and inclusive society for all Swedes
- Highlighting Sweden as a diverse nation and great place to visit
- Reaffirming Sweden's leadership in sustainability
- Delivering a magical "Made in Sweden" Winter Games experience for all

The candidature's vision is motivated by the long-term city and regional development strategy. The Games are seen as a catalyst for achieving four main goals in Stockholm's "Vision 2040" plans:

- Offering a broad selection of sports venues for use of the wider population
- Creating new job opportunities and fostering more creativity and business expertise
- Building a more united, integrated and inclusive society
- Setting new standards in sustainability

Even though Stockholm is not a signatory of the Host City Contract and thus not an official Host City, the Games project aims to support the City's vision of becoming a modern and major global city through the use of cutting-edge technology, development of world-class venues, environmentally-responsible event delivery, broader access to physical recreation, and enhanced civic pride and cohesion.

The concept – making the most of existing facilities

The concept is based on "using what you have, where you have it", in line with Olympic Agenda 2020's philosophy of maximising the use of existing venues.

The Games would be centred around four main clusters: Stockholm, Åre, Falun and Sigulda (Latvia). All have existing world-class venues and bring their own distinct culture and identity to the respective sports.

Sweden has hosted World Championships or World Cups in 9 of the 15 Olympic winter sports disciplines over the past 10 years and has many plug-and-play venues. Latvia has a rich heritage in sliding sports, and Sigulda is a regular World Cup and European Championship venue. Venues at each locality benefit from a wealth of experience, with a ready-made network of event organisers, workforce and volunteers facilitating successful delivery of an Olympic Games.

Sweden is a global power in ice hockey and Stockholm has hosted four editions of the IIHF World Championships at the Globe Arena. Åre is a leading European ski resort that has hosted three FIS Alpine World Championships. Falun is the cradle of Nordic sport in Sweden and has held the FIS Nordic World Championships four times.

The venue masterplan proposes:

- Stockholm: Ice hockey 1 & 2, curling, speed skating, figure skating, short-track speed skating, cross-country skiing (Hamra), biathlon (Hamra), Alpine team event, snowboard big air, freestyle aerials.
- Åre: Alpine skiing, freestyle skiing, snowboard
- Falun: Ski jumping, Nordic combined
- Sigulda: bobsleigh, luge, skeleton

As Sweden has no existing sliding centre, the candidature has partnered with Latvia to hold the bobsleigh, luge and skeleton events in Sigulda, 460km southeast of Stockholm across the Baltic Sea. This would give Latvia an Olympic experience the country might not otherwise have the opportunity to enjoy.

The choice of Sigulda is perfectly in line with Olympic Agenda 2020, which encourages the flexibility to use existing venues outside the host country when there is no strong legacy case for a new permanent venue.

Should Stockholm-Åre be awarded the Games, certain venue issues would need to be further assessed in line with Olympic Agenda 2020/New Norm objectives:

- In light of previous Games cost comparisons, the Commission feels that the capital budget for the proposed speed skating oval, to be built in Stockholm's rapidly-growing Barkarby district, should be carefully reviewed. Private investment is required for the venue, which would be converted post-Games into a multi-purpose ice arena. The Commission notes that the legacy operating plan for the venue relies on public subsidies, which are not yet confirmed.

- The proposed new venue for cross-country and biathlon in Hamra – to be built on the site of an old quarry – is intended to serve a long-term need for recreational skiing facilities in the Stockholm region. The candidature stated that private investors would fund the proposed centre. At the time of writing this report, a letter of intent has been provided but a binding agreement is still to be received. The Commission feels further work is needed on the financial and legacy plans. Alternative options of using existing world-class cross-country and biathlon venues in Falun and Östersund, respectively, could be considered.

While the concept for the four clusters is clear, further operational planning is needed, especially with regard to transport between clusters and venue capacities.

Athlete experience

Stockholm-Åre 2026 presents a concept that aims to optimise the Games experience for the athletes.

Olympic Villages in the four clusters would house athletes with an average travel time of 30 minutes from their competition venues.

The Olympic Village in Stockholm, part of the city government's long-term residential development plans for the Barkarby district, is considered vital for meeting the city's growing housing demands.

The Commission notes that the project is dependent on private developers, with a letter of intent but no binding agreement yet in place. There is also currently no financial underwriting in the event that the private developer fails to materialise or deliver the units needed for the Games.

Stockholm would provide a compelling and historic city backdrop for athletes competing not only in indoor ice arenas, but also in the Alpine skiing team competition in the heart of the capital and big air and aerial events in the 1912 Olympic Stadium.

A medals plaza would be located on the Slottsbacken, the "Castle Slope" avenue stretching from the Royal Palace and providing a magnificent setting along the waterfront in the old town. Medals plazas are also planned in Åre and Sigulda.

Athletes would parade in the Opening Ceremony at Stockholm's Friends Arena, a modern 51,000-seat multi-purpose stadium with a retractable roof. The Closing Ceremony is planned in multiple locations in the four Games clusters, an idea that would require much further study regarding operational feasibility and cost.

The Commission believes further work is needed by Stockholm-Åre 2026 on finding creative solutions allowing athletes to participate in the Ceremonies.

Stockholm-Åre 2026 plans to use cutting-edge technology and augmented reality to promote and enhance the Games experience outside the arenas. Live sites would be set up at the Slottsbacken and the Kungstradgarden, a popular park in central Stockholm.

An Olympic Winter Games in Sweden would feature athletes competing in first-rate venues packed with knowledgeable and passionate fans, including many from Nordic countries. Many of the competition sites are World Cup venues where athletes will have already competed and will feel at home.

MILAN-CORTINA 2026 EXECUTIVE SUMMARY

MILAN-CORTINA 2026 – EXECUTIVE SUMMARY

The key elements for any successful Games include a clear vision aligned with existing long-term development goals, a solid venue masterplan, firm support from all sectors of society and the best possible athlete experience.

Milan-Cortina 2026 meets all these criteria.

The candidature features a clear vision to use the Games as a catalyst to boost economic development across Northern Italy, including supporting the regions to achieve their specific tourism goals, and to stimulate economic activities between the metropolitan and mountain areas.

Northern Italy offers world-class winter sports venues ranging from the ice arenas of Milan, to the well-established and iconic World Cup and World Championship destinations of Cortina, Bormio, Antholz and Val di Fiemme. The venues benefit from experienced and professional operators and a solid network of volunteers and passionate fans, all of which would ensure an unforgettable experience for the athletes.

Milan-Cortina enjoys strong, united support from all levels of government, the private sector and civil society, as well as a consistently very high percentage of public support. The latest IOC poll, conducted in March 2019, found 83% support in Italy, 87% in Milan, 81% in Lombardy and 80% in Veneto, demonstrating the public's enthusiasm for the project.

Who's behind the candidature

The candidature is driven by the Italian Olympic Committee (CONI) and has the unified backing of the Italian sports movement, the private sector and national, regional and city governments – providing a solid foundation for delivery of the Games. All stakeholders are united behind the vision of the Games acting as a stimulus to drive development across Northern Italy and the Alpine region.

Prime Minister Giuseppe Conte's government has expressed its support and supplied all relevant guarantees on security, customs, immigration and other government services for the Games.

The regional governments of Lombardy and Veneto are the driving forces behind the candidature and have provided the financial guarantees for construction and renovation of competition venues, Games delivery and relevant public services. Lombardy and Veneto are two of the wealthiest regions of Italy, together accounting for about 30% of Italy's national economy.

The Municipalities of Milan and Cortina would sign the Host City Contract, along with CONI, and provide guarantees for Games delivery and relevant public services.

Italy would approve an Olympic Law – based on the successful model enacted for Turin 2006 - and create an Olympic Board responsible for ultimate oversight of the Games. The Board would oversee three bodies: 1) the privately-funded OCOG 2) a public agency (Agenzia di Progettazione Olimpica) in charge of coordinating delivery of permanent venues, and 3) a Sustainability and Legacy Forum tasked with ensuring the fulfilment of legacy goals.

Vision and alignment with long-term needs

The Olympic and Paralympic Winter Games 2026 would represent a showcase for Northern Italy, featuring iconic venues and beautiful settings stretching from Milan's historic city centre and fashionable squares to the soaring peaks and mountain villages of the Dolomites.

Milan and Cortina each bring their own distinctive identities to the project, a pairing that combines the attractions of a modern European metropolis with the charms of a traditional Alpine milieu.

Milan, the capital of Lombardy and Italy's financial hub, is a cosmopolitan city on the rise. A sense of energy and rejuvenation runs through the city as it builds on the success of hosting Expo 2015. With a world-renowned reputation for fashion, design and style, Milan offers athletes, spectators and Olympic stakeholders a dynamic centre of history, culture, gastronomy and entertainment.

Cortina d'Ampezzo, host of the Olympic Winter Games in 1956, is the "Queen of the Dolomites" nestled in the majestic mountain range that is classified as a UNESCO World Heritage Site. The picturesque village is surrounded by the jagged Dolomite peaks, providing a superb Alpine environment. Cortina and the other mountain clusters in Valtellina and Val di Fiemme offer an authentic winter sports atmosphere conducive to memorable Winter Games.

The Italian candidature fully embraces the spirit and philosophy of Olympic Agenda 2020/New Norm as 13 of the 14 proposed competition venues (93%) are existing or temporary. Sustainability and legacy are priorities.

The one new venue (ice hockey 1 in Milan) has a robust post-Games legacy case as a multi-use arena. The only new permanent non-competition venue is the Olympic Village in Milan, which will be converted into much-needed housing for the city's rapidly-growing university population. Both new projects are privately funded and planned irrespective of the Games.

Italy is a sports-loving nation. Winter sports are part of the tradition, culture and identity of Northern Italy. Venues across the region regularly host World Cup and World Championship events. Passionate fans, knowledgeable volunteers and skilled event organisers would all combine to deliver an outstanding winter sports experience.

Milan-Cortina's vision for the Games is based on the following goals:

- Delivering a Games for All
- Achieving sustainable development and cooperation across the Macro-Alpine region
- Promoting the Olympic spirit
- Developing the Italian Alps into a major sports and tourism hub
- Strengthening the Olympic brand

Italy envisions sustainable, cost-efficient Games in line with Olympic Agenda 2020/New Norm that leave a lasting legacy across the entire Lombardy and Veneto regions. This vision is closely aligned with the future strategic development plans of the cities and regions. The Games are seen as a stimulus to achieving sporting, social and environmental goals across the area. These include:

- Promoting the sustained use of public transport in the Lombardy region
- Delivering a new housing development in Milan
- Building a much-needed multi-purpose arena in Milan's Santa Giulia area
- Extending bandwidth in the mountain areas to improve working, living and visiting conditions in the Veneto region
- Promoting sport, health and physical activity
- Enhancing cooperation between regional neighbours to improve the appeal of the mountain areas as a place to live, reversing the trend of de-population
- Establishing the mountain region as a dynamic tourism destination

The concept – making the most of existing facilities

The candidature proposes four main competition clusters using existing facilities across the northern regions of Lombardy and Veneto and the autonomous provinces of Trento and Alto Adige (South Tyrol). The venue clusters are located in Milan, Valtellina, Val di Fiemme and Cortina.

The venues and localities are each notable for strong individual sports identities linked to the winter competitions they host on a regular basis. Experienced local organisers, enthusiastic volunteers and passionate fans bring their own special character to biathlon in Antholz, Nordic skiing in Val di Fiemme, and downhill races on Bormio's Stelvio course and Cortina's Olympia delle Tofane.

The clusters are linked by Northern Italy's existing road and rail infrastructure network, including the modern high-speed train service connecting Milan and Venice that will serve as the backbone of the Games transport system.

Italy brings a wealth of experience in winter sports, having hosted World Cups or World Championships in 13 out of 15 disciplines over the past decade. The venue layout is proposed as follows:

- Milan: ice hockey 1 and 2, figure skating, short-track speed skating
- Cortina: women's Alpine skiing, bobsleigh/luge/skeleton, curling, biathlon (Antholz)
- Val di Fiemme: cross-country skiing, ski jumping, Nordic combined, speed skating (Baselga di Pine)
- Valtellina: men's Alpine skiing (Bormio), snowboard and freestyle skiing (Livigno)

Should Milan-Cortina be awarded the Games, some elements of the venue masterplan would require further assessment in line with the objectives of Olympic Agenda 2020/New Norm:

- Having separate men's and women's Alpine venues in Bormio and Cortina could increase operating costs and logistical challenges. In an analysis provided to the IOC, FIS indicates that Cortina, which will host the 2021 World Alpine Championships, could serve as the venue for all Alpine events at the Games.

- In keeping with the sustainability and legacy goals of Olympic Agenda 2020, the Evaluation Commission has carefully studied the proposed refurbishment of the Eugenio Monti sliding track in Cortina (which has been out of use since 2008). The Commission is concerned the project would require significant investment and construction work over and above what has been estimated based on benchmark figures. The Commission feels further work is needed on the financial and legacy plans. There is the possibility of using an existing track elsewhere in Europe.

- Plans were also presented to the Commission for converting and upgrading the existing outdoor speed skating oval in Baselga di Pine into an indoor facility. While the Commission recognises the speed skating culture and passion in Baselga di Pine, it still has concerns about successfully operating the refurbished venue in the long term.

In any case, Italy finds itself in the fortunate position of having a choice of first-rate venues and alternative solutions.

Athlete experience

Milan-Cortina 2026 aims to put the athletes at the heart of the Games experience.

Athletes would stay in Olympic Villages in Milan, Cortina, Livigno and Val di Fiemme and existing hotels in Bormio and Antholz. All villages are located within an average time of less than 20 minutes from the respective competition venues.

Iconic settings chosen for the Opening and Closing Ceremonies would provide unforgettable experiences for the athletes.

The Giuseppe Meazza Stadium (also known as San Siro), home of the AC Milan and Inter Milan football clubs, would serve as the venue for the Opening Ceremony and see the world's athletes parade in front of a potential crowd of 80,000 spectators.

Athletes would gather for the Closing Ceremony at the Verona Arena, the Roman amphitheatre built in the 1st century that serves today as a world-famous open-air opera house and venue for other cultural events.

With athletes staying in convenient housing in their clusters near training and competition venues, the challenge of being able to take part in the Ceremonies has been discussed. Further work is needed on finding innovative solutions that would allow the athletes to participate, as well as ensuring the best possible Olympic atmosphere for the athletes across all clusters for the duration of the Games.

Medals plazas would be located at eye-catching sites, including the Piazza del Duomo – the Milan city centre landmark dominated by the Duomo cathedral – and near the Olympic Ice Stadium in Cortina framed by the towering Dolomites.

Italy possesses a wealth of winter sports experience, established World Cup venues and knowledgeable fans, volunteers and event organisers – important factors in making athletes feel welcome and well-catered for. Italy's venue plans, ticketing strategy and sports passion should lead to full arenas and a festive atmosphere.

Northern Italy's geographic location makes the Games easily accessible to winter sports fans from neighbouring or nearby countries such as France, Switzerland, Austria and Germany, adding to the international feel and vibrant ambience.

ANNEXES

ANNEXES

COMPOSITION OF THE EVALUATION COMMISSION 2026

CHAIR	**Octavian MORARIU**	IOC Member
EVALUATION COMMISSION	**Kristin KLOSTER AASEN**	IOC Member
	Hong ZHANG	IOC Member / IOC Athletes' Commission representative
	Roman KUMPOST	Association of National Olympic Committees (ANOC) representative
	Heike GROESSWANG	Association of International Olympic Winter Sports Federations representative
	Marianna DAVIS	International Paralympic Committee representative
	LEE Hee-beom	President, Organising Committee, PyeongChang 2018
	José Luis MARCÓ	Member, Coordination Commission, Beijing 2022 and Vancouver 2010
IOC ADMINISTRATION	**Christophe DUBI**	Olympic Games Executive Director
	Jacqueline BARRETT	Associate Director, Olympic Candidatures
	Mattias KAESTNER	Head of Candidature Services
	Helen STEWART	Senior Planning and Coordination Manager
	Pierre DORSAZ	Senior Project Manager, Candidature Services
	Makara FITZGERALD	Administrative Assistant
	Bernardo DOMINGUES	Media Relations Manager, IOC Strategic Communications
	Xavier BECKER*	Head of Venues and Infrastructure
IOC ADVISORS	**David DESMARCHELIER***	IOC Security Advisor
	Bruce DEWAR*	IOC Legacy Advisor
	Tim GAYDA	IOC Sports Advisor
	John MCLAUGHLIN*	IOC Finance Advisor
	Ioannis MINIS*	IOC Transport Advisor
	Andrew SHARP*	IOC Advisor, Venue Budgets
	David STUBBS*	IOC Sustainability Advisor
	Grant THOMAS	IOC Venue Advisor
	Steve WILSON	IOC Editorial Advisor

* Participated in Advisor pre-visits to Candidate Cities in February 2019 but did not attend Evaluation Commission visits

GENERAL MATTERS

- This report was drafted in English. Consequently, in the event of a discrepancy between the French and English texts, the English text shall prevail.

- Terminology / Language: Unless specifically stated, "Games" refers to the Olympic and Paralympic Winter Games. "Athletes" refers to both Olympic and Paralympic athletes.

- Finance: The Candidate Cities were requested to present budgets in US dollars and the local currency (where applicable) in both 2018 and 2026 values. Where not specified otherwise, all figures mentioned in the report are in USD 2018 values.

- Travel Times: All travel times represent average 2026 travel times by bus, unless otherwise specified, as provided by the Candidate Cities in their Candidature Files.

- Rounding of figures: As a general rule, figures in the report have been rounded. Where percentages do not add up to 100 per cent, this may be due to rounding.

GLOSSARY

EU	European Union
EUR	Euro
GDP	Gross Domestic Product
HCC	Host City Contract
IBC	International Broadcast Centre
IF	International Federation
IOC	International Olympic Committee
IPC	International Paralympic Committee
ISO	International Organization for Standardization
JMPA	Joint Marketing Programme Agreement
MMC	Main Media Centre
MPC	Main Press Centre
NGO	Non-Governmental Organisation
NOC	National Olympic Committee
NPC	National Paralympic Committee
OBS	Olympic Broadcast Services
OCOG	Organising Committee for the Olympic Games
ORN	Olympic Route Network
PJMPA	Paralympic Joint Marketing Programme Agreement
SEK	Swedish Krona
USD	United States Dollar

VENUE MASTERPLAN

STOCKHOLM-ÅRE 2026

VENUES

VENUE MASTERPLAN

SPORTS / DISCIPLINES / EVENTS		PROPOSED COMPETITION VENUES	STATUS	CAPACITY
BIATHLON	Biathlon	Hamra	New	35,000
CROSS COUNTRY	Cross Country			
BOBSLEIGH	Bobsleigh	Sigulda (Latvia)	Existing (permanent works)	6,000
	Skeleton			
LUGE	Luge			
CURLING	Curling	Gubbängen	New (under construction)	7,500
ICE HOCKEY	Ice Hockey 1	Ericsson Globe	Existing	13,000
	Ice Hockey 2	Scaniarinken	Existing	6,200
SKATING	Short Track	TELE 2 Arena	Existing	18,000
	Figure Skating			
	Speed Skating	Barkarby	New	3,000

VENUE MASTERPLAN

SPORTS / DISCIPLINES / EVENTS		PROPOSED COMPETITION VENUES	STATUS	CAPACITY
ALPINE SKIING	Downhill	Åre	Existing	7,500
	Super G			
	Super Combined			
	Slalom			
	Giant Slalom			
	Team Event Individual Parallel Slalom	Hammarbybacken	Existing	7,500
SKI JUMPING / NORDIC COMBINED	Ski Jumping NH/LH	Falun (Lugnet)	Existing	10,000
SNOWBOARD (SB) / FREESTYLE (FS)	SB Big Air	Olympiastadion	Temporary	15,000
	FS Aerials			
	FS Moguls	Åre	Existing (permanent works)	7,500
	FS / SB Cross			
	SB PGS			
	FS / SB Slopestyle			

VENUE MASTERPLAN

STOCKHOLM

ERICSSON GLOBE
ICE HOCKEY I

HAMMARBYBACKEN
ALPINE TEAM EVENT

TELE 2 ARENA
FIGURE SKATING / SHORT TRACK

Google Earth
Image © 2018 CNES / Airbus

400 m

GLOBEN CITY CLUSTER

2   competition venues

HAMMARBYBACKEN

•   Stand-alone venue

ICE HOCKEY I

ERICSSON GLOBE

STATUS	Existing (permanent works)
CONSTRUCTION (LAST MAJOR RENOVATION)	1989 (renovation planned for 2021)
FUTURE WORKS	Major renovation planned (irrespective of the Games), but not necessarily required to host the Games
CAPACITY	13,000
OWNER	City of Stockholm (public)
OPERATOR	Private
EXPERIENCE	Home of two professional Ice Hockey Clubs; host of multiple Ice Hockey World Championships

VENUE MASTERPLAN

FIGURE SKATING / SHORT TRACK / ICE SLEDGE HOCKEY

TELE 2 ARENA

STATUS	Existing
CONSTRUCTION (LAST MAJOR RENOVATION)	2013
FUTURE WORKS	Regular lifecycle upgrades (temporary reconfiguration from indoor football arena to ice rink)
CAPACITY	18,000
OWNER	City of Stockholm (public)
OPERATOR	Private
EXPERIENCE	Major sports events including ice events (no figure skating / short track experience)

ALPINE TEAM EVENT

HAMMARBYBACKEN

STATUS	Existing
FUTURE WORKS	Regular lifecycle upgrades
FINISH AREAS	1
CAPACITY	7,500
OWNER	Stockholm Municipality (public)
OPERATOR	Private
EXPERIENCE	Host of regular Alpine Individual Parallel World Cups

100

VENUE MASTERPLAN

STOCKHOLM

KING'S GARDEN
LIVE SITE (OPTION)

OLYMPIASTADION
BIG AIR
AERIALS

SLOTTSKYRKAN
MEDALS PLAZA (OPTION)

Google Earth
Image Landsat / Copernicus

400 m

- Stand-alone venue
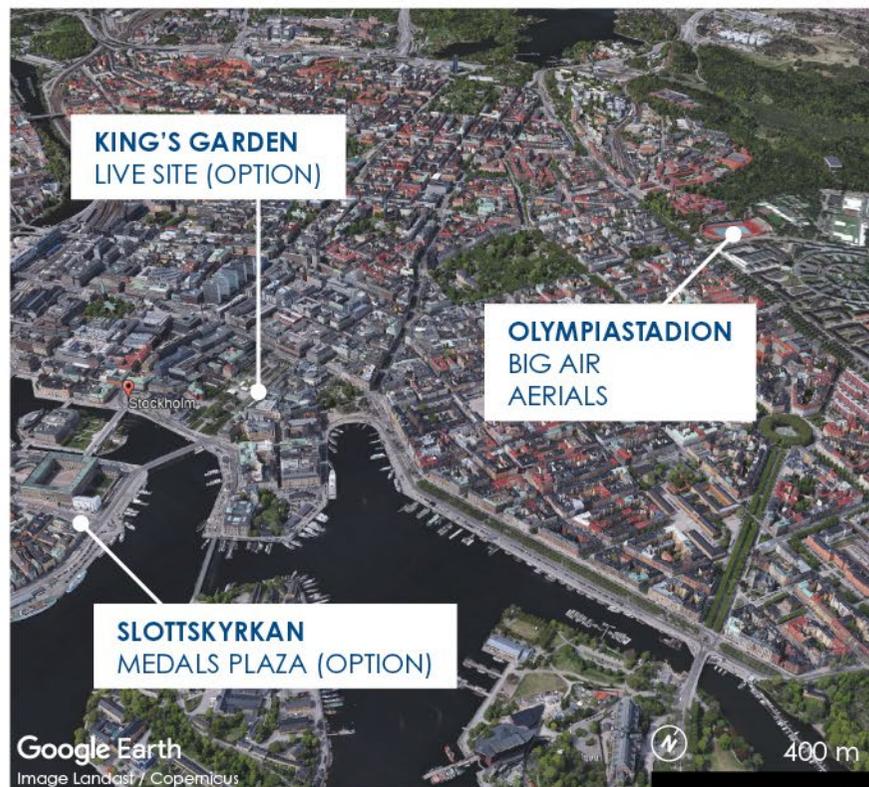
AERIALS / SNOWBOARD BIG AIR

OLYMPIASTADION

STATUS	Existing / temporary
CONSTRUCTION (LAST MAJOR RENOVATION)	1912 (not known)
FUTURE WORKS	Temporary venue overlay
CAPACITY	Up to 15,000 (depending on implementation of field of play)
OWNER	City of Stockholm (public)
OPERATOR	City of Stockholm (public)
EXPERIENCE	• 1912 Olympic Venue • regular national and international events

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VENUE MASTERPLAN

STOCKHOLM

SÖDERTALJE, SCANIARINKEN
ICE HOCKEY II

ICE HOCKEY II

SCANIARINKEN

STATUS	Existing
CONSTRUCTION (LAST MAJOR RENOVATION)	1970 (2005)
FUTURE WORKS	Regular lifecycle upgrades
CAPACITY	6,200
OWNER	Södertälje Municipality (public)
OPERATOR	Södertälje Municipality (public)
EXPERIENCE	No major international event experience

- Stand-alone venue
- 30km south-west of Stockholm city centre

VENUE MASTERPLAN

ÅRE

- All alpine events (except National Team Event)

- All Snowboard and Freestyle events (except Snowboard Big Air and Aerials)

VENUE MASTERPLAN

**ALPINE (SPEED AND TECHNICAL) /
PARA ALPINE SKIING**

ÅRE SKI RESORT

STATUS	Existing
FUTURE WORKS	Regular lifecycle upgrades
FINISH AREAS	1
CAPACITY	7,500
OWNER	Private
OPERATOR	Private
EXPERIENCE	Host of regular World Cups; Host of FIS World Championships 2019

**FREESTYLE / SNOWBOARD /
PARA SNOWBOARD**

ÅRE SKI RESORT

STATUS	Existing (permanent works)
FUTURE WORKS	Reconfiguration of freestyle and snowboard courses
FINISH AREAS	3
CAPACITY	7,500
OWNER	Private
OPERATOR	Private
EXPERIENCE	No specific freestyle and snowboard event experience

VENUE MASTERPLAN

FALUN

- 200km north-west of Stockholm

- Combined precinct for Ski Jumping and Nordic Combined (Cross Country)

FALUN
SKI JUMPING (NH/LH), NORDIC COMBINED

VENUE MASTERPLAN

SKI JUMPING / NORDIC COMBINED

FALUN SKIDSTADION

STATUS	Existing
CONSTRUCTION (LAST MAJOR RENOVATION)	1973 (2014)
FUTURE WORKS	Regular lifecycle upgrades
CAPACITY	10,000
OWNER	Falun Municipality (public)
OPERATOR	Falun Municipality (public)
EXPERIENCE	• Host of regular World Cups • Host of World Championships in 2015

BOB / LUGE / SKELETON

SIGULDA (LATVIA)

STATUS	Existing (permanent works required)
CONSTRUCTION (LAST MAJOR RENOVATION)	1986
FUTURE WORKS	2023
CAPACITY	6,000
OWNER	Government of Latvia (public)
OPERATOR	Sigulda Bobsleigh and Luge Track (public)
EXPERIENCE	Host of regular World Cups

VENUE MASTERPLAN

4 OLYMPIC VILLAGES

VILLAGE 1	**STOCKHOLM – 2,700 BEDS** New development. Growing city population with high housing unit demand. The project is part of a large housing development to be completed by 2030
VILLAGE 2	**ÅRE – 1,700 BEDS** Proposed in existing apartments or as part of a new development
VILLAGE 3	**FALUN – 272 BEDS** Existing hotels
VILLAGE 4	**SIGULDA/LATVIA – 600 BEDS** New developement. Growing city population with high housing unity demand. Sigulda Municipality Council took the decision to start procedures to obtain 5,5 hectares of land for planned Olympic Village.

SWEDEN

2 ÅRE

RUSSIA

500 KM

FALUN

3

NORWAY

STOCKHOLM 1

SIGULDA

4

LATVIA

VENUE MASTERPLAN

STOCKHOLM

FRIENDS ARENA
OPENING CEREMONY

Google Earth
Image © 2018 CNES / Airbus
500 m

- 5km from Stockholm city centre
- Proposed to be used for Opening Ceremony only

OPENING

CEREMONIES

FRIENDS ARENA	
STATUS	Existing
CONSTRUCTION (LAST MAJOR RENOVATION)	2012
FUTURE WORKS	No major works required
CAPACITY	51,000
OWNER	Svenska Fotbollförbundet, Municipality Solna Jernhusen
OPERATOR	Private
EXPERIENCE	Host of regular national and international events

VENUE MASTERPLAN

STOCKHOLM

STOCKHOLMSMÄSSAN
MPC

STOCKHOLMSMÄSSAN

- MPC
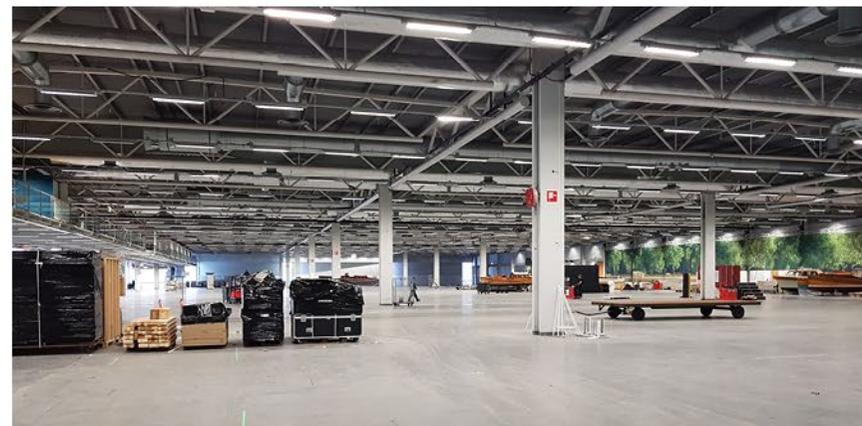
MAIN PRESS CENTRE

MPC

STOCKHOLMSMÄSSAN	
STATUS	Existing
CONSTRUCTION (LAST MAJOR RENOVATION)	1971 (2009)
FUTURE WORKS	No major works required
TOTAL FLOOR AREA	56,500 m²
SITE AREA	Sufficient exterior space for overlay / temporary constructions / operations
OWNER	Private
OPERATOR	Private

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MILAN-CORTINA 2026

VENUES

VENUE MASTERPLAN

SPORTS / DISCIPLINES / EVENTS		PROPOSED COMPETITION VENUES	STATUS	CAPACITY
BIATHLON	Biathlon	Südtirol Arena (Antholz)	Existing	19,000
CROSS COUNTRY	Cross Country	Val di Fiemme	Existing	30,000
BOBSLEIGH	Bobsleigh	Pista Eugenio Monti (Cortina)	Existing (permanent works)	9,000
	Skeleton			
LUGE	Luge			
CURLING	Curling	Olympic Ice Stadium (Cortina)	Existing	3,100
ICE HOCKEY	Ice Hockey 1	Palaitalia a Santa Giulia (Milan)	New	15,000
	Ice Hockey 2	Milano Hockey Arena	Existing (permanent works)	7,000
SKATING	Short Track	Mediolanum Forum (Milan)	Existing	12,000
	Figure Skating			
	Speed Skating	Ice Rink Baselga di Piné (Val di Fiemme)	Existing (permanent works)	5,000

VENUE MASTERPLAN

SPORTS / DISCIPLINES / EVENTS		PROPOSED COMPETITION VENUES	STATUS	CAPACITY
SKI ALPINE	Downhill	1. Cortina (women) 2. Bormio (men)	Existing	15,000 13,500
	Super G			
	Super Combined			
	Slalom			
	Giant Slalom			
	Team Event			
SKI JUMPING / NORDIC COMBINED	Ski Jumping NH/LH	Ski Jumping Stadium (Val di Fiemme)	Existing	20,000
FREESTYLE (FS) / SNOWBOARD (SB)	FS Aerials	Livigno	Temporary	3,000 10,000 10,000
	SB Big Air			
	FS Moguls			
	FS / SB Half-pipe			
	FS / SB Slopestyle			
	SB PGS			

VENUE MASTERPLAN

MILAN

MILAN HOCKEY ARENA
ICE HOCKEY 2

SAN SIRO STADIUM
OPENING

1   competition venues

ICE HOCKEY 2/PARA ICE HOCKEY

MILANO HOCKEY ARENA

STATUS	Existing (permanent works)
CONSTRUCTION (LAST MAJOR RENOVATION)	1986
FUTURE WORKS	Upgrade 2020-2021
CAPACITY	7,000
OWNER	Municipality of Milan
OPERATOR	Private
EXPERIENCE	–

VENUE MASTERPLAN

MILAN

MEDIOLANUM FORUM
FIGURE SKATING / SHORT TRACK

Google Earth   400 m

1   competition venue

SHORT TRACK / FIGURE SKATING

MEDIOLANUM FORUM

STATUS	Existing
CONSTRUCTION (LAST MAJOR RENOVATION)	1990
FUTURE WORKS	Regular lifecycle upgrades
CAPACITY	12,000
OWNER	Private
OPERATOR	Private
EXPERIENCE	Figure Skating World Championships 2018 Host of regular national and international events

VENUE MASTERPLAN

BORMIO

BORMIO
ALPINE

Google Earth
Image Landsat / Copernicus
Image © 2018 DigitalGlobe
1000 m

1 competition venue

Finish area approx. at 1,225m above sea level

Peak approx. at 3,000m above sea level
(exact location of starts tbc)

ALPINE (MEN)

BORMIO

STATUS	Existing
FUTURE WORKS	Regular lifecycle upgrades
FINISH AREAS	1
CAPACITY	13,500
OWNER	City of Bormio (public)
OPERATOR	Private
EXPERIENCE	Regular World Cup events; FIS Alpine World Ski Championships 2005

VENUE MASTERPLAN

LIVIGNO

LIVIGNO
FREESTYLE / SNOWBOARD

Google Earth
Image Landsat / Copernicus
Image © 2018 DigitalGlobe
Image NASA

N   700 m

1 competition venue

Finish area approx. at 2,390m above sea level

Peak approx. at 2,770m above sea level
(exact location of starts tbc)

FREESTYLE /
SNOWBOARD

LIVIGNO

STATUS	Temporary
FUTURE WORKS	2025
FINISH AREAS	3
CAPACITY	3,000 10,000 10,000
OWNER	Private
OPERATOR	Private
EXPERIENCE	• European Championships 2000 • European Cup Freestyle 2017 and 2018 • Host of regular national and international snowboard and freestyle events

VENUE MASTERPLAN

CORTINA D'AMPEZZO

COL DRUSCIÈ
ALPINE

PISTA EUGENIO MONTI
BOB, LUGE, SKELETON

CORTINA OLYMPIC ICE STADIUM
CURLING

3 competition venues
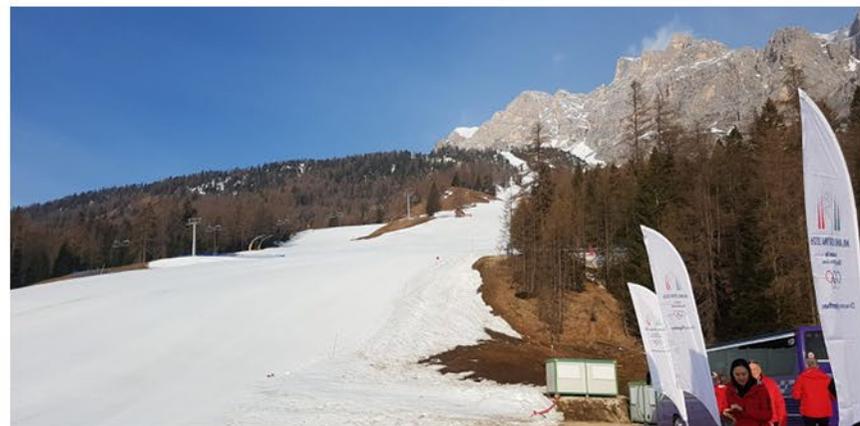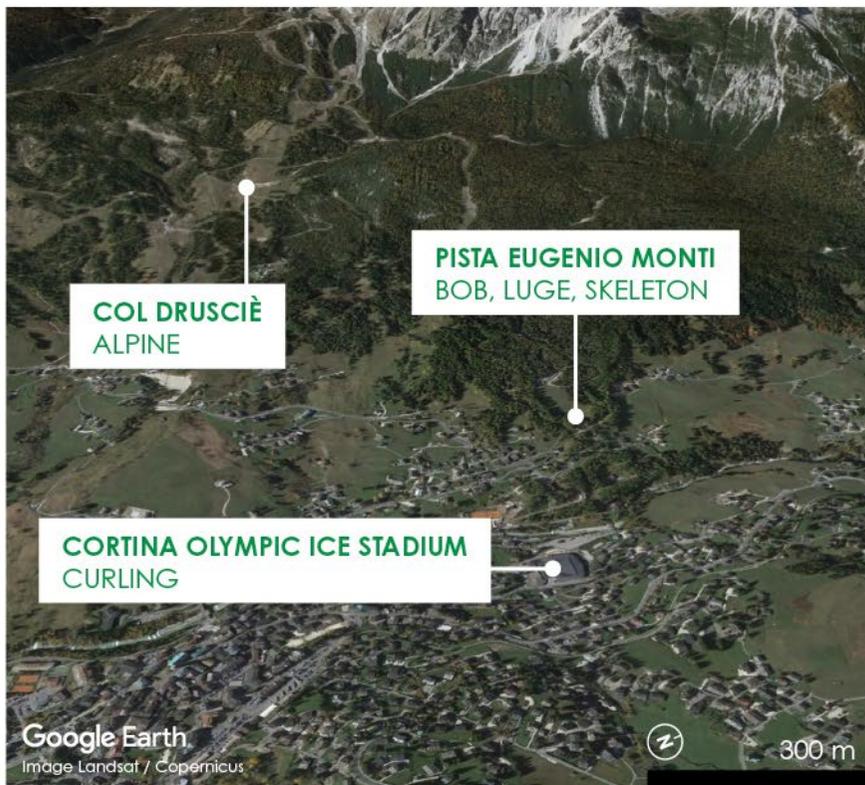
ALPINE (WOMEN)/PARA ALPINE PARA SNOWBOARD

CORTINA D'AMPEZZO

STATUS	Existing Cortina 1956 legacy venue
FUTURE WORKS	Upgrade for 2021 World Championships
FINISH AREAS	1
CAPACITY	15,000
OWNER	City of Cortina (public)
OPERATOR	Private
EXPERIENCE	Regular World Cup events; FIS Alpine World Ski Championships 2021

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VENUE MASTERPLAN

BOB / LUGE / SKELETON

PISTA EUGENIO MONTI (CORTINA)

STATUS	Existing (permanent works) Cortina 1956 legacy venue
CONSTRUCTION (LAST MAJOR RENOVATION)	1956 (Closed in 2009)
FUTURE WORKS	Major construction works 2021-2024
CAPACITY	9,000
OWNER	City of Cortina (public)
OPERATOR	SEAM Srl (publicly owned)
EXPERIENCE	• FIBT World Championships 1999 • World Cup 2008

CURLING/WHEELCHAIR CURLING

OLYMPIC ICE STADIUM (CORTINA)

STATUS	Existing Cortina 1956 legacy venue
CONSTRUCTION (LAST MAJOR RENOVATION)	1956 (2009)
FUTURE WORKS	2025
CAPACITY	3,100
OWNER	City of Cortina (public)
OPERATOR	SEAM Srl (publicly owned)
EXPERIENCE	2010 Curling World Championships

VENUE MASTERPLAN

VAL DI FIEMME

3 competition venues

TRAMPOLINO GIUSEPPE DAL BEN
SKI JUMPING (NH/LH), NORDIC COMBINED

SPEED SKATING 40KM
(FROM CROSS COUNTRY)

VAL DI FIEMME
CROSS COUNTRY / NORDIC COMBINED

Google Earth
Image © 2018 CNES / Airbus

200 m
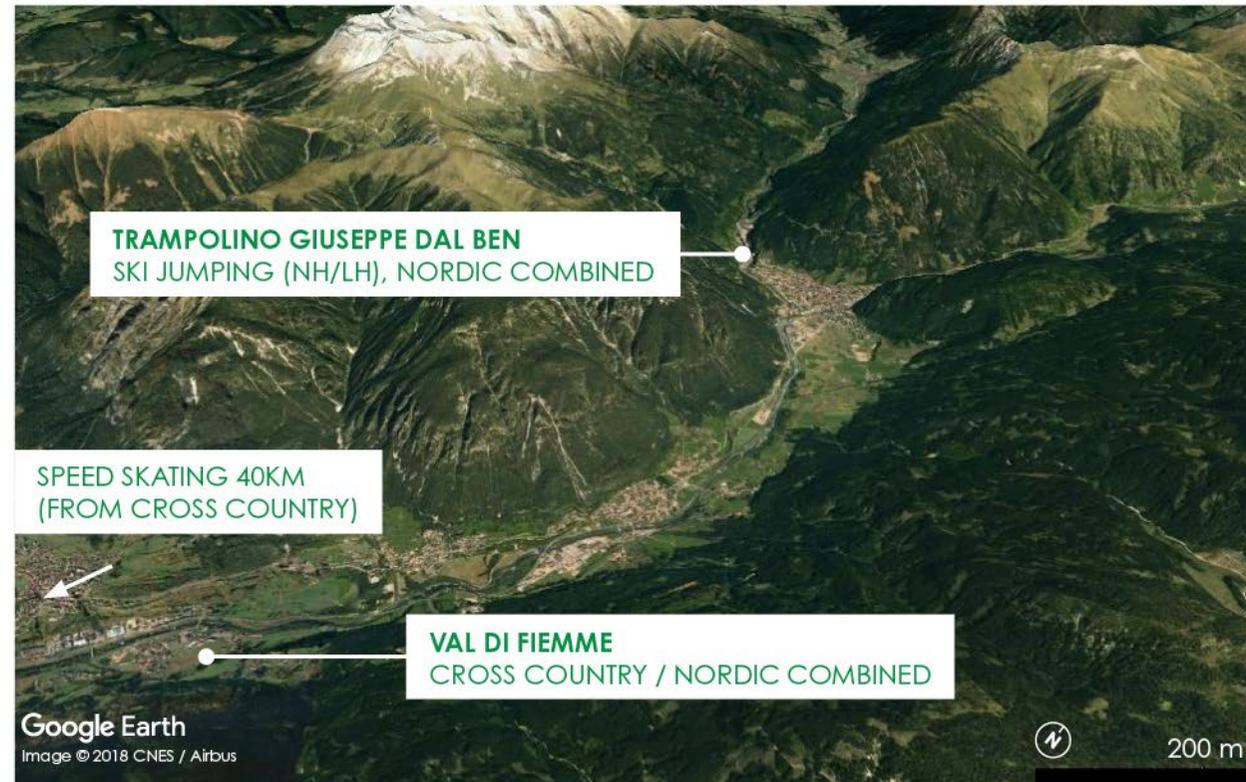
VENUE MASTERPLAN

SKI JUMPING / NORDIC COMBINED

SKI JUMPING STADIUM - VAL DI FIEMME

STATUS	Existing
CONSTRUCTION (LAST MAJOR RENOVATION)	1989 (2012)
FUTURE WORKS	–
CAPACITY	20,000
OWNER	City of Predazzo (public)
OPERATOR	City of Predazzo (public)
EXPERIENCE	• Nordic Ski World Championships 1991, 2003, 2013 (Nordic Combined and Ski Jumping) • Frequent Nordic Combined World Cups • Winter Universiade 2013

CROSS COUNTRY SKIING / NORDIC COMBINED

VAL DI FIEMME

STATUS	Existing
FUTURE WORKS	Regular lifecycle upgrades
CAPACITY	30,000
OWNER	City of Tesero
OPERATOR	Private
EXPERIENCE	• Cross Country World Cup 2018 • Nordic Ski World Championships 1991, 2003, 2013 (Nordic Combined and Ski Jumping) • Frequent Nordic Combined World Cups • Winter Universiade 2013

VENUE MASTERPLAN

SPEED SKATING

ICE RINK PINÉ (VAL DI FIEMME)

STATUS	Existing (permanent works)
CONSTRUCTION	1986
FUTURE WORKS	Outdoor oval; construction of roof required (2021-2024)
CAPACITY	5,000
OWNER	City of Baselga di Piné (public)
OPERATOR	Ice Rink Piné Srl (public)
EXPERIENCE	• World Junior Championships 2019 • European Championships 2011

VENUE MASTERPLAN

ANTHOLZ

SÜDTIROL ARENA
BIATHLON

Google Earth
Image Landsat / Copernicus
Image © 2018 DigitalGlobe

1   competition venue
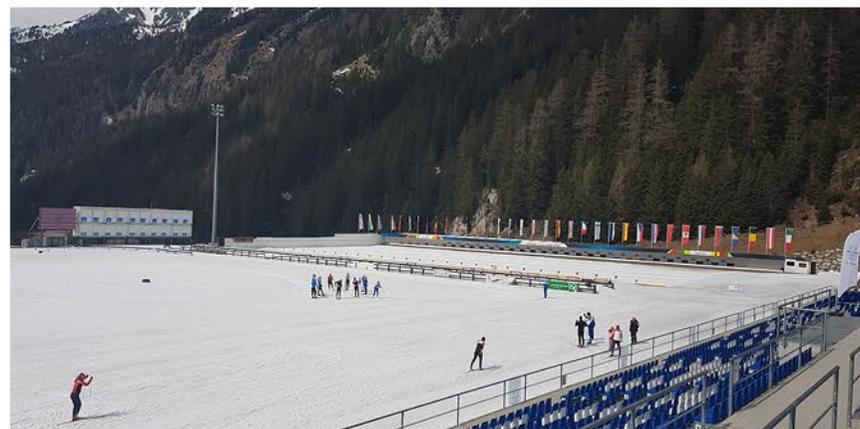
BIATHLON

SÜDTIROL ARENA

STATUS	Existing
CONSTRUCTION	1971 (2006)
FUTURE WORKS	2019/2020
CAPACITY	19,000
OWNER	Municipality of Rasen-Antholz (Public)
OPERATOR	Biathlon World Cup Committee
EXPERIENCE	• Annual Biathlon World Cups • Biathlon World Championships in 1975, 1976, 1983, 2007, 2020

VENUE MASTERPLAN

6 OLYMPIC VILLAGES
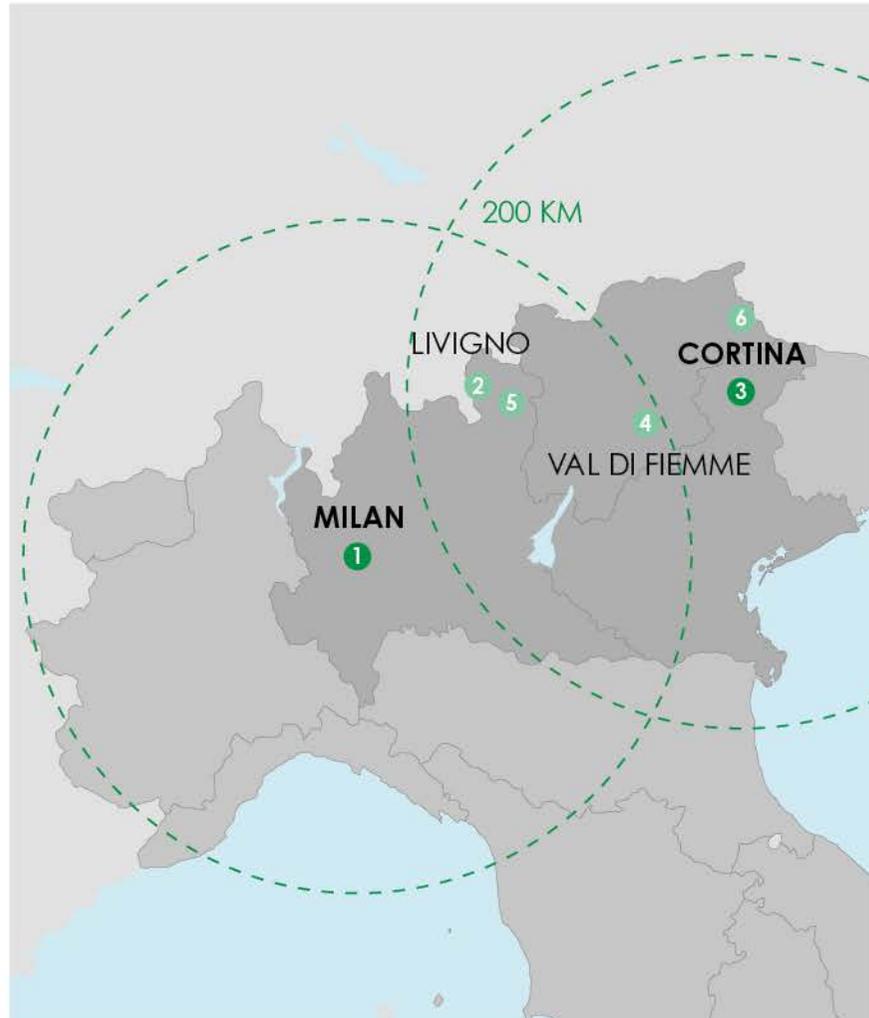
VILLAGE 1   **MILAN - 1,330 BEDS**
New development. Student housing.

VILLAGE 2   **LIVIGNO – 1,020 BEDS**
permanent / temporary

VILLAGE 3   **CORTINA –1,140 BEDS**
Temporary

VILLAGE 4   **VAL DI FIEMME – 1,300 BEDS**
(VILLAGGIO VERONZA DI CARANO)
Existing Hotels

VILLAGE 5   **BORMIO – 378 BEDS**
Existing Hotels

VILLAGE 6   **ANTHOLZ – 500 BEDS**
Existing Hotels

VENUE MASTERPLAN
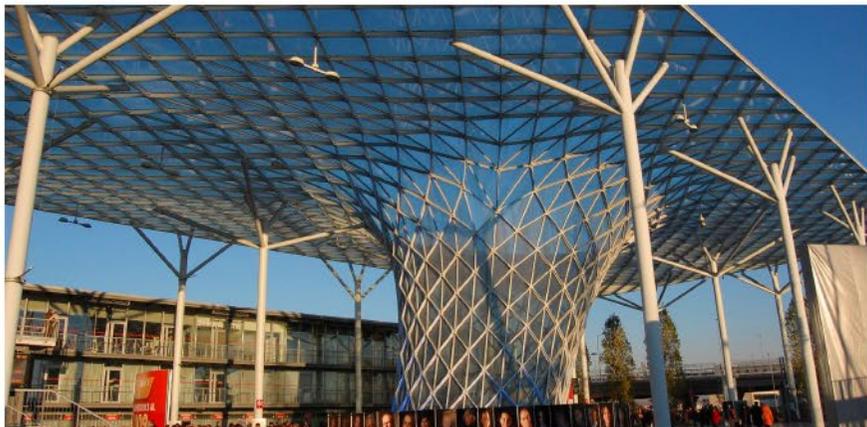
IBC/MPC

INTERNATIONAL BROADCAST CENTRE
MAIN PRESS CENTRE

FIERA MILANO

STATUS	Existing
CONSTRUCTION (LAST MAJOR RENOVATION)	2005
FUTURE WORKS	tbc
TOTAL FLOOR AREA	345,000 m²
SITE AREA	Tbc
OWNER	Fondazione Fiera Milano (public)
OPERATOR	Private

CEREMONIES

OPENING

GIUSEPPE-MEAZZA STADIUM (MILAN)

STATUS	Existing
CONSTRUCTION (LAST MAJOR RENOVATION)	1926 (2014)
FUTURE WORKS	tbc
CAPACITY	80,000
OWNER	City of Milan
OPERATOR	Private
EXPERIENCE	Host of regular national and international events

VENUE MASTERPLAN

CLOSING

CEREMONIES

ARENA DI VERONA

STATUS	Existing
CONSTRUCTION (LAST MAJOR RENOVATION)	I century A.D.
FUTURE WORKS	tbc
CAPACITY	12,000
OWNER	City of Verona (public)
OPERATOR	City of Verona (public)
EXPERIENCE	Host of regular national and international events

HUMAN RIGHTS

HUMAN RIGHTS

COUNTRY OVERVIEW: SWEDEN*

Sweden is a parliamentary monarchy with free and fair elections and a strong multiparty system. It has ratified most of the international and supranational treaties relevant in the Human Rights field, including all eight Core Conventions from the International Labour Organization (ILO). Corruption is low, civil liberties and political rights are legally guaranteed, and respected in practice, and the rule of law is strong. Its legislation to protect human rights is well-developed and adequately enforced.

Potential areas of concerns associated with the organization of the Winter Olympic Games are very limited and mostly focus on the labor rights of workers involved in construction work during the preparation phase and in the hospitality services during the hosting phase.

The government believes that business and respect for human rights go hand in hand. In 2015, Sweden was among the first country to release a National Action Plan on Human Rights .
The Swedish sports movement adheres to the UN Declaration of Human Rights. It signed a joint agreement on fair play and decent working conditions with the Swedish Confederation of Trade Unions and representatives from global union federations, committing to respect human rights at international sports events. On this basis, the Swedish Sports Confederation developed a handbook to spread knowledge on how Swedish sport can help promote human rights .

HIGH-LEVEL HUMAN RIGHTS INDICATORS	
Human Rights Treaties Ratification (OHCHR)	Sweden has ratified 14 out of 18 Human Rights treaties
ILO Core Conventions Ratification (ILO)	Sweden has ratified all 8 ILO Core Conventions
Freedom of the World Score (Freedom House)	100/100 – Free country
Rule of Law Indicator (World Bank)	99/100 – Rule of law is strong
Global Rights Index (ITUC)	1/5 – Lowest risk (sporadic violation of rights)
Corruption Perception Index (Transparency International)	84/100 – Risk of corruption is perceived to be low

* Overview extracted from Human Rights Country Profile analysis conducted by BSR (Business for Social Responsibility), a third party independent non-for-profit organisation, for the IOC in January-February 2019.

HUMAN RIGHTS

COUNTRY OVERVIEW: ITALY*

Italy is a parliamentary democratic republic with free and fair elections and a strong multiparty system. It has ratified most of the international and supranational treaties relevant in the Human Rights field, including all eight Core Conventions from the International Labour Organization (ILO). Civil liberties and political rights are legally guaranteed and respected in practice. However, corruption has long been considered an issue. Its legislation to protect human rights is well-developed and adequately enforced.

Potential areas of concerns associated with the organization of the Winter Olympic Games are very limited and mostly focus on the labor rights of workers involved in construction work during the preparation phase, in particular linked with the "caporalato" – the practice of illegal labor brokerage for labor exploitation of immigrant workers.

Italy released a National Action Plan (NAP) on Human Rights in 2016. The same year, the Italian Olympic Committee signed the UN Global Compact principles and defined a sustainability approach, including referencing to the Sustainable Development Goals (SDGs).

HIGH-LEVEL HUMAN RIGHTS INDICATORS	
Human Rights Treaties Ratification (OHCHR)	Italy has ratified 17 out of 18 Human Rights treaties
ILO Core Conventions Ratification (ILO)	Italy has ratified all 8 ILO Core Conventions
Freedom of the World Score (Freedom House)	89/100 – Free
Rule of Law Indicator (World Bank)	63/100 – Medium
Global Rights Index (ITUC)	1/5 – Lowest risk (sporadic violation of rights)
Corruption Perception Index (Transparency International)	50/100 – Risk of corruption is perceived to be medium

* Overview extracted from Human Rights Country Profile analysis conducted by BSR (Business for Social Responsibility), a third party independent non-for-profit organisation, for the IOC in January-February 2019.

GAMES DELIVERY

SPORT EXPERTISE
SWEDEN

INTERNATIONAL WINTER SPORTS EVENTS IN OLYMPIC SPORTS IN THE SEASONS 2008/09-2018/19												
	Bobsleigh, Skeleton, Luge (Sigulda)	Alpine Skiing	Freestyle Skiing	Biathlon	Cross Country Skiing	Nordic Combined, Ski Jumping	Ice Hockey*	Figure Skating	Speed Skating	Short Track Speed Skating	Curling*	Snowboard
2008/2009	Sigulda (FIL World Cup)	Åre 2x	Are, Branäs	Östersund	Gällivare, Stockholm, Falun	-	-	-	-	-	-	Stockholm
2009/2010		Åre	Are, Branäs	Östersund	Falun, Stockholm	-	-	-	-	-	-	Stockholm
2010/2011	Sigulda (FIL World Cup)	Åre	Are, Branäs	Östersund	Gällivare, Falun, Stockholm	-	-	-	-	-	-	Stockholm
2011/2012	Sigulda (FIL World Cup)	Åre	Are, Branäs	Östersund	Falun, Stockholm	-	WCH Helsinki/ Stockholm	-	-	-	-	Stockholm
2012/2013	Sigulda (FIL WCH) Sigulda (FIL World Cup)	Stockholm	Åre	Östersund	Gällivare, Stockholm, Falun	-	WCH Stockholm/ Helsinki	-	-	-	-	-
2013/2014		Åre	Åre	Östersund	Falun	NC: Falun, SJ: Falun 2x	-	-	-	-	-	-
2014/2015	Sigulda (FIL WCH) Sigulda (FIL World Cup)	Åre 2x	Åre	Östersund	Östersund, WCH Falun	WCH Falun	WCH Women Malmö	-	-	-	-	-
2015/2016	Sigulda (FIL World Cup)	Stockholm 2x, Åre	Åre	Östersund	Stockholm, Falun	-	-	-	-	-	Mixed Double/ Karlstad	-
2016/2017	Sigulda (FIL World Cup)	Stockholm 2x	Idre	Östersund	Ulriceham, Falun	-	-	-	-	-	-	-
2017/2018	Sigulda (FIL World Cup)	Stockholm 2x, Åre	Idre	Östersund	Falun	-	-	-	-	-	Mixed Double/ Östersund	-
2018/2019	Sigulda (FIL World Cup + IBSF World Cup)	World Championship, Åre World Cup, Stockholm	Idre	IBU WCH Östersund	Ulricehamn, Falun	-	-	-	-	-	-	-
Total Events	**12**	**19**	**15**	**11**	**23**	**4**	**3**	**0**	**0**	**0**	**2**	**4**

* World Championships only

SPORT EXPERTISE

ITALY

INTERNATIONAL WINTER SPORTS EVENTS IN OLYMPIC SPORTS IN THE SEASONS 2008/09-2017/18

	Bobsleigh, Skeleton, Luge	Alpine Skiing	Freestyle Skiing	Biathlon	Cross Country Skiing	Nordic Combined, Ski Jumping	Ice Hockey*	Figure Skating	Speed Skating	Short Track Speed Skating	Curling*	Snowboard
2008/2009	B: Cesana S: Cesana L: Cesana	Val Gardena, Bormio, Alta Badia, Sestiere, Cortina, Tarvisio	-	Antholz	Val di Fiemme, Valdidentro	NC: Val di Fiemme SJ: Pragelato	-	-	-	-	WCH Cortina	Limone Piemonte, Bardonneccia, Valmalenco
2009/2010	B: Cesana S: Cesana L: Cesana	Val Gardena, Bormio, Alta Badia, Cortina	Innichen	Antholz	Toblach, Val di Fiemme	-	-	WCH Torino	-	-	WCH Cortina	Limone Piemonte, Valmalenco
2010/2011	B: Cesana S: Cesana L: WCH Cesana	Val Gardena, Bormio, Alta Badia, Cortina, Sestiere, Tarvisio	Innichen	Antholz	Toblach, Val di Fiemme	-	-	-	-	-	-	Limone Piemonte, Bardonnecchia, Valmalenco
2011/2012	-	Val Gardena, Alta Badia, Bormio, Cortina	Innichen	Antholz	Toblach, Val di Fiemme, Milan	NC: Val di Fiemme, SJ: Val di F. 2x	-	-	-	-	-	Carezza, Valmalenco
2012/2013	-	Bormio, Val Gardena, Alta Badia, Cortina	Innichen	Antholz	Cortina, Toblach, Val di Fiemme, WCH Val di Fi.	WCH Val di Fiemme	-	-	-	-	-	Carezza
2013/2014	-	Val Gardena, Alta Badia, Bormio 2x, Cortina	Innichen	Antholz	Asiago, Cortina, Toblach, Val di Fiemme	-	-	-	-	Torino	-	Carezza
2014/2015	-	Val Gardena, Alta Badia, Santa Catarina, Madonna di C., Cortina	Innichen	Antholz	Toblach, Val di Fiemme	NC: Val di Fiemme	-	-	-	-	-	Carezza
2015/2016	-	Val Gardena, Santa Cata. 2x, Alta Badia, Madonna di Campiglio, Cortina, La Thuile,	Innichen, Watles,	Antholz	Toblach 2x, Val di Fiemme	NC: Val di Fiemme	-	-	-	-	-	Carezza, Cortina
2016/2017	-	Val Gardena, Alta Badia, Santa Catarina, Madonna di Campiglio, Sestiere, Kronplatz, Cortina	Innichen, Watles, Milan, Seiser Alm	Antholz	Toblach 2x, Val di Fiemme	NC: Val di Fiemme	-	-	-	-	-	Carezza, Cortina, Milan, Seiser Alm
2017/2018	-	Val Gardena, Bormio, Alta Badia, Madonna di Campiglio, Cortina, Kronplatz	Innichen, Milan, Seiser Alm	Antholz	Toblach, Val di Fiemme	NC: Val di Fiemme	-	WCH Milan	-	-	-	Carezza, Cortina, Milan, Seiser Alm
2018/2019	-	Val Gardena x2, Alta Badia, Madonna di Campiglio, Bormio, Kronplatz, Cortina	Modena, Innichen, Seiser Alm	IBU World Cup, Antholz	Toblach, Val di Fiemme, Cogne	SJ+NC World Cup: Val di Fiemme	-	-	-	-	-	World Cupx5: Modena, Carezza, Cortina d'Ampezzo, Cervinia, Seiser Alm
Total Events	9	61	18	11	30	11	0	2	0	1	2	28

* World Championships only

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ACCOMMODATION STOCKHOLM – ÅRE 2026

GUARANTEED ACCOMMODATION PLAN

GAMES NEEDS: 24,000 ROOMS

ROOMS	STOCKHOLM <50km	ÅRE <50km	FALUN <50km	SIGULDA/RIGA <50km	TOTAL
5 stars	1263	120	-	93	1476
4 stars	11537	575	690	903	13 705
3 stars	7775	129	1 143	105	9 152
3 to 5 star apartments	71	914			985
2 stars	-	12	67	-	79
TOTAL	20 646	1 750	1 900	1 101	25 397

TOTAL EXISTING HOTEL INVENTORY

ROOMS	STOCKHOLM <50km	ÅRE <50km	FALUN <50km	SIGULDA/RIGA <50km	TOTAL
5 stars	1 158	152	-	707	2 017
4.5 stars	400	-	-	-	400
4 stars	23 986	980	265	4 292	29 523
3.5 stars	283	-	904	-	1 187
3 stars	11 046	411	546	1 696	13 699
3 to 5 star apartments	-	2 332	-	32	2 364
2.5 stars	-	-	186	-	186
2 stars	541	176	317	112	1 146
TOTAL	37 414	4 051	2 218	6 839	50 522

ACCOMMODATION MILAN – CORTINA 2026

GUARANTEED ACCOMMODATION PLAN

GAMES NEEDS: 24,000 ROOMS

ROOMS	MILAN <50km	VALTELLINA <50km	CORTINA <50km	VAL DI FIEMME <50km	ANTHOLZ <50km	TOTAL
5 stars	991	52	314	-	36	1 393
4 stars	7 596	926	1 710	1 179	361	11 772
3 stars	3 793	1 915	3 128	2 536	370	11 742
2 stars	15	315	619	141	177	1 267
TOTAL	**12 395**	**3 208**	**5 771**	**3 856**	**944**	**26 174**

TOTAL EXISTING HOTEL INVENTORY

ROOMS	MILAN <50km	VALTELLINA <50km	CORTINA <50km	VAL DI FIEMME <50km	ANTHOLZ <50km	TOTAL
5 stars	3 154	323	359	272	166	4274
4 stars	14 799	4 181	2 019	4 551	372	25 922
3 stars	6 023	10 635	5 189	12 764	476	35 087
2 stars	995	1 828	1 299	2 384	42	6 548
TOTAL	**24 971**	**16 967**	**8 866**	**19 971**	**1 056**	**71 831**

TRANSPORT MAPS

STOCKHOLM – ÅRE 2026

STOCKHOLM CLUSTER
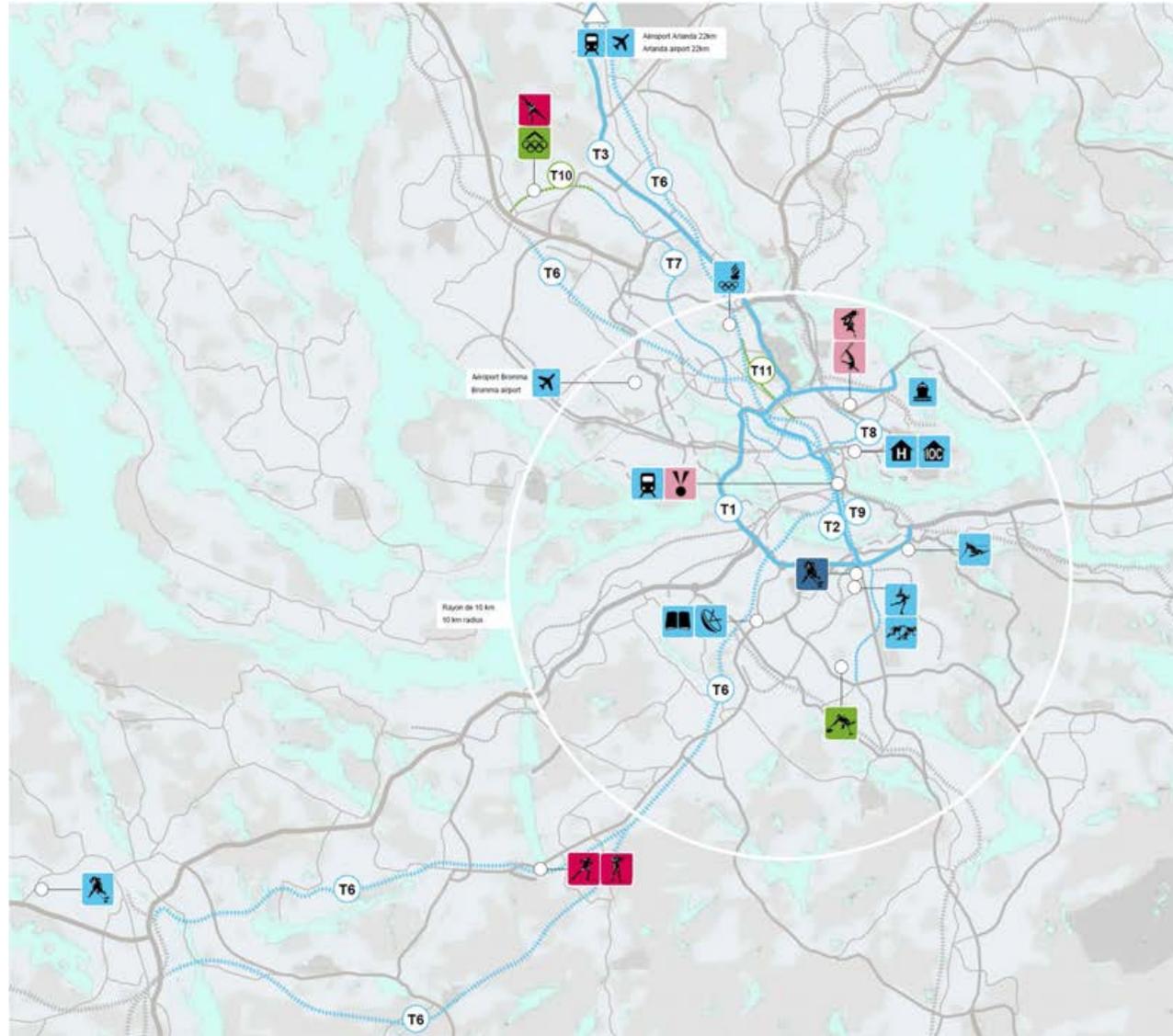
MAP A –
OLYMPIC GAMES CONCEPT
PLAN A –
CONCEPT DES JEUX OLYMPIQUES

TRANSPORT MAPS

MILAN – CORTINA 2026

MILAN CLUSTER
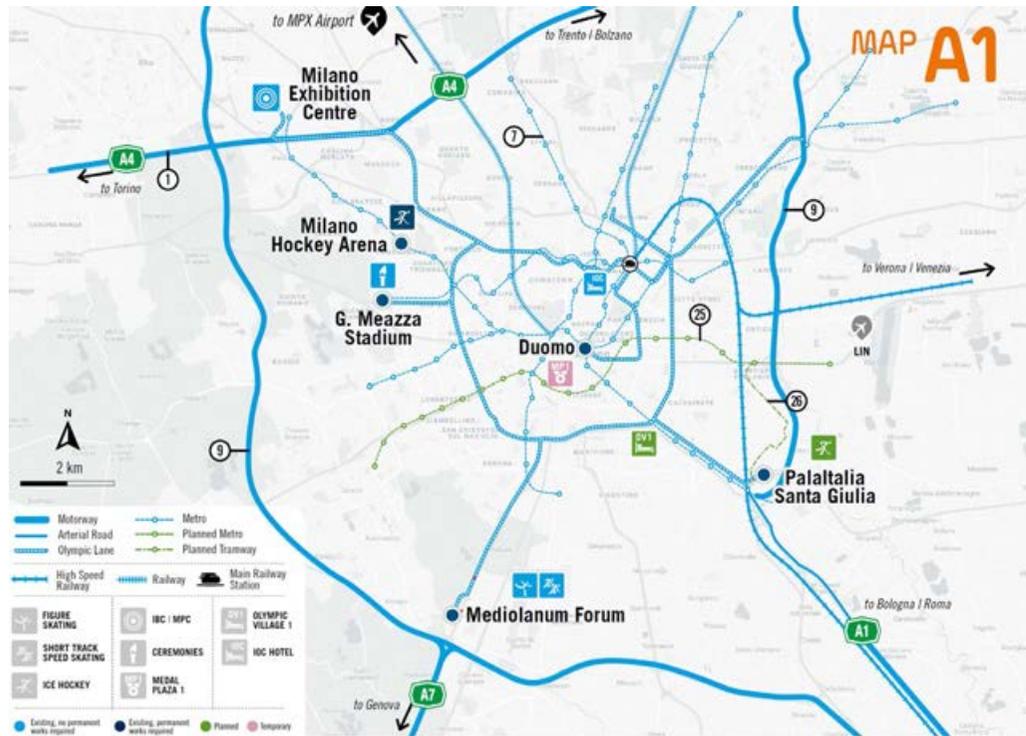
VAL DI FIEMME CLUSTER

TRANSPORT MAPS

## MILAN – CORTINA 2026

VALTELLINA CLUSTER

CORTINA CLUSTER
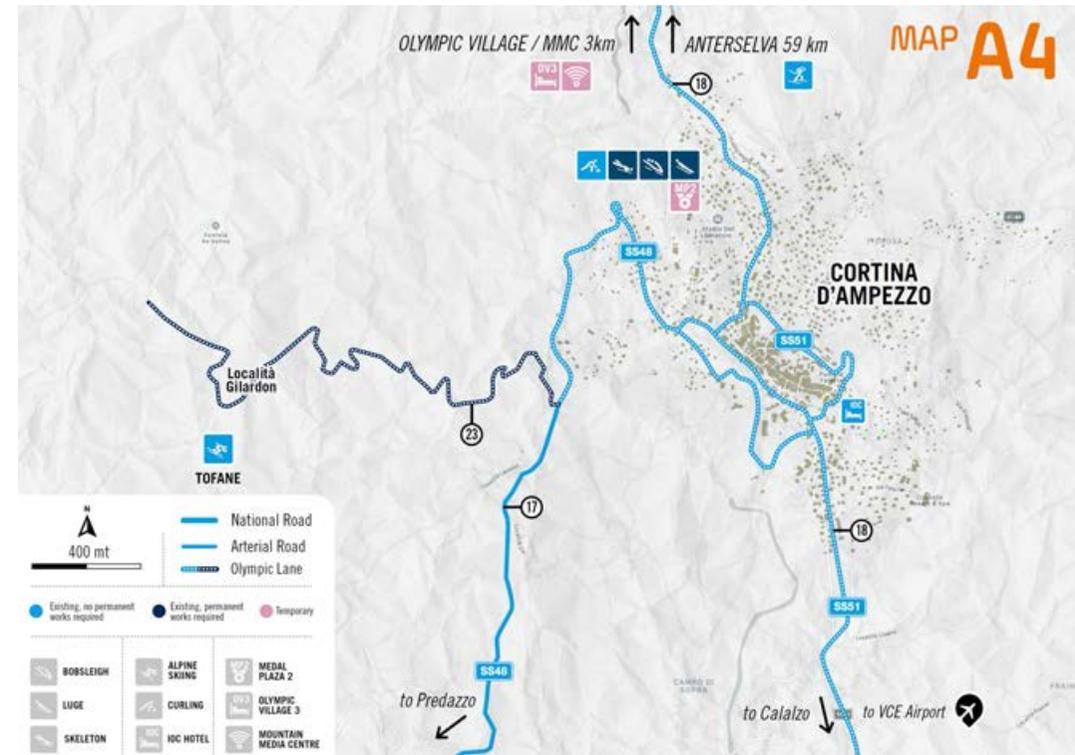
AIRPORTS

STOCKHOLM – ÅRE 2026

	STOCKHOLM ARLANDA (Official Port of Entry)		ÅRE-ÖSTERSUND		RIGA	
	2018	**2026**	**2018**	**2026**	**2018**	**2026**
Number of runways	3	3	1	1	1	1
Number of gates or stands close to terminal	81	88	4	5	38	37
Annual capacity	26.5 million passengers	n/a	0.5 million passengers	n/a	7 million passengers	n/a
Passenger terminal capacity (per hour)	5,700 departures/ 5,000 arrivals international; 1,900 departures/1,900 arrivals domestic	7,500 departures/6,400 arrivals international; 1,900 departures/1,900 arrivals domestic	1,500 departures/ 1,000 arrivals	1,500 departures/ 1,000 arrivals	1 500	2,500-3,000
Distance to city centre	40 km	40 km	10 km	10 km	11 km	11 km
Public transport links to City centre (existing, planned and additional)	Private high-speed train company and bus companies, public bus, commuter train and train	Private high-speed train company and bus companies, public bus, commuter train and train	Bus and taxi	Bus and taxi	City bus line - 6 trips per one hour, Mini bus line - 4 trips per one hour	Rail connection to city centre, City bus line, Mini bus line

AIRPORTS

MILAN – CORTINA 2026

	MILANO MALPENSA (Official Port of Entry)		VENEZIA MARCO POLO (Official Port of Entry)	
	2018	**2026**	**2018**	**2026**
Number of runways	2 parallel runways	2 parallel runways	1 runway	1 runway
Number of gates or stands close to terminal	Schengen: Terminal 1: 33 gates Terminal 2: 17 gates Non Schengen: Terminal 1: 32 gates Terminal 2: 6 gates	Schengen: Terminal 1: 33 gates Terminal 2: 17 gates Non Schengen: Terminal 1: 32 gates Terminal 2: 6 gates	Schengen: 14 gates Non Schengen: 14 gates	Schengen: 22 gates Non Schengen: 28 gates
Annual capacity	22 million passengers	n/a	10 million passengers	n/a
Passenger terminal capacity (per hour)	Outbound: Terminal 1: 4'000 pax/h Terminal 2: 2'100 pax/h Inbound: Terminal 1: 5'800 pax/h Terminal 2: 2'900 pax/h	Outbound: Terminal 1: 4'000 pax/h Terminal 2: 2'100 pax/h Inbound: Terminal 1: 5'800 pax/h Terminal 2: 2'900 pax/h	Outbound: 2'380 pax/h Inbound: 2'430 pax/h	Outbound: 3'580 pax/h Inbound: 3'600 pax/h
Distance to city centre	50 km	50 km	15 km	15 km
Public transport links to City centre (existing, planned and additional)	Train (every 15 minutes) - Bus: line "Autostradale	Train (every 15 minutes) - Bus: line "Autostradale	Bus: line 15 Train: no train connection available	Bus: line 15 Train: new train connection to main national railway network (by 2025)

TRAVEL TIMES AND DISTANCES

STOCKHOLM – ÅRE

TRAVEL TIME

TRAVEL TIME FROM OLYMPIC VILLAGE	NUMBER OF COMPETITION VENUES	COMPETITION VENUES
0-10 min	4	Speed skating; Alpine skiing; bobsleigh/skeleton/luge; ski jumping/Nordic combined
11-20 min	1	Freestyle/snowboard
21-30 min	1	Aerials/big air
31-40 min	4	Curling; ice hockey 1; short track/figure skating; Alpine skiing team event
41-50 min	-	
51-60 min	2	Biathlon/cross-country skiing; ice hockey II

DISTANCES

DISTANCE FROM OLYMPIC VILLAGE	NUMBER OF COMPETITION VENUES	COMPETITION VENUES
0-10 km	5	Speed skating; Alpine skiing; bobsleigh/skeleton/luge; ski jumping/Nordic combined; Freestyle/snowboard
11-20 km	1	Aerials/big air
21-30 km	4	Curling; ice hockey 1; short track/figure skating; Alpine skiing team event
31-40 km	1	Biathlon/cross-country skiing
41-50 km	-	
51-60 km	1	Ice hockey II

TRAVEL TIMES AND DISTANCES

MILAN – CORTINA 2026

TRAVEL TIME

TRAVEL TIME FROM OLYMPIC VILLAGE	NUMBER OF COMPETITION VENUES	
0-10 min	11	Bobsleigh/skeleton/luge; curling; Alpine skiing (w); Alpine skiing (m); freestyle/snowboard (3 venues); cross-country; ski Jumping; biathlon; speed skating
11-20 min	2	Figure skating/short track; ice hockey 1
21-30 min	1	Ice hockey 2
31-40 min	-	
41-50 min	-	
51-60 min	-	

DISTANCES

DISTANCE FROM OLYMPIC VILLAGE	NUMBER OF COMPETITION VENUES	
0-10 km	13	Bobsleigh/skeleton/luge; curling; Alpine skiing (w); Alpine skiing (m); freestyle/snowboard (3 venues); cross-country; ski Jumping; biathlon; speed skating; figure skating/short track; ice hockey 1
11-20 km	1	Ice hockey II
21-30 km	-	
31-40 km	-	
41-50 km	-	
51-60 km	-	

ECONOMIC DATA

STOCKHOLM – ÅRE 2026

SWEDEN

YEAR	2017 (Actual)	2020 (Forecast)
Population (million)	9.91	10.12
Nominal GDP (USD Billion)	535.8	622.2
Nominal GDP per capita (USD at PPP)	52,170	57,184
Inflation p.a %	1.8	1.7 < 2.0 (2018-2020)
GDP Growth %	2.4	1.6 < 2.2 (2018-2020)
Public Gross Debt (% GDP)	40.8	39.0
Moody's Credit Rating	Aaa (Investment Grade – minimal risk)*	

Source: Economist Intelligence Unit (Country Report March 2019)

STOCKHOLM COUNTY

YEAR	2017
Population (million)	2.34
Nominal GDP (USD Billion)	171.86
Nominal GDP per capita (USD)	72,633
Moody's Credit Rating	n/a

JÄMTLAND COUNTY (ÅRE)

YEAR	2017
Population (million)	0.13
Nominal GDP (USD Billion)	n/a
Nominal GDP per capita (USD)	42,263
Moody's Credit Rating	n/a

Source: Bloomberg & Statistics Sweden, www.scb.se / Exchange rate used by Candidature Committee USD 1 = SEK 8.66
*More information: Moody's Rating Scale

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ECONOMIC DATA

MILAN – CORTINA 2026

ITALY

YEAR	2017 (Actual)	2020 (Forecast)
Population (million)	59.4	59.1
Nominal GDP (USD Billion)	1'950.1	2'207.7
Nominal GDP per capita (USD at PPP)	41,779	44,831
Inflation p.a %	1.0	1.1 < 1.3 (2018-2020)
GDP Growth %	1.6	0.1 < 0.8 (2018-2020)
Public Gross Debt (% GDP)	131.1	132.8
Moody's Credit Rating	Baa3 (Investment Grade – moderate credit risk)*	

Source: Economist Intelligence Unit (Country Report March 2019)

LOMBARDY

YEAR	2017
Population (million)	10.0
Nominal GDP (USD Billion)	435.28
Nominal GDP per capita (USD)	40'025.9
Moody's Credit Rating	Baa2 (Investment Grade - moderate credit risk)*

VENETO

YEAR	2017
Population (million)	4.9
Nominal GDP (USD Billion)	184.61
Nominal GDP per capita (USD)	34'585.6
Moody's Credit Rating	Baa3 (Investment Grade - moderate credit risk)*

Source: Italian National Institute of Statistics, www.istat.it / Exchange rate used by Candidature Committee EUR 1 = USD 1.136
*More information: Moody's Rating Scale

PUBLIC SUPPORT: OPINION POLL RESULTS

IOC OPINION POLL METHODOLOGY

The IOC Opinion polls were run in Sweden and in Italy by *Publicis Media Sport & Entertainment* between 7 and 19 February 2019

The methodology for data collection is based on a short self-completion, online survey (an exception was made for the county of Jämtland due to a lack of online sample feasibility. In this region a telephone interviewing method was used)

Samples:

Sweden:
- Total: n=2,443
- City of Stockholm: n=608
- Stockholm County: n=610
- Jämtland County: n=600
- Country of Sweden: n=625

Italy:
- Total: n=2,455
- City of Milan: n=613
- Region of Lombardy: n=607
- Region of Veneto: n=607
- Country of Italy: n=628

The data presented for Sweden and Italy was weighted to more accurately reflect the age and gender of each country's population.

STOCKHOLM – ÅRE 2026

	SUPPORT	NO OPINION	OPPOSITION
SWEDEN	55%	28%	17%
STOCKHOLM	54%	30%	17%
STOCKHOLM COUNTY	52%	30%	18%
JÄMTLAND COUNTY (ÅRE)	59%	20%	22%

MILAN – CORTINA 2026

	SUPPORT	NO OPINION	OPPOSITION
ITALY	83%	13%	4%
MILAN	87%	10%	4%
LOMBARDY	81%	14%	5%
VENETO	80%	18%	3%

CREDITS

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