



International
Olympic
Committee

REPORT BY THE FUTURE HOST COMMISSION FOR THE OLYMPIC WINTER GAMES

WINTER YOUTH OLYMPIC GAMES 2028: DOLOMITI VALTELLINA

January 2025



INTRODUCTION: MESSAGE FROM THE CHAIR

The Italian Olympic Committee (CONI) and its regional partners in Lombardy, Veneto and Trentino have a vision for the Winter Youth Olympic Games (YOG) 2028 to amplify the socio-economic and sports impacts of the Olympic Winter Games Milano Cortina 2026, by returning to many of the same venues and reinvesting in community programmes which promote physical activity, particularly for youth.

Thanks to the the commitment to the Olympic Movement of these three winter sport loving regions, the baton would be passed to a new generation. The project is fully aligned with the youth development strategies of the three regions to promote active citizenship and youth empowerment.

Dolomiti Valtellina project leaders see the YOG as an opportunity to extend the Olympic magic in the Italian Alps to the end of the decade and to new communities and athletes who were not able to participate in 2026. In addition, they propose to nurture local skills and experience gained from Olympic hosting and offer young people opportunities to take on leadership roles.

“Dolomiti Valtellina 2028 has all the key elements to stage a successful edition of the Winter Youth Olympic Games in the heart of one of the world’s most mature winter sports regions.”

For the Olympic Movement, the Dolomiti Valtellina model would reinforce work to ensure a sustainable future, supporting the goals of Olympic Agenda 2020 and 2020+5, by staging the YOG in 100 per cent existing venues and re-using state of the art infrastructure.

It would provide young athletes the possibility of an authentic Olympic experience, competing in tried-and-tested Olympic venues, supported by knowledgeable fans and volunteers.

Since Targeted Dialogue was opened in July 2024, the Future Host Commission has examined the strategic and technical elements of the project, in consultation with subject experts. Their analysis is summarised in this report.

The Future Host Commission finds that Dolomiti Valtellina 2028 is based upon a solid vision, legacy objectives and venue masterplan and has all the key elements to stage a successful edition of the Winter Youth Olympic Games in the heart of one of the world’s most mature winter sports regions.



Karl Stoss, Chair
Future Host Commission
for the Olympic Winter Games



TABLE OF CONTENTS

<u>Vision, Impact & Legacy and Alignment</u>	4
<u>Venue Masterplan</u>	8
<u>YOG Experience</u>	29
<u>Sustainability</u>	35
<u>Support, Governance and Guarantees</u>	39
<u>Economics of the Games</u>	44

VISION, IMPACT & LEGACY AND ALIGNMENT



VISION

*“Empowering the Future:
fostering Youth Excellence and Sustainability in the Heart of Nature”*

Building on the legacy of the Olympic Winter Games 2026, Dolomiti Valtellina’s vision for the Winter YOG 2028 is to pass the baton to, and empower, a new generation of athletes and leaders. The project is centred around five strategic objectives:

- **Spin-off event:** YOG 2028 would leverage the sporting legacy and experience of Milano Cortina 2026 by re-using the majority of the Olympic venues, to further position northern Italy as a hub for major winter sports competitions
- **Sustainable behaviours:** inspired by the commitments of Milano Cortina 2026, the staging of Winter YOG 2028 in the Italian Alps aims to promote the highest sustainability standards in the delivery of global sport events
- **Sport and healthier lifestyle:** YOG would be leveraged as a platform to encourage young people to practise winter sports and transition to healthier lifestyles
- **Social engagement:** sport would be a vector to develop a new generation of civic leaders and promote social responsibility and inspire positive change in societies
- **Solidarity and friendship:** Building on the Olympic Values, Winter YOG in Italy would be harnessed to foster a spirit of unity, appreciation of diversity and mutual understanding across a global community of young athletes



LEGACY

The long term economic, social, sports and environmental benefits of YOG 2028 would be a continuation of the legacy strategy that is being implemented by Milano Cortina 2026.

Dolomiti Valtellina 2028 has defined a series of key legacy objectives across the following areas:

Sport & Health benefits

- Encouraging youth participation in organised and competitive sports by maintaining the Olympic competition venues for use by local athletes
- Promoting physical activity by extending the “More Movement” programme of Milano Cortina 2026

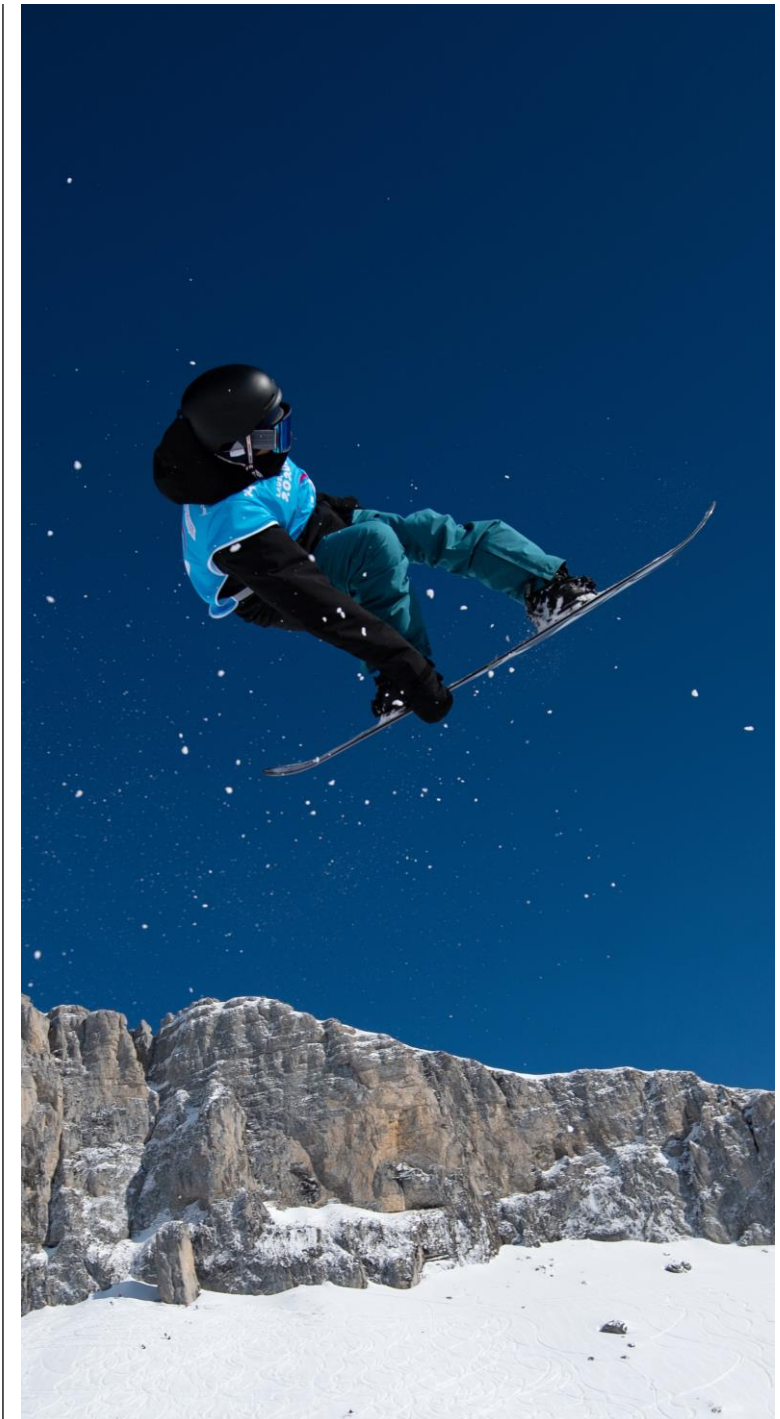
Socio-economic benefits

- Positioning sports events as a vector of employment and business opportunities for the younger generation in the mountain areas
- Promoting the culture of volunteering and civic participation and engagement to a new generation
- Fostering inclusion and diversity in society

Innovation

- Further pioneering innovative and sustainable ways to deliver sport events by extending the collaboration with event delivery entities involved in the 2026 Games.

- YOG 2028 seen as a platform to consolidate the legacy of Milano Cortina 2026
- Allocation of resources to govern and fund the achievement of the legacy objectives specific to YOG 2028 would be important



ALIGNMENT WITH EXISTING SOCIO-ECONOMIC DEVELOPMENT PLANS

Hosting the Winter YOG 2028 would help achieve some of the regional long-term goals in terms of youth policies and socio-economic development of the mountain areas, in line with:

- The 2024-2028 Strategic Plan of the Province of Trento
- The 2023-2028 Sustainable Regional Development Programme for Lombardy
- The 2024-2025 Strategic Plans of the Region Veneto

A Winter YOG would align with the following goals across the three regions:

- Raising the profile of the regions as premier winter sports destinations
- Promoting sustainable development of the mountain regions to combine tourism, economic opportunities for new generations and protection of the environment
- Promoting active citizenship and youth empowerment
- Promoting social cohesion and healthier lifestyles among young people through sport
- Fostering creativity, innovation and new technologies to create economic value
- Enhancing the Olympic legacy of infrastructures used for Milano Cortina 2026

→ YOG vision and legacy objectives fully align with existing long-term regional and provincial development plans



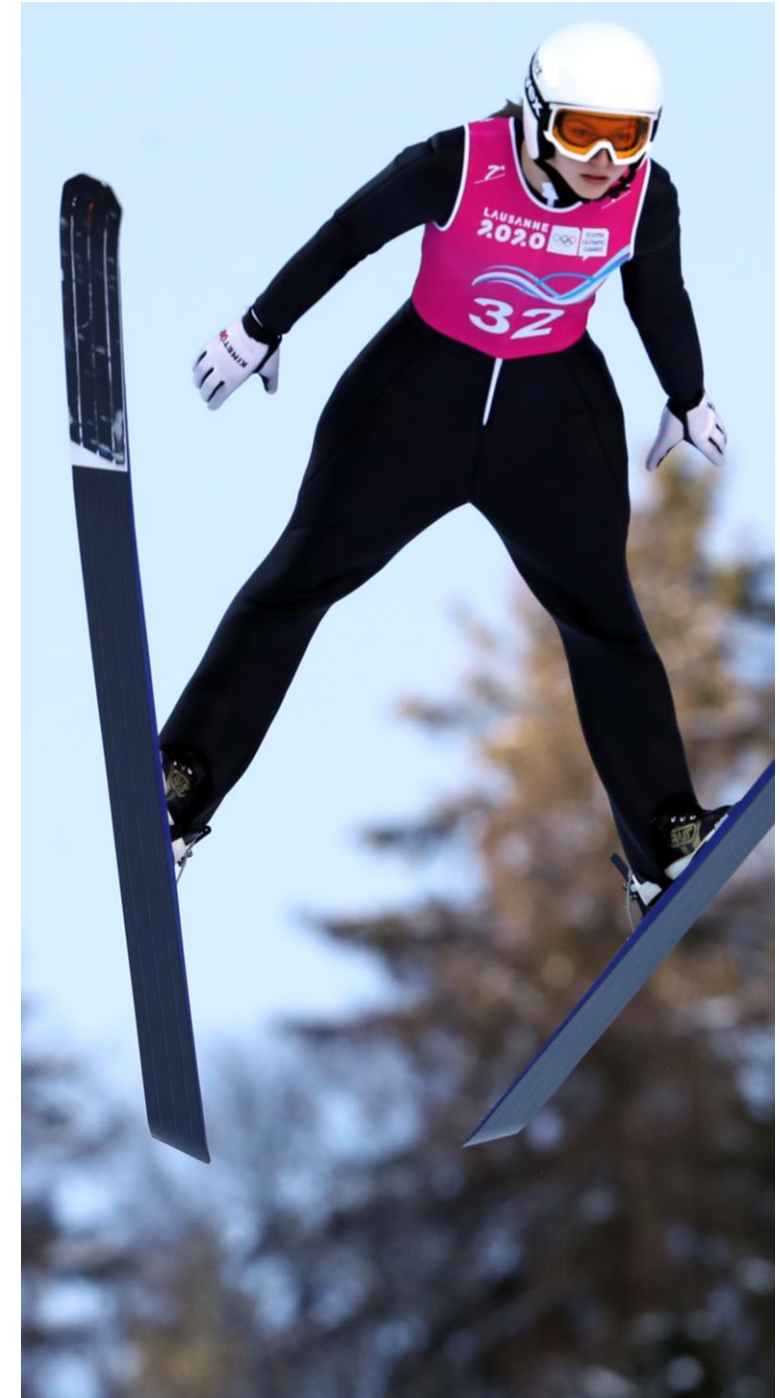
VENUE MASTERPLAN



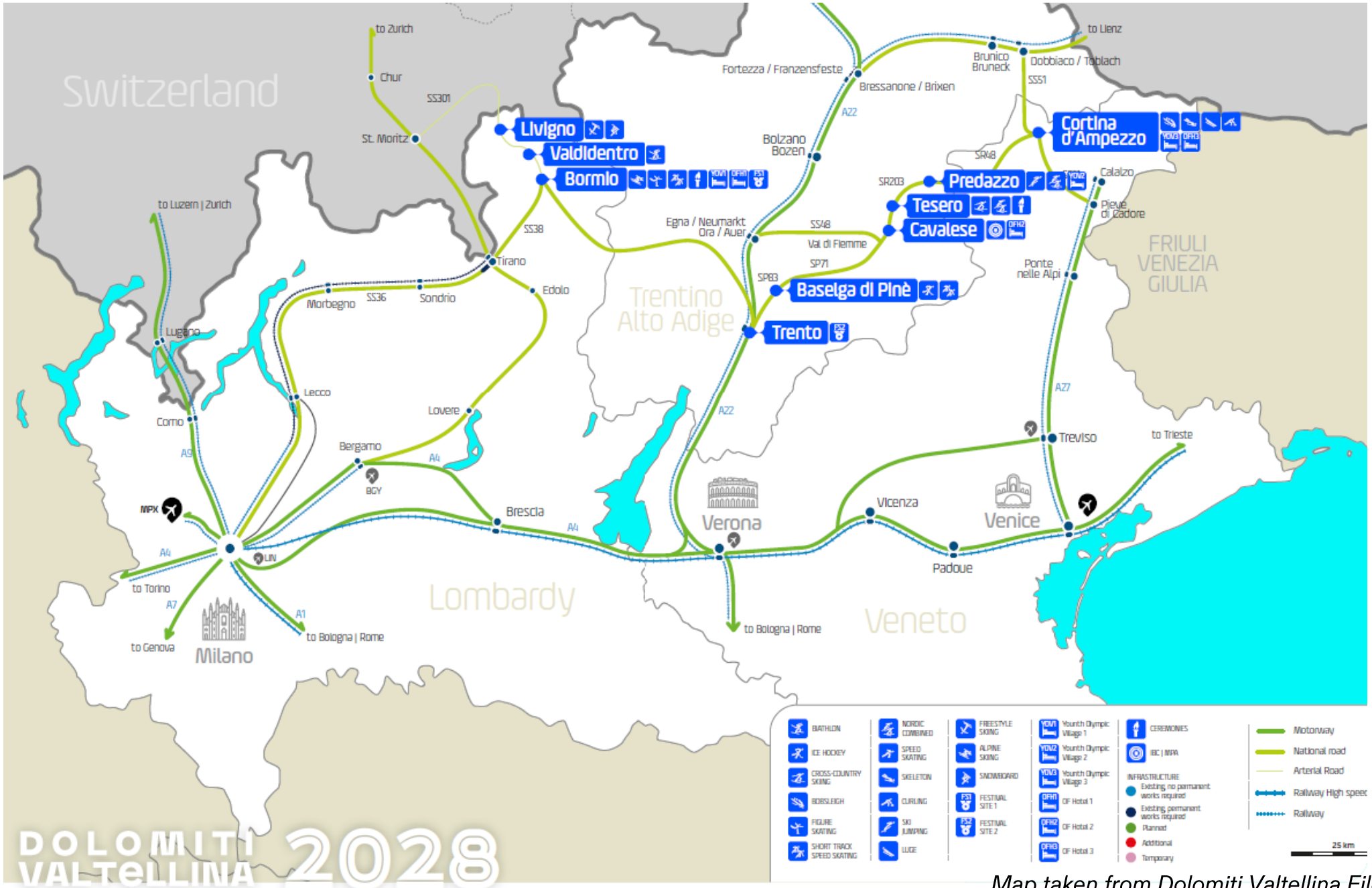
VENUE MASTERPLAN

The proposed masterplan is based on the use of existing venues in three clusters (Valtellina, Trentino and Cortina). It was designed based on criteria of sustainability, operational and delivery efficiency and enhanced experience for young athletes.

- Seven out of 11 proposed venues are iconic competition venues that will have been used by Milano Cortina 2026 (Alpine skiing, Freestyle/Snowboard, Sliding sports, Ski jumping, Cross-Country skiing and Curling).
- No YOG-specific capital investment is required in the four competition venues not used by Milano Cortina 2026 (Ice Hockey, Speed Skating, Figure Skating/Short Track and Biathlon).
- The proposed dates for the YOG are: **15 to 29 January 2028**.
- These dates are justified by:
 - favourable weather and snow conditions
 - the need to avoid the high tourist season and peak holiday periods in the host regions.



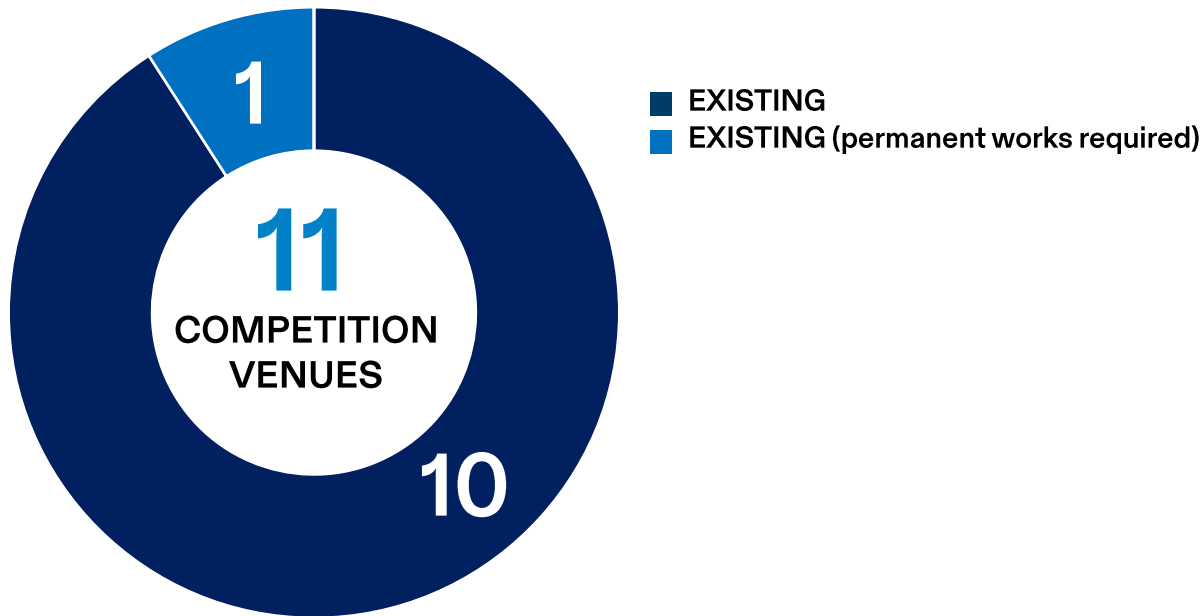
VENUE MASTERPLAN



Map taken from Dolomiti Valtellina File

ALIGNMENT WITH OLYMPIC AGENDA 2020

100% existing competition venues (in 2026)



Existing **IBC/MPC** in Cavalese (Trentino cluster)



Ceremonies to be staged in existing competition venues

- **Opening:** Alpine Skiing venue in Bormio (Valtellina cluster)
- **Closing:** Cross-Country Skiing venue in Tesero (Trentino cluster)

YOUTH OLYMPIC VILLAGES



Dolomiti Valtellina proposes three Youth Olympic Villages, one in each of the three clusters. The current vision is to leverage the legacy of Milano Cortina 2026 by reusing some facilities that will host the athletes in 2026:

- **Valtellina:** 1,285 athletes and officials in existing hotels in Bormio
- **Trentino:** 1,280 athletes and officials in Predazzo in existing military housing being upgraded for the 2026 Games (950 beds) and in existing hotels (330 beds)
- **Cortina d'Ampezzo:** 430 athletes and officials in existing hotels

VENUE MASTERPLAN

Sports / Disciplines / Events		Proposed Competition Venues	Cluster Name	Status	Games Capacity	IOC comments
Alpine Skiing	Super G	Stelvio Alpine Skiing Centre (Bormio)	Valtellina	Existing	5,000	<ul style="list-style-type: none"> Venue used for Milano Cortina 2026
	Parallel Mixed Team event					
	Giant Slalom					
	Slalom					
	Alpine Combined					
Biathlon	Biathlon	Valdidentro Biathlon Stadium	Valtellina	Existing (permanent works required)	4,000	<ul style="list-style-type: none"> Upgrade work planned irrespective of YOG and homologation to be completed by July 2026
Bobsleigh	Bobsleigh	Cortina Sliding Centre	Cortina	Existing (refurbishment works ongoing)	5,000	<ul style="list-style-type: none"> Ongoing major reconstruction works in view of hosting Olympic Winter Games 2026 Venue used for Milano Cortina 2026
	Skeleton					
Luge	Luge					
Cross-Country / Nordic Combined	Cross-Country	Tesero Cross-Country Skiing Stadium	Trentino	Existing	15,000	<ul style="list-style-type: none"> Venue used for Milano Cortina 2026
Curling	Curling	Cortina Olympic Stadium	Cortina	Existing	3,000	<ul style="list-style-type: none"> Venue used for Milano Cortina 2026

VENUE MASTERPLAN

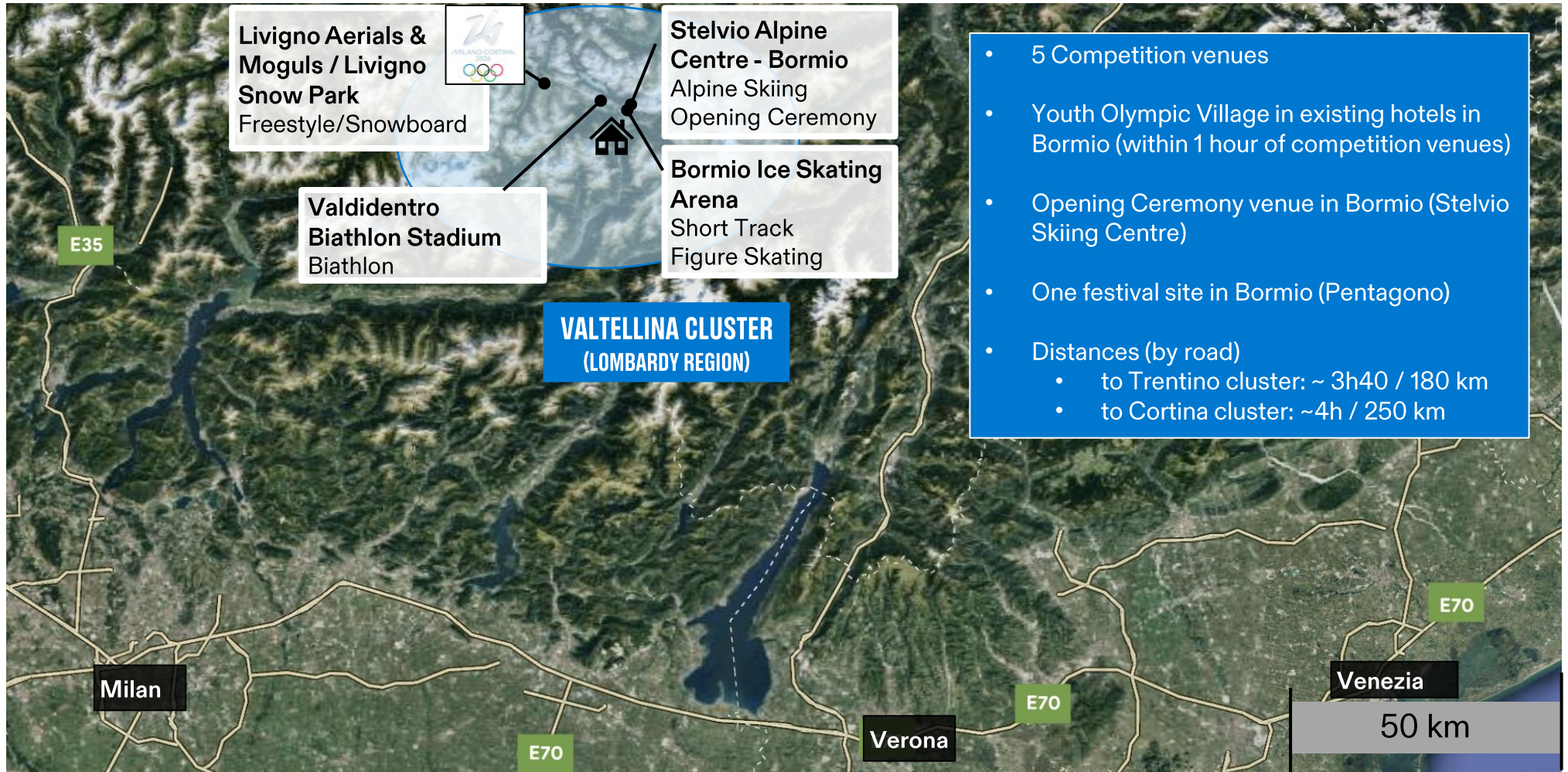
Sports / Disciplines / Events		Proposed Competition Venues	Cluster Name	Status	Games Capacity	IOC comments
Ice Hockey	Ice Hockey	Baselga Ice Arena	Trentino	Existing	1,800	
Skating	Short Track	Bormio Ice Skating Arena	Valtellina	Existing	500	<ul style="list-style-type: none"> Dolomiti Valtellina to further assess the optimal capacity for figure skating / short track considering cost of temporary seating and potential ticketing revenue
	Figure Skating					
	Speed Skating	Baselga Speed Skating Arena	Trentino	Existing	2,000	
Ski Jumping / Nordic Combined	Ski Jumping NH / LH	Predazzo Ski Jumping Stadium	Trentino	Existing	4,500	<ul style="list-style-type: none"> Venue used for Milano Cortina 2026



VENUE MASTERPLAN

Sports / Disciplines / Events		Proposed Competition Venues	Cluster Name	Status	Games Capacity	IOC comments
Snowboard / Freestyle	FS Dual Moguls	Livigno Aerials & Mogul Park	Valtellina	Existing	1,500	<ul style="list-style-type: none"> Venue used for Milano Cortina 2026 IOC and Dolomiti Valtellina to explore possibility to cluster all Snowboard / Freestyle events in one venue
	FS / SB Big Air	Livigno Snow Park	Valtellina	Existing	3,000	
	FS / SB Slopestyle					
	FS / SB Cross					
	FS / SB Half-pipe					

VENUE MASTERPLAN: VALTELLINA CLUSTER



= Venues used by Milano Cortina 2026

VENUE MASTERPLAN: ALPINE SKIING / FIGURE SKATING / SHORT TRACK

STELVIO ALPINE SKIING CENTRE (BORMIO)



Alpine Skiing (Speed/Technical) / Opening Ceremony



Status	Existing
Finish area(s)	1
Capacity	5,000 (500 seating / 4,500 standing)
Owner	Public
Experience	<ul style="list-style-type: none"> • Olympic Winter Games 2026 • Regular World Cup events • FIS Alpine World Championships 2005 (Men)
Distance from YOV	3 km / 6 minutes

BORMIO ICE SKATING ARENA



Figure Skating / Short Track



Status	Existing
Capacity	500
Owner	Public
Experience	International Short Track events (World Junior & European Championships)
Distance from YOV	1.5 km / 3 minutes

VENUE MASTERPLAN: SNOWBOARD / FREESTYLE SKIING

LIVIGNO SNOW PARK

Snowboard / Freestyle Skiing



Status	Existing
Capacity	3,000 (1,000 seating / 2,000 standing)
Owner	Public
Experience	<ul style="list-style-type: none"> • Olympic Winter Games 2026 • Freestyle European Cup 2017, 2018
Distance from YOV	37 km / 55 minutes

LIVIGNO AERIALS & MOGULS PARK

Freestyle Skiing



Status	Existing
Capacity	1,500 (500 seating / 1,000 standing)
Owner	Public
Experience	<ul style="list-style-type: none"> • Olympic Winter Games 2026 • Moguls European Cup 2022
Distance from YOV	37 km / 55 minutes

VENUE MASTERPLAN: BIATHLON

VALDIDENTRO BIATHLON STADIUM

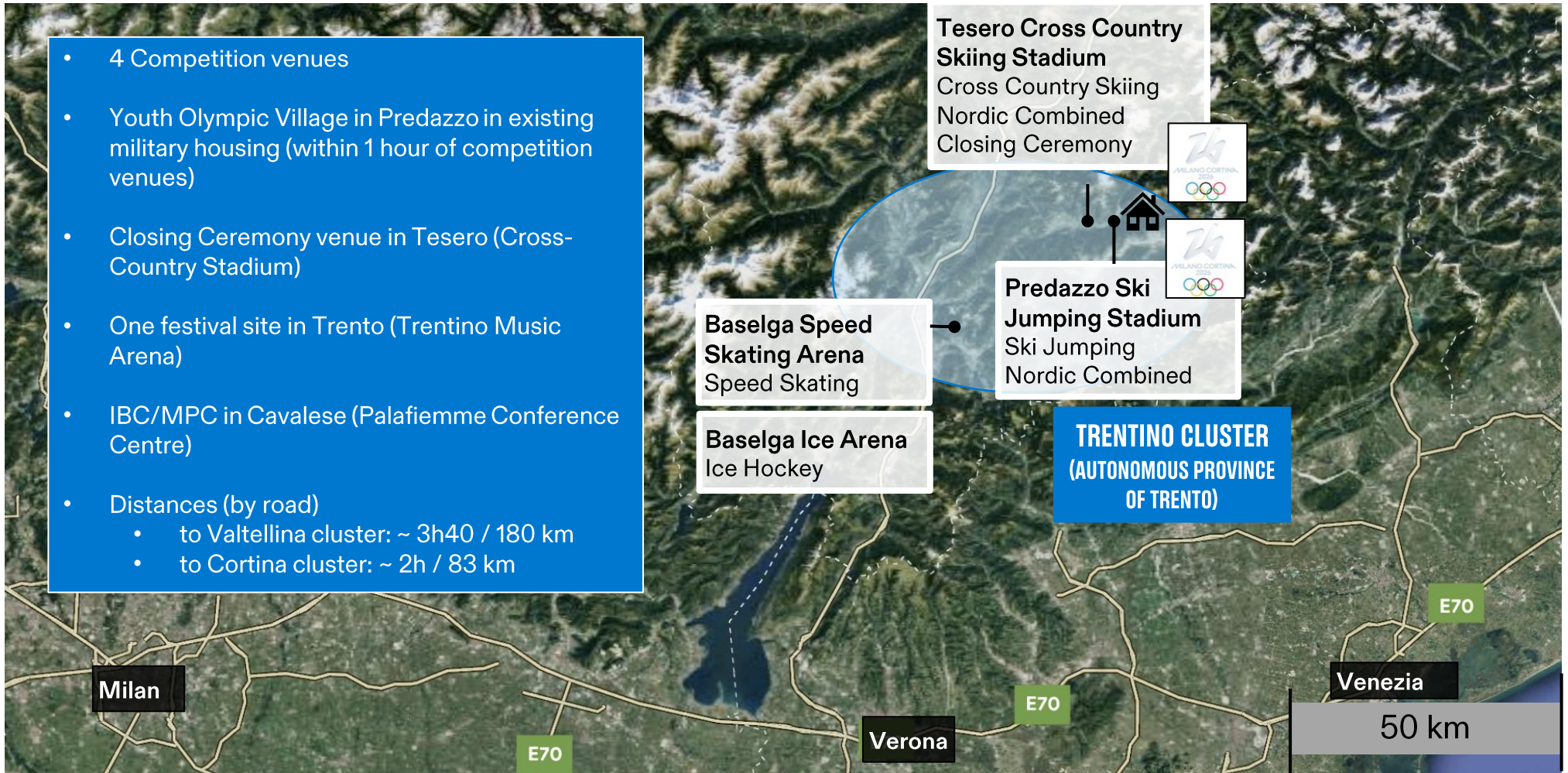


Biathlon



Status	Existing with permanent works
Capacity	4,000 (500 seating / 3,500 standing)
Owner	Public
Experience	FIS World Cup Cross Country Skiing (2009)
Distance from YOV	8 km / 13 minutes

VENUE MASTERPLAN: TRENINO CLUSTER



= Venues used by Milano Cortina 2026

VENUE MASTERPLAN: CROSS-COUNTRY / SKI JUMPING / NORDIC COMBINED

TESERO CROSS-COUNTRY SKIING STADIUM



Cross-Country / Nordic Combined / Closing Ceremony



Status	Existing
Capacity	15,000 (1,000 seating / 14,000 standing)
Owner	Public
Experience	<ul style="list-style-type: none"> • Olympic Winter Games 2026 • Nordic Ski World Championships 1991, 2003, 2013 • Frequent Nordic Combined World Cups • Winter Universiade 2013
Distance from YOY	7.7 km / 10 minutes

PREDAZZO SKI JUMPING STADIUM



Ski Jumping (Normal Hill/Large Hill) / Nordic Combined



Status	Existing
Capacity	4,500 (1,000 seating / 3,500 standing)
Owner	Public
Experience	<ul style="list-style-type: none"> • Olympic Winter Games 2026 • Nordic Ski World Championships 1991, 2003, 2013 • Frequent Nordic Combined World Cups • Winter Universiade 2013
Distance from YOY	4 km / 7 minutes

VENUE MASTERPLAN: SPEED SKATING / ICE HOCKEY

BASELGA SPEED SKATING ARENA



Speed Skating



Status	Existing
Capacity	2,000 (2,000 seating)
Owner	Public
Experience	<ul style="list-style-type: none"> • Speed Skating World Junior Championship 2019 • Winter Universiade 2013
Distance from YOV	46 km / 54 minutes

BASELGA ICE ARENA



Ice Hockey



Status	Existing
Capacity	1,800 (1,800 seating)
Owner	Public
Experience	International Ice Hockey Tournaments
Distance from YOV	46 km / 54 minutes

VENUE MASTERPLAN: CORTINA CLUSTER



= Venues used by Milano Cortina 2026

VENUE MASTERPLAN: SLIDING SPORTS / CURLING

CORTINA OLYMPIC STADIUM



Curling



Status	Existing
Capacity	3,000 (3,000 seating)
Owner	Public
Experience	<ul style="list-style-type: none"> • 2010 World Curling Championship • 2024 World Curling Tour • Olympic Winter Games 2026
Distance from YOV	1.5 km / 3 minutes

CORTINA SLIDING CENTRE



Bob / Skeleton / Luge



Status	Existing - major refurbishment works ongoing
Capacity	5,000 (1,000 seating / 4,000 standing)
Owner	Public
Experience	<ul style="list-style-type: none"> • Olympic Winter Games 2026 • World Cup events until 2008
Distance from YOV	1.5 km / 3 minutes

VENUE MASTERPLAN: NON-COMPETITION VENUES

INTERNATIONAL BROADCAST CENTRE/MAIN PRESS AREA: PALAFIEMME CONFERENCE CENTRE, CAVALESE (TRENTINO)



Status	Existing
Surface	<ul style="list-style-type: none"> • Ground floor: ~500 m² • First floor: ~1,400 m² • Basement: ~ 2,700 m²
Owner	Public
Experience	Press Centre for FIS Nordic World Championships 2013
Distance from YOV	12 km / 15 minutes

CEREMONIES

Dolomiti Valtellina proposes to use two competition venues for the ceremonies:

- The **Opening Ceremony** would take place at the **Stelvio Alpine Skiing Centre in Bormio**, in the heart of the Valtellina cluster, in close proximity to the Athlete accommodation
- The **Closing Ceremony** would be staged in the **Cross-Country Skiing stadium** in Tesero, Trentino, located 10 minutes from the Predazzo Youth Olympic Village

YOUTH OLYMPIC VILLAGES OVERVIEW

Youth Olympic Village	No. of Beds Proposed	Status
Bormio / Valtellina	1,285	<ul style="list-style-type: none"> Existing hotel rooms Mix of single and multiple-bed rooms (2 to 4 athletes per room)
Predazzo / Trentino	1,280	<ul style="list-style-type: none"> 950 beds in military school campus in Predazzo (same facilities as Village used by Milano Cortina 2026) 330 beds in existing hotel rooms Mix of single and multiple-bed rooms (2 to 4 athletes per room)
Cortina	430	<ul style="list-style-type: none"> Existing hotel rooms Mix of single and multiple-bed rooms (2 to 4 athletes per room)
TOTAL	2,995	

ACCOMMODATION

Cluster	Number of guaranteed rooms / beds
Lombardy	1,000 rooms / 2,500 beds
Trentino	600 rooms / 1,400 beds
Veneto	Not submitted yet
TOTAL	1,600 rooms / 3,900 beds

In addition to the requirement for approximately **3,000 beds** for athletes and officials (see previous slide), there is a requirement for **2,300 rooms** for other stakeholders.

- The Region of Lombardy has provided guarantees for 1,000 rooms / 2,500 beds which should cover the needs of athletes and officials as well as other stakeholders
- The Region of Trentino has provided guarantees for 600 rooms / 1,400 beds which would cover the needs of the athletes but not of all stakeholders
- The Region of Veneto has not provided any accommodation guarantees yet

Room rates vary from EUR 180 (3 star) to EUR 385 (4 star) for a single room and from EUR 300 (3 star) to EUR 452 (4 star) for a double room.

TRANSPORT STRATEGY

Dolomiti Valtellina will leverage improvements in railway and road infrastructure completed in time for the Olympic Winter Games Milano Cortina 2026, including the upgraded regional train lines in Valtellina and Val di Fiemme and access road to Cortina.

The transport operations during YOG will rely on:

- Transfers by shuttles for athletes and officials from the village to the competition venues
- Dedicated shuttle buses for Olympic Family, media and workforce, to and from the closest train stations to any competition cluster
- A dedicated fleet of vehicles for operational workforce and guests
- Shuttle services from Park and Ride points and train stations for spectators in each cluster

While traffic management measures will be minimised, road restrictions with exclusive access for accredited vehicles and authorised residents would be implemented when necessary.

The planning of transport operations would be supervised by a dedicated YOGOC working group involving all relevant transport authorities at regional, provincial and municipal level, as well as transport operators and road owners, with the following split of responsibilities:

Main Activity	Specific Activity	Responsible Body
Public Transport enhancement	Planning	YOGOC + Local Transport Authority
Public Transport enhancement	Financial Coverage	Regional Transport Authority
Public Transport enhancement	Implementation	Public Transport operators
Traffic management	Planning (traffic filters + snow removal + resident permits + signage)	YOGOC + Local Transport Authority + Road owners
Traffic management	Implementation (traffic filters, snow removal)	Road owners
Traffic management	Implementation (resident permits)	Local municipalities
Traffic management	Implementation (signage)	Road owners + Local municipalities

VISION & LEGACY, ALIGNMENT AND VENUE MASTERPLAN: SUMMARY

OPPORTUNITIES

- Vision for YOG aligned with long-term regional plans and youth, sports and education policies
- Legacy objectives to further build on programmes implemented by Milano Cortina 2026 with the goal to empower the next generation of athletes and civic leaders
- Masterplan uses only existing venues:
 - Seven out of the 11 competition venues will have been used for the Olympic Winter Games 2026
 - No capital investment required for the YOG
- Opportunity to further optimise the masterplan by clustering all Freestyle/Snowboard events in one venue
- Opportunity to review events and athlete quota to reduce number of competition days and optimise distribution of resources across clusters

AREAS TO MONITOR

- Homologation of Biathlon venue
- Due to the polycentric venue concept with three Olympic Villages, additional capacity in the villages may be required for officials
- Broadcast venue centre in Valtellina cluster to be reviewed to supplement the main IBC in Cavalese
- Region of Veneto to provide outstanding accommodation guarantees for a total of approximately 1,000 rooms
- Further details would be required to understand how shuttle services would be delivered within each cluster

YOG EXPERIENCE



ATHLETE EXPERIENCE

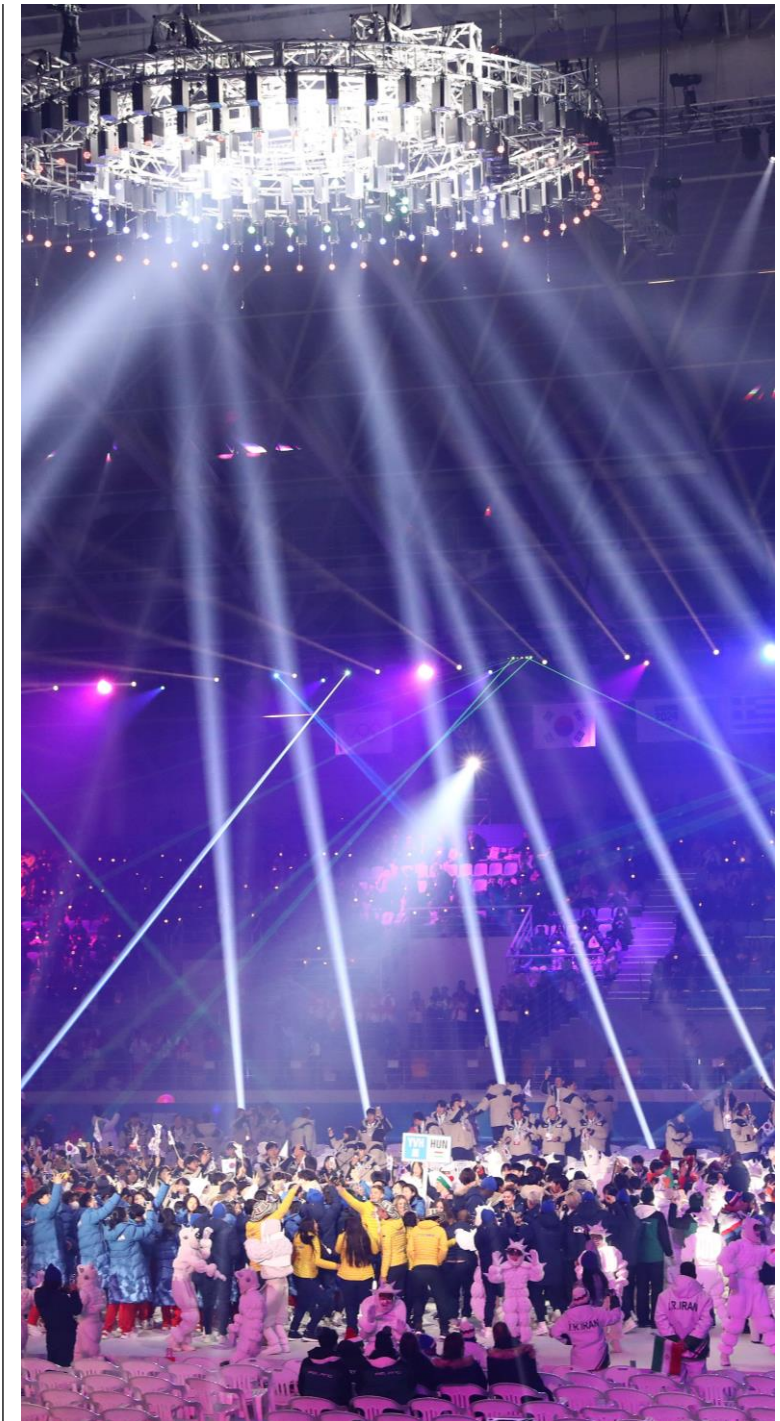
Dolomiti Valtellina is committed to providing a unique experience to the young athletes competing in 2028, in line with the positioning of YOG as an elite competition and a purpose-driven festival.

- Athletes will be given the opportunity to compete in iconic sport venues. Most of the venues will have served the Olympic Winter Games 2026
- The host territories have a culture of winter sports with knowledgeable fans and a strong network of volunteers
- Athletes will be encouraged to participate in the on-site festivals staged in Bormio and in Trento, while special cultural events, workshops and guided tours will be organised in each of the clusters

Youth Olympic Village Experience

The accommodation concept for the athletes leverages existing infrastructure in each of the three clusters and was designed to maximise athletes' well-being, cultural exchange and opportunities to celebrate together

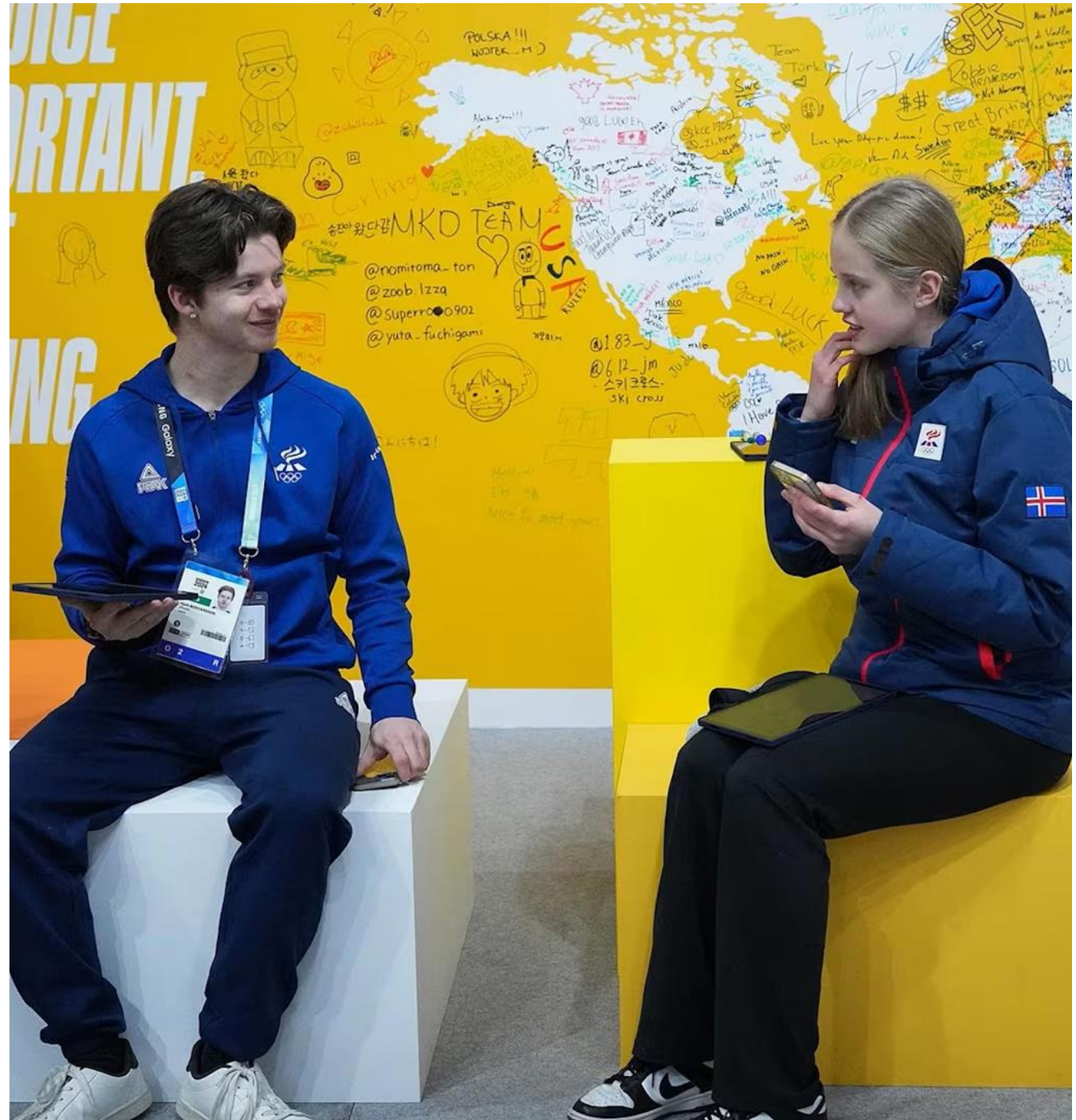
- All competition venues are located within one hour of the closest Youth Olympic Village (with seven out of 11 venues located less than 15 minutes from their respective village)
- Each accommodation hub will have dedicated spaces for athlete education and cultural exchange programmes, including digital classrooms and seminar rooms.
- Recreational and wellness facilities as well as a dedicated medical services (including mental health) will be available in each Youth Olympic Village



Protecting the athletes

Italy benefits from an advanced legislative framework to protect the athletes and the integrity of sport, including:

- A strong anti-doping operational framework led by the Italian Sport-Medical Federation anti-doping laboratory: the same operations and logistical arrangements used for the Milano Cortina 2026 Games would be implemented for the Winter YOG 2028.
- A solid legislation against the manipulation of sports competitions.



FAN AND SPECTATOR EXPERIENCE / ENGAGEMENT

On-site celebrations

To enhance the spectator and fan experience during the Youth Olympic Games, Dolomiti Valtellina proposes a strategy focused on youth audiences and combining digital engagement, gamification, education programmes and on-site celebrations:

- During the YOG, a festival site will be operated in Bormio and Trento offering an immersive experience to fans and spectators, including:
 - Broadcast of the events
 - Sport initiations, coaching sessions and friendly competitions
 - Meet and greet with the athletes
 - Cultural events
- The viewing of the event would be enhanced through the recruitment of young reporters in local schools.
 - By developing a narrative that reflects local perspectives, the local reporters would contribute to further engaging the residents of the host territories
 - The programme also aims at fostering better connections between the local youth and the athletes
- Dolomiti Valtellina proposes an inclusive approach to YOG celebrations (on-site and digitally) with specific measures taken to ensure participation by people with disabilities and spectators from less privileged socio-economic backgrounds.

School Partnership

- Dolomiti Valtellina envisages extending the Schools Partnerships and Education programme developed by Milano Cortina 2026 (GEN 26) with:
 - Curation of YOG specific content around the history of Olympism, civil engagement, volunteerism, fair play and peacebuilding through sports.

Proposed Festival Sites

Pentagono in Bormio
Capacity: 2,000 people



Trentino Music Arena in Trento
Capacity: 10,000 people. 20 acres



- Creative projects such as the design of the mascot
- Youth Ambassadors recruited in local communities to promote Olympic values
- Off-site days with opportunities to try new Olympic sports
- Exchange programme with students from participating NOCs during the YOG

To further extend the social benefits of Milano Cortina 2026, training programmes would be implemented to assist local youth with developing professional skills in sport event organisation. The volunteer programme would also be positioned as an opportunity to gain valuable experience in event management.

Pre-Games Festival

Dolomiti Valtellina 2028 would use the delivery of the Olympic Winter Games 2026 to create a sense of excitement in the local communities up until 2026.

An engagement festival celebrating sports, arts and local culture would be launched in January 2027 (one year before the YOG) and continue with sport and cultural activities throughout the year until the Olympic Torch celebrations in December 2027.



YOG EXPERIENCE: SUMMARY

OPPORTUNITIES

- Local culture of winter sports
 - Athletes to compete in iconic venues, most of which would have been used during Milano-Cortina 2026, with knowledgeable fans and volunteers
- Strong framework in place to protect clean athletes
- Dolomiti Valtellina to capitalise on Milano Cortina 2026 programmes, including school partnerships, to create excitement and engage with local youth in the lead up to the YOG
- Festival site in a city environment in Trento offers opportunity to engage with wider population. Dolomiti Valtellina to explore measures to involve the athletes hosted in Val di Fiemme in the Festival celebrations (medalist celebrations, etc.)

AREAS TO MONITOR

- Preserving the unique positioning of the YOG as a purpose driven festival given the short timeframe for preparation
- Measures to ensure on-site athletes and fan celebrations in Cortina to be further developed
- Due to the villages being in multiple hotels, central locations for athlete engagement programmes to be identified
- Initiatives to ensure participation of a maximum number of athletes in the opening ceremony (including virtual opportunities for athletes who are not able to attend the ceremony on-site)

SUSTAINABILITY



SUSTAINABILITY STRATEGY

Dolomiti Valtellina has ambitions to deliver sustainable Youth Olympic Games in mountain territories by pioneering new standards while further building on some policies and best practices implemented by Milano Cortina 2026.

The concept has been developed to make use of 100% existing venues and limit the construction of any temporary infrastructure.

For the first time in the context of YOG, the YOGOC would adopt the ISO 20121:2012 international standard for event sustainability management throughout the planning and delivery phases of the event.

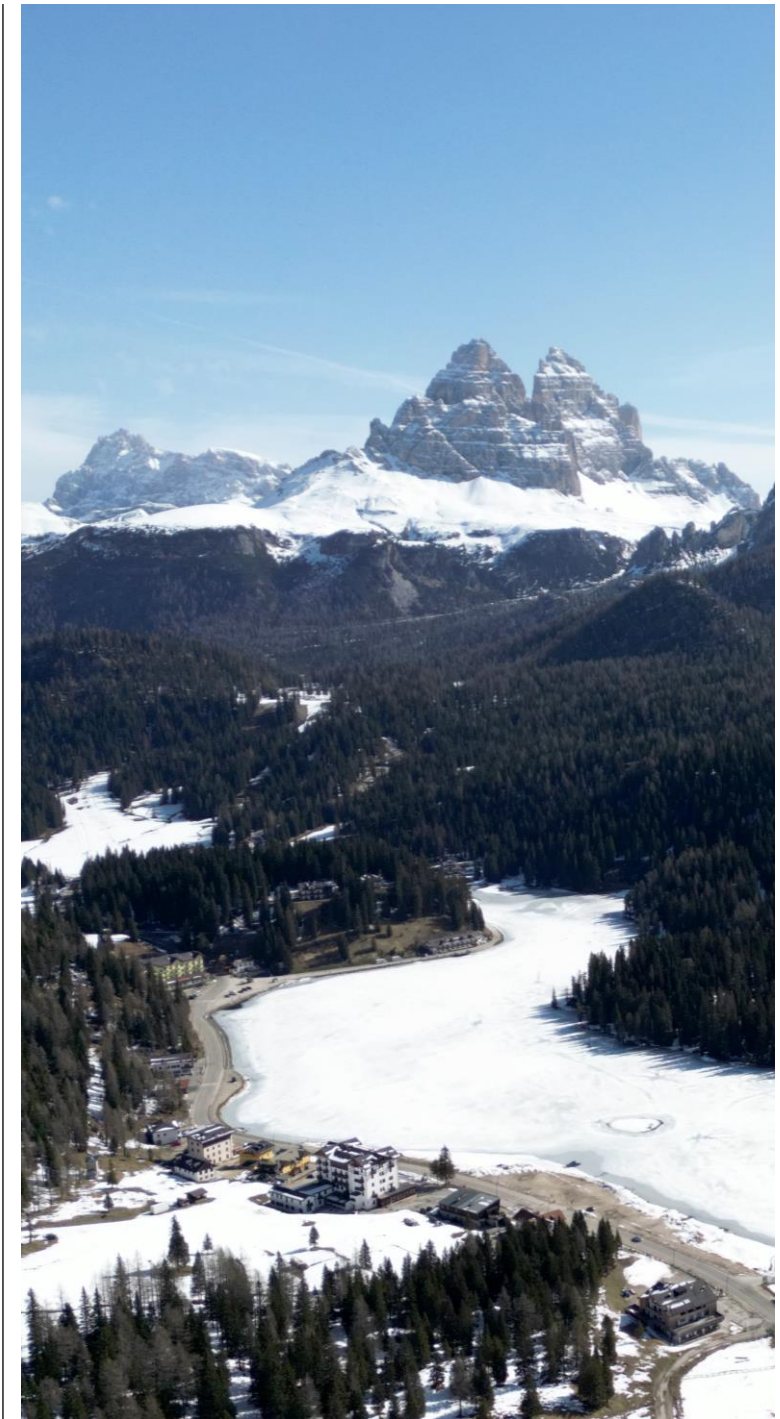
The achievement of sustainability ambitions would be supported by a continuous and coherent stakeholder engagement programme, with representation from the public authorities, the private sector, civil society, labour unions and the scientific community.

ENVIRONMENT

Dolomiti Valtellina proposes an ambitious carbon management strategy through a structured approach to measure, minimise, manage, and mitigate greenhouse gas (GHG) emissions during the YOG lifecycle. The methodology would comply with the ISO 14064 used in the context of the Olympic Winter Games to quantify and report greenhouse gas emissions and removals.

The carbon reduction measures would include:

- use of low carbon building materials for temporary infrastructure
- waste reduction through ambitious recycling programmes (70% of municipal waste and 80% of packaging waste would be recycled)
- Low carbon supply chain options including local, seasonal, and organic foods
- Sustainable transportation



HUMAN RIGHTS

Dolomiti Valtellina's human rights strategy is mainly focused on implementing a sustainable sourcing and procurement strategy

There are plans to promote a culture of respect for human rights and children rights through training activities.

GENDER EQUALITY, DIVERSITY AND INCLUSION

In line with its vision and legacy objectives, Dolomiti Valtellina aims to integrate gender equality throughout the YOG lifecycle and to deliver gender-balanced Games as an opportunity to promote equality, inclusion, and diversity across society.

The gender-equality approach would be embedded in the YOG strategy using the GEDI (Gender, Equity, Diversity, and Inclusion) Maturity Assessment Tool, developed by the IOC and currently implemented by Milano Cortina 2026.

A future YOGOC would aim to achieve greater gender balance in leadership and workforce with at least 40% of management roles held by women, while promoting equal pay and professional development opportunities.

Similarly, a target of 50% gender split across all the volunteers could potentially be set by Dolomiti Valtellina

→ A more comprehensive assessment in terms of potential risks to vulnerable populations, including children and young athletes, would have to be conducted



SUSTAINABILITY: SUMMARY

OPPORTUNITIES

- Sustainability, Impact and Legacy are embedded in the overall YOG vision
- First YOG edition to implement ISO 20121:2012 standard for sustainable event management
- Ambitious carbon reduction strategy
- Use of the IOC GEDI Maturity Assessment tool implemented by Milano Cortina 2026 to support the Gender Equality strategy

AREAS TO MONITOR

- Sustainability strategy is very high-level and aims to build in many areas on Milano Cortina 2026. In this context, the evolution of the Milano Cortina sustainability programmes would need to be further monitored

SUPPORT, GOVERNANCE, AND GUARANTEES



POLITICAL SUPPORT

	Political Support	Referendum
National Government	Support	Not planned
Region of Lombardy	Support	Not planned
Autonomous Province of Trento	Support	Not planned
Region of Veneto	Support	Not planned

→ Support from national and regional governments

GOVERNANCE

The Organising Committee for the Youth Olympic Games (YOGOC) would serve as the entity responsible for planning, coordinating and delivering the YOG. The following stakeholders would be represented on its board:

- The National Government
- The Region of Lombardy
- The Region of Veneto
- The Autonomous Province of Trento
- The Italian National Olympic Committee (CONI)

These public entities will be grouped into an organisation whose legal form is currently being considered (e.g. a consortium structure) and whose establishment will require the enactment of a specific national law following the election of the YOG 2028 host. This legislation shall determine which activities will be governed by public or private law, while ensuring a lean structure capable of delivering swift and efficient operations.

The future Dolomiti Valtellina YOGOC intends to establish a Memorandum of Understanding with the Milano Cortina 2026 Organising Committee to foster collaboration between the two entities.

The YOGOC would also extend the collaboration with some Event Delivery Entities (EDE) currently involved in the organisation of the Olympic Winter Games 2026, in order to leverage their expertise and processes and ensure an efficient and consistent delivery across both events.



GUARANTEES

GENERAL

Guarantees provided by the National Government and the regions demonstrate strong support and address all relevant matters.

FINANCIAL GUARANTEES - YOGOC BUDGET CONTRIBUTION

The National Government has provided the required financial guarantee of EUR 22.5m.

The regions of Lombardy, Trentino and Veneto have provided the required financial guarantees of EUR 7.5m each.

DELIVERY GUARANTEE (SHORTFALL GUARANTEE)

The National Government has provided a shortfall guarantee of up to EUR 21.3m to deliver the YOG.

The Region of Veneto has also provided a shortfall guarantee of up to EUR 6.6m.

VENUE USE GUARANTEES

The Venue Use Guarantees submitted are generally in line with IOC requirements.

PUBLIC SERVICES GUARANTEES

The National Government and the three regions have provided the public services guarantees in line with IOC requirements.

- Public services are guaranteed free of charge only at the customary standard service levels. Anything over and above these standards would need to be negotiated by the YOGOC, which could have a budget impact. Dolomiti Valtellina considers that the customary standards of services will be adequate for the delivery of the Youth Olympic Games.
- Cooperation with EU institutions will be required for the implementation of certain legal matters which are the responsibility of such institutions (e.g. visa, customs), as with Milano Cortina 2026.

OLYMPIC HOST CONTRACT (OHC)

The Italian NOC and the three regions have guaranteed to sign the OHC.



SUPPORT, GOVERNANCE AND GUARANTEES: SUMMARY

OPPORTUNITIES

- Full support from the regions as signatories of the Host Contract
 - Guarantees provided by the regions demonstrate strong support and address all relevant matters
- YOG 2028 can extend and build on the collaboration with some Event Delivery Entities (EDE) currently involved in the organisation of the Olympic Winter Games 2026
- The future YOGOC intends to establish a Memorandum of Understanding with the Milano Cortina 2026 Organising Committee to foster collaboration between the two entities

AREAS TO MONITOR

- While Dolomiti Valtellina can benefit from efficiencies from Milano Cortina, dedicated resource allocation to the YOGOC will be required to ensure planning and delivery of both Olympic Winter Games 2026 and YOG 2028
- YOGOC legal structure and governance to be determined following election – impact on decision-making and procurement processes to be monitored

ECONOMICS OF THE GAMES



YOGOC BUDGET – OVERVIEW

Revenues [million]	EUR 2028	USD 2028	%
IOC YOY Contribution	8.70	9.67	13.5
Government Contribution	45.00	50.00	69.9
Commercial activities	10.10	11.22	15.7
Lotteries	0.50	0.56	0.8
Other revenue	0.10	0.11	0.2
TOTAL REVENUES	64.4	71.6	100%

Expenditures [million]	EUR 2028	USD 2028	%
Event Infrastructure	7.30	8.11	11.4
Sport, Games Services & Operations	21.20	23.56	33.1
Technology	7.20	8.00	11.2
Brand, Communication, Marketing, Education and Engagement	6.00	6.67	9.4
Ceremonies	0.90	1.00	1.4
People Management	14.20	15.78	22.2
Corporate Administration	3.60	4.00	5.6
Other Expenses (incl. commercial programme rights revenue shares)	0.70	0.78	1.1
Contingency	3.00	3.33	4.7
TOTAL EXPENDITURES	64.1	71.2	100%

- All figures are rounded. Where figures do not add up to 100%, this may be due to rounding.
- The bid budget submitted by Dolomiti Valtellina 2028 does not specify the source and methodology used for calculating the budget in 2028 values and in USD (inflation, exchange rates)

YOGOC REVENUES

- **IOC Contribution** of EUR 8.7m is based on IOC's commitment to cover full board accommodation for athletes and officials in the Youth Olympic Village. The proposed accommodation plan is a mix of hotels (60%) and a village (40%). The maximum full board rate per person per night for the village is estimated by Dolomiti Valtellina at EUR 184 (including Food & Beverage (F&B) and village running costs), while the relevant maximum rate for hotels has been confirmed at EUR 200 (2028 values) per person per night.
- **Government contribution** of EUR 45m is a split between the National Government (EUR 22.5m) and the regional governments (EUR 7.5m x 3 regions). Guarantees have been received from the National Government, the Region of Lombardy, the Region of Veneto and the Province of Trentino. A YOG Delivery Guarantee which includes financial support to cover a potential shortfall in the YOGOC budget has been received by the National Government for up to EUR 21.3m and by the Region of Veneto for up to EUR 6.6m.
- **Revenues from Domestic Sponsorships, Licensing and Merchandising** are estimated at EUR 9.27m. The revenue projections for **Sponsorship** (EUR 8.6m) include three Tier 1 sponsors with a contribution of EUR 0.85m each and 20 Tier 2 sponsors expected to contribute EUR 0.3m each. **Licensing and Merchandise** revenues are estimated to be EUR 0.67m. Despite potential synergies from Milano Cortina 2026, the projected domestic partnership revenue seems ambitious.
- **Ticketing Revenue** is projected at EUR 0.87m. Out of this, EUR 0.78m is estimated to be generated from sale of spectator tickets at sporting events and remaining EUR 0.09m from the Opening /Closing Ceremonies.
- **Revenue from Lotteries** is estimated to be EUR 0.5m
- **Other Income** is EUR 0.1m which is expected as small grants and donations

DOLOMITI VALTELLINA 2028: METHODOLOGY AND APPROACH

- The IOC Contribution has been calculated based on the delegation size of 3,000 (1,700 athletes + 1,300 officials). This number is subject to review based on the finalisation of the event programme and athlete quota at a later stage.
- The Italian central and regional governments will fund the majority (EUR 45m) of the YOGOC budget which represents 70% of total revenue.
- The domestic sponsorship target has been set with an assumption to benefit from the Milano Cortina 2026 domestic partnerships.
- Ticketing revenue from sporting activities represent a sale of approx. 50,000 tickets priced at an average rate of EUR 15 per ticket, with a further approx. 50,000 tickets provided free of charge. In addition to this, Dolomiti Valtellina 2028 expects to sell 1,100 tickets at an average price of EUR 80 per ticket for the ceremonies.

YOGOC EXPENDITURES

- **Venue Infrastructure budget is estimated at EUR 7.3m**, mainly driven by the cost of temporary infrastructure (EUR 6.8m) and energy (EUR 0.4m) to deliver the event. It is understood that Dolomiti Valtellina has benchmarked the energy budget from Lausanne 2020. However, at this point in time, since there is no clarity on the level of services that venue owners will be providing, the EUR 0.4m budget seems low.
- **Sport, Games Services & Operations budget of EUR 21.2m:** Key areas driving this budget include Venue Operations Management (including Venue Use Rent), Sports, Transport, and Security. Budget feasibility is highly dependent on split of responsibilities between different stakeholders for cost items such as transport, security, snow removal, etc. The F&B costs budgeted at EUR 1.04m need to be further evaluated.
- **Technology budget is estimated at EUR 7.2m.** The budget for Telco at EUR 1.2m and Information Technology at EUR 0.56m appears low. The bidding team aims to benefit from the Telco/IT partnerships (services and infrastructure) from the Olympic Winter Games 2026.
- **People Management budget of EUR 15.78m** is based on the plan to set up the YOGOC in the 2nd quarter of 2025. The estimated costs appear to be reasonable under the assumption that the bidding team intends to leverage highly from the Milano Cortina 2026 workforce.
- **Communications, Marketing and Look at EUR 6.13m** is mainly driven by Brand & Engagement costs, (EUR 2.57m), Marketing/Licensing costs (EUR 1.76m), and Communication costs (EUR 1m).
- **Corporate & Administration costs of EUR 3.6m** majorly includes Insurance related costs (EUR 1.5m) and Finance & Legal (EUR 1.4m).
- **Ceremonies cost is estimated at EUR 0.9m** with a budget of approx. EUR 0.4m for each of the Opening and Closing Ceremonies.
- **Contingency fund** is set at EUR 3m (approx. 5% of the identified costs) representing 4.7% of the overall budget.

DOLOMITI VALTELLINA 2028: METHODOLOGY AND APPROACH

- Customary level of public services (cleaning, medical, transport, etc.) has been guaranteed by the local governments to be provided for free to the YOGOC, while services above the customary levels will be at a cost for the YOGOC. Dolomiti Valtellina considers that the customary standards of services will be adequate for the delivery of the Youth Olympic Games.
- Actual costs from YOG Lausanne 2020 have been used as a benchmark for most of the costs.
- Delegations' accommodation has been split into a combination of a Youth Olympic Village and hotels in the various clusters and based on an overall number of 3,000 people (1,700 athletes + 1,300 officials).

ECONOMICS OF THE GAMES: SUMMARY

OPPORTUNITIES

- Governments at national and regional levels support the Dolomiti Valtellina 2028 YOG project, with a clear agreed split of financial responsibility between the public authorities
- Dolomiti Valtellina 2028 expects to leverage from the legacy of the Olympic Winter Games Milano Cortina 2026 in various areas such as venues, transport infrastructure, workforce, tax framework, etc.
- Dolomiti Valtellina 2028 may benefit from the domestic marketing partnerships programme of the Olympic Winter Games Milano Cortina 2026

AREAS TO MONITOR

- Domestic marketing programme strategy of extending Milano Cortina 2026 partnerships may require further evaluation
- The project team acknowledges that a more detailed analysis on the level of public services will be required with the establishment of the YOGOC to assess any potential cost implications
- Certain expenses such as Energy (EUR 0.4m), F&B (EUR 1.04m) and some areas under Technology (e.g. Telecom) appear to be on the low side and further analysis may be required
- Contingency estimated to be 5% of total identified expenditures appears low at this point of time

CREDITS

© International Olympic Committee

International Olympic Committee
Maison Olympique, 1007 Lausanne, Switzerland
www.olympics.com

Published by the International Olympic Committee – January 2025
All rights reserved

Photo credits:

© Getty Images
© 2024 Google (maps)
© IOC
© Dolomiti Valtellina submission to the IOC (October 2024)