

The Legacy Plan of the Olympic and Paralympic Winter Games Beijing 2022

(Final version)

Beijing Organising Committee for the 2022 Olympic and Paralympic Winter Games
General Planning Department

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Executive Summary

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1. Introduction

The Olympic and Paralympic Winter Olympic Games Beijing 2022 (hereinafter referred to as “Beijing 2022”) are landmark events in China’s history, a major opportunity to showcase China’s image, promote national development and inspire national pride, and will greatly boost the coordinated development of Beijing, Tianjin and Hebei.

Beijing 2022 will be the first Games to deliver a legacy plan as per Olympic Agenda 2020/New Norm and the IOC Legacy Strategic Approach. In 2022, Beijing will also become the first city in the world to have hosted both summer and winter Olympic Games.

We aim to create abundant new legacies from the 2022 Games, while enhancing and putting into good use the legacies from the Beijing 2008 Games. In this way, we can promote sporting, economic, social, cultural, environmental, urban and regional development in China and set up a model of mutual benefit and win-win development between the Olympic and Paralympic movements and the host city.

Creating and accelerating long-term benefit for the host cities and regions is a significant marker of successfully hosting the Games. The Games’ legacy is one of the key measurements of their success.

The Games will help to grow winter sports in China and the rest of Asia, foster the balanced development of winter sports and summer sports in China, and the development of “Healthy China”. It will also help advance the coordinated development of Beijing, Tianjin and Hebei, motivate young people to put into practice the Olympic and Paralympic values, promote awareness, respect and social inclusivity of people with impairments, and contribute to enhancing the Olympic Movement.

The Beijing 2022 Legacy Plan includes objectives, actions and responsibilities pertaining to the Organising Committee, to different governmental entities and to the Olympic and Paralympic movements’ constituents in China.

1.1. Guiding Principles

The guiding principles for this legacy plan are:

- Xi Jinping’s, the President of the People’s Republic of China, thoughts on Socialism with Chinese Characteristics for the New Era;
- Olympic Agenda 2020/New Norm;
- the IOC Legacy Strategic Approach;
- the IPC’s vision “to make for a more inclusive society for people with an impairment through Para sport”; and
- the commitments made by Beijing in the Candidature File.

1.2. Vision and Mission

The vision and mission for the Beijing 2022 Olympic and Paralympic Games are:

Vision

Joyful rendezvous upon pure ice and snow uniting the passion of hundreds of millions for winter sports.

Mission

Deliver fantastic, extraordinary and excellent Games which are green, inclusive, open and clean¹.

The **Beijing 2022 Games vision** statement is further developed and explained through four "[*key messages*](#)":

- Inspire young people with the Olympic spirit
- Encourage millions to embrace winter sports
- Promote social progress through the Winter Games
- Create a harmonious world of better mutual understanding

The vision/mission/key messages are the expression of the long-term aspirations of the Beijing 2022 Games. They provide a direction, a purpose, a desirable future. They are the very foundation for the legacy planning of Beijing 2022.

¹ "clean" meaning lean, efficient

2. Scope of the Beijing 2022 Legacy Plan

2.1. Goals & Actions

In order to achieve the long-term aspirations described in the Beijing 2022 vision/mission/key messages stated above, specific goals and actions have been developed for seven legacy themes.



Some legacies are a direct result of changes **initiated** by activities that are required for the hosting of the event itself. They would not have happened before or in the few years after the Games if the Winter Olympic and Paralympic Games were not organised in Beijing in 2022.

Key actions with regards to such “initiated” legacies are identified by the mention [\[initiated\]](#) below.

Other legacies are the result of changes **accelerated** by the Olympic Games. This means that local authorities build on the momentum created by the hosting of the Games to further develop, invest more in or accelerate the implementation of projects which were already planned before Beijing was selected as the host of the 2022 Games. Such projects fit the long-term development plans of the city.²

Key actions with regards to such “accelerated” legacies are identified by the mention [\[accelerated\]](#) below.

² IOC Legacy Strategic Approach

Because Beijing already hosted the Olympic and Paralympic Games, some legacies of the Beijing 2022 Games will arise from leveraging, carrying on or even speeding up legacy programmes and initiatives from the Beijing 2008 Games.

Key actions with regards to such “accelerated” legacies which can be traced back to the Beijing 2008 Games are identified by the mention [accelerated – Beijing 2008] below.

a. Sport

Goal: promote participation in winter sports in China for both able-bodied people and people with an impairment.

Key Actions

- Follow the Plan on Popularising and Promoting Mass Winter Sports (2016-2020). [initiated]
- Host national events and organise local events, mass activities and promotional campaigns. [accelerated]
- Strengthen winter sports education for young people by following the plan on Olympic education of Beijing 2022 for elementary and secondary schools. [accelerated]

Goal: significantly enhance performances in competitive winter sports in China

Key Actions

- Follow the National Plan on the Rejuvenation of Winter Sports. [initiated]
- Implement the 2017 incentive policy of the China Disabled Persons’ Federation for preparing for Beijing 2022. [initiated]
- Expand the selection and training for athletes, coaches, grades and national teams for both the Beijing 2022 Olympic and Paralympic Games. [accelerated]
- Develop bobsleigh, skeleton, luge and freestyle skiing among the Olympic winter sports, and ice hockey, Alpine skiing, snowboarding and biathlon among the Paralympic winter sports. [initiated]

Goal: ensure that venues are well used after the Games

Key Actions

- Beijing 2022 to re-use 8 of the Beijing 2008 Olympic Games venues. [accelerated; Beijing 2008]
- Develop venues’ post-Games action plans early, during the venue planning and designing phase. [initiated]
- Build world-class sports venues for long-term use. [initiated]

Goal: cultivate and train a large number of sports event professionals

Key Actions

- Implement the Beijing 2022 Human Resources Action Plan and Beijing 2022 Education and Training Implementation Plan. [initiated]
- Improve the selection and training of technical officials and event professionals. [accelerated; Beijing 2008]

Goal: foster innovation on event management and services

Key Actions
<ul style="list-style-type: none"> - Promote innovation and best practices on event management and services, by enhancing the working mechanisms, processes, standards and norms for future events in China, and future Olympic and Paralympic Games [initiated] - Grow the Chinese people experience and expertise in organising events [initiated]

b. Economy

Goal: promote the development of the ice and snow sports market in China

Key Actions
<ul style="list-style-type: none"> - Implement the Winter Sports Development Plan (2016-2025), and National Development Plan for Winter Sports Venues and Facilities (2016-2022). [initiated] - Import and host branded winter sports events in Beijing and Hebei. [accelerated] - Develop the ice & snow sports events, mass leisure and fitness industries by implementing the Coordination Development Action Plan of Sports Industry for Beijing-Hebei-Tianjin. [accelerated]

Goal: foster the global growth of a number of leading Chinese ice and snow sports enterprises, promote the competitiveness of local small and medium enterprises

Key Actions
<ul style="list-style-type: none"> - Implement the marketing programme for the Beijing 2022 Olympic and Paralympic Winter Games, encourage massive participation of Chinese local small and medium business. [initiated] - Organise competitions for the design of franchise products. [initiated] - Increase innovation in the Chinese main events ticketing supply chain (design, printing, manufacture and sell). [accelerated]

Goal: use the Beijing 2022 Games to promote scientific and technological innovation

Key Actions
<ul style="list-style-type: none"> - Implement the High-tech Winter Games (2022) Action Plan to promote the high-tech innovations for Games venues, infrastructure, environment and Games services and post-Games use. [initiated]- - Advance innovative technology adoption and transformation in the fields of infrastructure, broadcasting, environmental protection, smart services and artificial intelligence for the Beijing 2022 Games and the benefit of society. [accelerated; Beijing 2008]

c. Social

Goal: promote a healthy lifestyle for Chinese people, facilitate the “Healthy China” national strategy

Key Actions

- Accelerate the implementation of “Healthy China 2030” National Planning, outline and National Fitness Programme (2016-2020) for people with or without an impairment. [\[accelerated\]](#)
- Develop brand new ice and snow sports clubs and schools, hold brand new Sport for All events. [\[initiated\]](#)
- Promote the implementation of integrated development planning of fitness and leisure sports in Beijing-Tianjin-Hebei (2016-2025). [\[accelerated\]](#)
- Organise regular elementary winter sports activities for people with an impairment, promote and encourage people with an impairment to participate in athletic rehabilitation and fitness activities. [\[accelerated; Beijing 2008\]](#)

Goal: carry forward volunteerism

Key Actions

- Encourage more people to volunteer at the Games to increase the pool of volunteers. [\[initiated\]](#)
- Promote the Olympic and Paralympic values. [\[accelerated; Beijing 2008\]](#)
- Compile Games volunteering training materials, organise the volunteer training programme. [\[initiated\]](#)
- Recruit and train volunteers speaking local minority-languages and foreign languages [\[accelerated; Beijing 2008\]](#)
- Follow up with the volunteers through the “Beijing Volunteer Service Federation” database and offer them regular opportunities to keep volunteering. [\[accelerated; Beijing 2008\]](#)

Goal: improve the level of civic duty in the society

Key Actions

- Implement the Beijing 2022 Olympic Education Plan and Youth Olympic Action Plan in elementary and secondary schools. [\[initiated\]](#)
- Promote the Olympic and Paralympic values among the general public and in communities. [\[accelerated; Beijing 2008\]](#)

Goal: promote awareness, respect and social inclusivity of people with impairments

Key Actions

- Organise various communications campaign to promote the Paralympic values and improve public awareness regarding people with an impairment. [\[accelerated; Beijing 2008\]](#)
- Develop and implement the Beijing2022 Accessibility & Environmental Improvement Action Plan. [\[initiated\]](#)
- Organise rehabilitation through sports programmes in communities for people with impairments. [\[accelerated; Beijing 2008\]](#)

d. Culture

Goal: promote the Olympic and Paralympic spirit and values in China

Key Actions

- Implement the Beijing 2022 Olympia Action Plan. [\[initiated\]](#)
- Organise the international ice and snow festival in winter annually, host an exhibition on the Winter Olympic Movement history and an International Winter Sports Photographic Exhibition before the Games. [\[initiated\]](#)
- Hold the Olympic City Sports and Culture Festival in summer and the Olympic Music week annually, as well as art events for artists with an impairment. [\[accelerated; Beijing 2008\]](#)
- Launch various campaigns alongside the Olympic Torch Relay. [\[initiated\]](#)

Goal: disseminate Chinese civilisation and culture to the world

Key Actions

- Organise the Great Wall Ice & Snow Culture Festival. [\[initiated\]](#)
- Invite the main global media companies in China to make movies and promote Chinese stories worldwide. [\[accelerated; Beijing 2008\]](#)
- Continue the programme of photographing Beijing by foreign photographers. [\[accelerated; Beijing 2008\]](#)

Goal: encourage cultural integration for a more understanding and harmonious world

Key Actions

- Decorate athletes' accommodation with Chinese Spring Festival elements in the Olympic Villages, and open exhibition areas on traditional Chinese arts. [\[initiated\]](#)
- Put on various exhibitions, performances and international culture activities at museums, theatres and culture centres in host cities. [\[accelerated\]](#)
- Provide an incredible Games experience for the Olympic and Paralympic family, the media, broadcasters, spectators and sponsors. [\[initiated\]](#)

e. Environmental

Goal: step up efforts in ecological environment protection and improvement

Key Actions

- Implement the three-year action plan (2018-2020) for winning the blue sky protection campaign in the North of China – all measures will continue to be implemented after 2020. [\[accelerated; Beijing 2008\]](#)
- Implement the Beijing-Tianjin sandstorm control phase II project till 2022. [\[accelerated; Beijing 2008\]](#)
- Implement the plan for coordinated development of water conservancy in Beijing-Tianjin-Hebei. [\[accelerated; Beijing 2008\]](#)

Goal: promote a low-carbon economy

Key Actions

- Promote renewable energy application for the Games and future adoption for the host cities and residents. [\[accelerated; Beijing 2008\]](#)
- Implement green projects in the construction of venues. [\[initiated\]](#)
- Establish a carbon emission compensation mechanism for Beijing 2022. [\[initiated\]](#)

- Promote coordinated emissions reduction through carbon trading in Beijing-Tianjin-Hebei and surrounding areas. [\[accelerated\]](#)

Goal: promote innovations in sustainability management system

Key Actions

- Formulate and implement the venue sustainability guide and sustainable procurement guide for the Games, which will become a blueprint for future events in China. [\[initiated\]](#)
- Make the most of innovation as regards the integrated application of ISO20121, ISO14001 and ISO26000, contribute to future events in China and the Olympic and Paralympic Games. [\[initiated\]](#)

f. Urban Development

Goal: improve host cities' transport, water, energy and weather services and infrastructures all around Beijing and Zhangjiakou

Key Actions

- Build a new airport in south Beijing by 2019. [\[accelerated\]](#)
- Upgrade the water supply and drainage system in Yanqing and Chongli county, both for the Games and local residents. [\[accelerated\]](#)
- Increase the capacity of the renewable energy transmission system in Zhangjiakou by 500 kilovolts through the installation of a flexible DC grid project. [\[accelerated\]](#)
- Implement the Beijing 2022 Weather Service Action Plan. [\[initiated\]](#)

Goal: enhance the host cities' accessibility.

Key Actions

- Formulate the Beijing 2022 Accessibility Guide, which will be applied to improve accessibility in all venues and surrounding areas in Beijing and Zhangjiakou. [\[initiated\]](#)
- Formulate and implement the Beijing Accessibility Development Plan during the Beijing Five-Year Plan (13th edition) period. [\[accelerated\]](#)
- Develop and implement the host city's action plan to improve accessibility awareness and create a more accessible environment in Beijing and Zhangjiakou. [\[initiated\]](#)

Goal: strengthen Beijing and Zhangjiakou's management and capacity to host major events

Key Actions

- Improve the city's smart service management system. [\[accelerated\]](#)
- Improve the efficient governance and capacity of the city. [\[accelerated\]](#)
- Promote multiple urban governance of the host cities. [\[accelerated\]](#)

Goal: promote urban transformation and upgrading

Key Actions

- Promote Shougang's transformation and upgrading, build a Shougang industrial sports and culture park, steer the development of the Beijing west area. [\[accelerated; Beijing 2008\]](#)

- Readjust the host cities' industrial structure by developing high-tech and high-end service industries instead of high-energy consumption and high-emission industries. [accelerated]

g. Regional development

Goal: promote Beijing and Hebei province's coordinated development in transport, environmental protection, and industrial and public services

Key Actions

- One high-speed railway, two expressways and several arteries. [accelerated]
- Follow the work plan for air pollution prevention and control in Beijing-Tianjin-Hebei and surrounding areas. [accelerated]
- Develop and implement the coordination planning of Sports industry for Beijing-Tianjin-Hebei. [accelerated]
- upgrade the public service level of accommodation, catering, medical service in Beijing and Zhangjiakou. [accelerated]

Goal: accelerate the development of the Beijing-Zhangjiakou sports, culture and tourism belt

Key Actions

- Depend on the Beijing 2022 venues and facilities, take advantage of local tourism resources, to develop and expand sports-culture, tourism-leisure, conference-exhibition industries, to further promote sports, culture and tourism depth integrated development. [accelerated]
- Create a batch of brand new tourist products with abundant Winter Olympic culture connotation and local culture characteristic. [initiated]

Goal: boost employment

Key Actions

- Increase support for Zhangjiakou's specialty industries, Olympic labour economy, and Beijing's aid for poverty reduction in Zhangjiakou. [accelerated]
- Develop a work plan for assistance to Hebei to fight poverty. [accelerated]
- Guide local farmers to develop the leisure and tourism business to increase income and create jobs in Zhangjiakou. [accelerated]

2.2. Criteria to Identify Legacy Priorities

Beijing 2022 and its governmental partners will work to implement all the key actions described above and thus deliver a broad range of legacies. As in every complex transformation, setting priorities and balancing the desired results with efforts allocated are fundamental for success. In order to keep focus and best manage multiple goals, the Legacy Coordination Committee (*more details in 4. Governance Structure*) will identify the legacy priorities.

The following criteria will be used to identify the legacy priorities of Beijing 2022:

- “The thoughts on Socialism with Chinese Characteristics for the New Era, build a community of shared future for mankind”

- Showcase the concept of green, sharing, open and clean Games and the goal of “Fantastic, Extraordinary, Excellent” Games.
- Be a new model, play a leading role, with a national positive impact and influence on the sustainable development of urban and regional economy, sport, culture and environment.
- Conform to international practices and standards; be a global pioneer and reference for future Games.

2.3. Venue Legacy Plans

Specific legacy plans will be further developed for:

- new permanent venues,
- existing venues which major permanent changes in use and/or their operational model.

The main elements of these specific venue legacy plans are: post-Games use strategy; planned retrofits and budget; management structure; operating costs and revenues; explanation on how to deliver key sporting and social legacies; and plans and targets for accessible facilities.

Below is an overview of the 24 venues which will be used for the Beijing 2022 Olympic and Paralympic Games:

- 9 are existing: 7 of those 9 were used for the Beijing 2008 Games,
- 12 are permanent venues will be built for the Beijing 2022 Games,
- 3 are temporary venues.

2.3.1. Existing venues



Venue Name	National Aquatics Centre
Venue Owner	Beijing National Aquatics Centre Co. Ltd.
Use of Beijing 2008	Swimming (Olympic and Paralympic Games), Diving, Synchronized Swimming, Final of Water Polo
Use of Beijing 2022	Curling, Wheelchair Curling
Post Games Use	Multi-purpose venue for sport for all and performance - “winter” set-up (ice sports such as curling & ice skating) - “summer” mode (swimming, diving, water polo, water leisure park) - exhibitions



Venue Name	National Indoor Stadium
Venue Owner	Beijing Performance & Arts Group
Use of Beijing 2008	Gymnastics Rhythmic, Trampoline, Handball, Wheelchair Basketball
Use of Beijing 2022	Ice Hockey, Ice Sleigh Hockey
Post Games Use	Multi-purpose venue for sports competitions, culture and entertainment (exhibitions, singing/dancing competitions & shows)



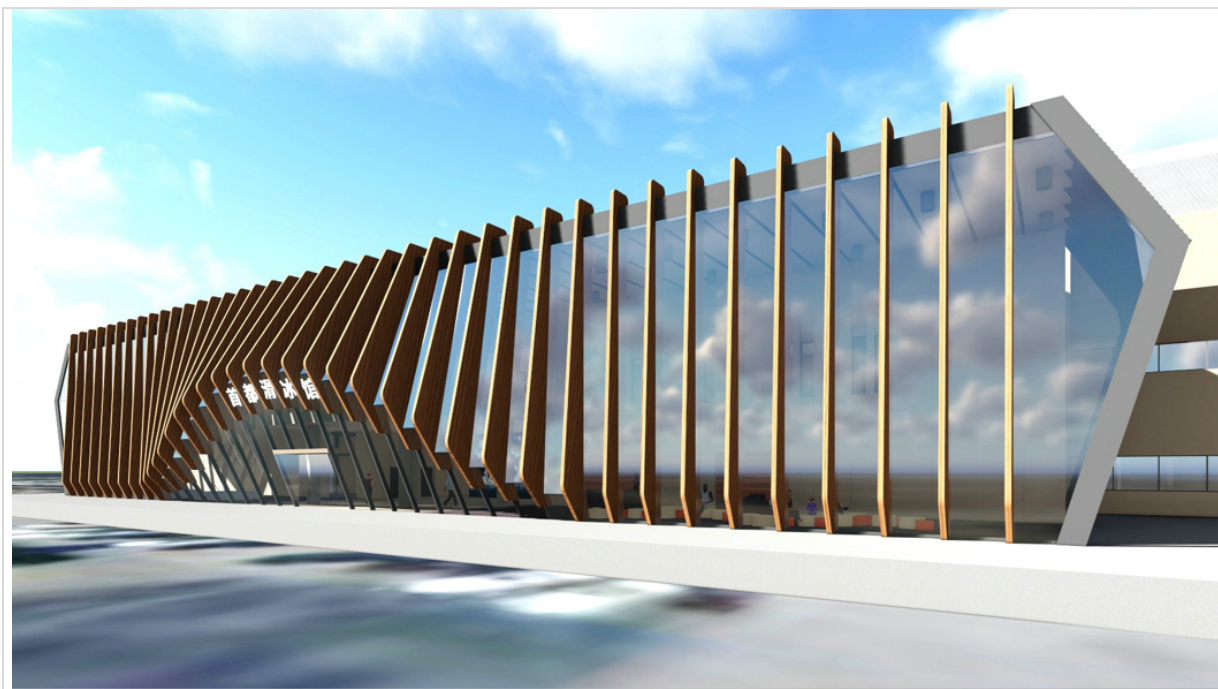
Venue Name	Wukesong Sports Centre
Venue Owner	Beijing Wukesong Culture & Sports Centre Co., Ltd
Use of Beijing 2008	Basketball
Use of Beijing 2022	Ice Hockey
Post Games Use	Multi-purpose venue for sports competitions (Basketball, Ice Hockey etc.), culture and entertainment (exhibitions, singing/dancing competitions & shows)



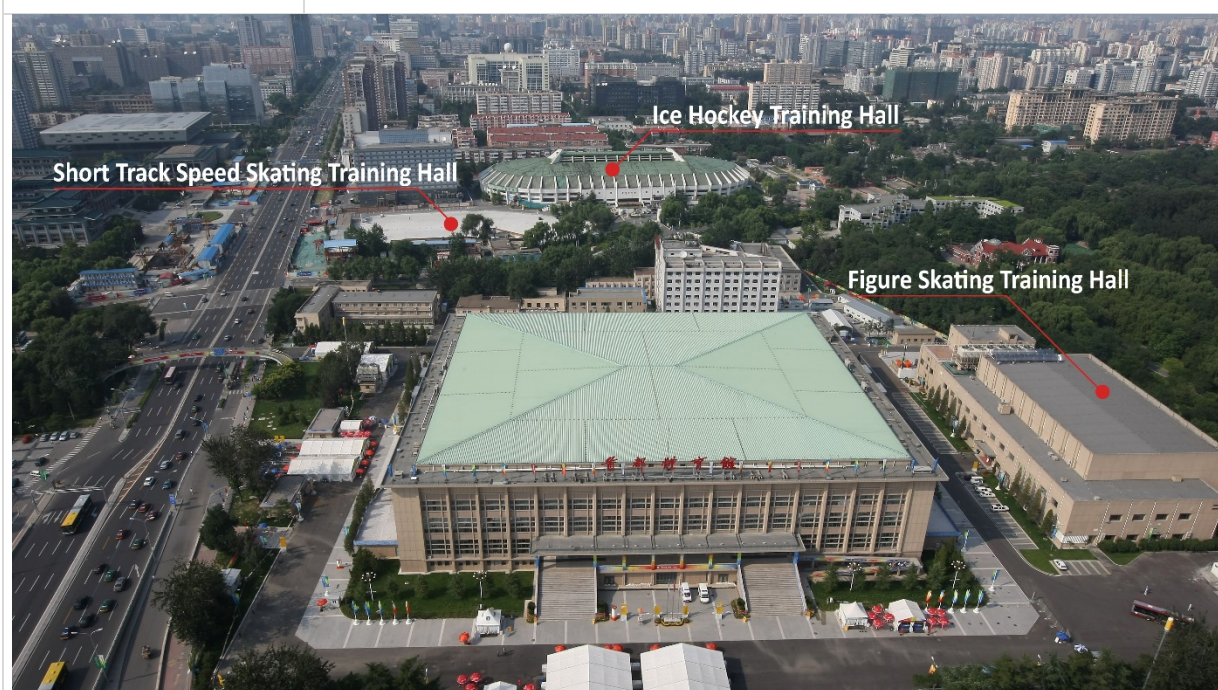
Venue Name	Capital Indoor Stadium
Venue Owner	Winter Sports Administrative Centre of General Administration of Sport of China
Use of Beijing 2008	Volleyball
Use of Beijing 2022	Short Track Speed Skating, Figure Skating
Post Games Use	Multi-purpose venue for sports competitions, culture and entertainment (exhibitions, singing/dancing competitions & shows)



Venue Name	National Stadium
Venue Owner	National Stadium Co., Ltd.
Use of Beijing 2008	Opening and Closing Ceremonies, Athletics, Male Football Final
Use of Beijing 2022	Opening and Closing Ceremonies
Post Games Use	Multi-purpose venue for sports competitions, culture and entertainment (exhibitions, singing/dancing competitions & shows)



Venue Name	Ice Hockey Training Hall
Venue Owner	General Administration of Sport of China
Use of Beijing 2022	Training Venue for Ice Hockey
Post Games Use	Performance and youth athletes training



Venue Name	Figure Skating Training Hall
Venue Owner	General Administration of Sport of China
Use of Beijing 2022	Training Venue for Figure Skating
Post Games Use	Performance and youth athletes training, sport for all/mass-fitness activities



Venue Name	Genting Snow Park
Venue Owner	Secret Garden(Zhangjiakou) Resort Co., Ltd.
Use of Beijing 2022	Freestyle Skiing, Snowboard
Post Games Use	Tourist and ski resorts



Venue Name	Zhangjiakou Mountain Press Centre
Venue Owner	Secret Garden(Zhangjiakou) Resort Co., Ltd.
Use of Beijing 2022	Press
Pre- & Post Games Use	Hotel

2.3.2. Planned new permanent venues



Venue Name	National Speed Skating Oval
Venue Owner	Beijing National Speed Skating Oval Operation Co., Ltd
Beijing 2022 Use	Speed Skating
Post-Games Use	Multi-Purpose Venues for Ice Skating, Ice Hockey, Figure Skating and other Ice Sport Events, Civic Activities



Venue Name	Big Air Shougang
Venue Owner	Beijing Shougang Construction Investment Co., Ltd.
Beijing 2022 Use	Freestyle Skiing Big Air, Snowboard Big Air
Post-Games Use	Multi-Purpose Stadiums for Athlete Training, Sports Competitions, Cultural and Civic Activities



Venue Name	China National Convention Centre Phase Two
Venue Owner	Beijing North Star Company Limited
Beijing 2022 Use	IBC / MPC
Post-Games Use	Convention, Exhibition, Underground Parking and Complement Logistics and Offices



Venue Name	Beijing Olympic Village
Venue Owner	Beijing Investment Group Co., Ltd.
Beijing 2022 Use	Winter Olympic Village
Post-Games Use	Beijing 2022 Public Rental Housing



Venue Name	Short Track Speed Skating Training Hall
Venue Owner	Winter Sports Administrative Centre of General Administration of Sport of China
Beijing 2022 Use	Training Venue for Short Track
Post-Games Use	Athlete Training, Youth Sports Training and Mass Fitness



Venue Name	National Alpine Ski Centre
Venue Owner	Beijing Enterprises J.O Construction Co., Ltd.
Beijing 2022 Use	Alpine Skiing, Para Alpine Skiing
Post-Games Use	Athlete Training, International Sports Events, and Civic Activities



Venue Name	National Sliding Centre
Venue Owner	Beijing Enterprises J.O Construction Co., Ltd.
Beijing 2022 Use	Bobsleigh, Skeleton, Luge
Post-Games Use	National Team Training, International Sports Events and Civic Activities



Venue Name	Yanqing Olympic Village
Venue Owner	Beijing GuoJia Alpine Skiing Co., Ltd.
Beijing 2022 Use	Winter Olympic Village
Post-Games Use	Tourism Hotel



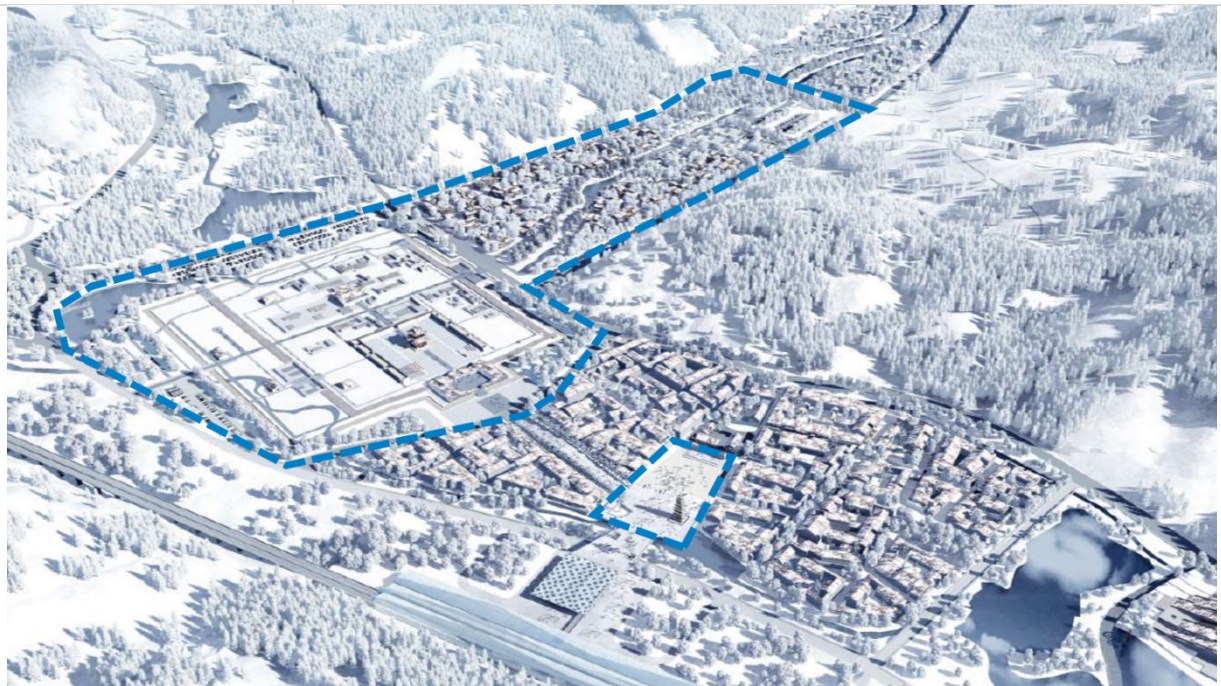
Venue Name	National Biathlon Centre
Venue Owner	Zhangjiakou AoTi Construction and Development Co., Ltd.
Beijing 2022 Use	Biathlon, Para Biathlon, Para Cross-Country Skiing
Post-Games Use	National Team Training and Tourist Resort



Venue Name	National Ski Jumping Centre
Venue Owner	Zhangjiakou AoTi Construction and Development Co., Ltd.
Beijing 2022 Use	Ski Jumping, Nordic Combined(Ski Jumping)
Post-Games Use	National Team Training and Tourist Resort



Venue Name	National Cross-Country Centre
Venue Owner	Zhangjiakou AoTi Construction and Development Co., Ltd.
Beijing 2022 Use	Cross-Country, Nordic Combined(Cross-Country)
Post-Games Use	Tourist Resort



Venue Name	Zhangjiakou Olympic Village
Venue Owner	Zhangjiakou AoTi Construction and Development Co., Ltd.
Beijing 2022 Use	Olympic Village
Post-Games Use	Park, Resort Hotel/Apartment

2.3.3. Temporary venues



The Zhangjiakou and Beijing (photo, Beijing Olympic Park, legacy of the 2008 Games) Medals Plazas will be temporary venues, as well as the Zhangjiakou Mountain Broadcasting Centre.

2.4. Planning process

This document, the **Beijing 2022 Legacy plan**, defines the seven legacy themes, corresponding goals and key actions. It also defines the implementation and reporting principles of the Beijing 2022 legacy.

Each of the seven legacy themes is divided into several legacy areas, according to the table below:

7 themes – 35 areas						
Sport	Economy	Social	Culture	Environment	Urban Development	Regional Development
Winter Sports Development	Winter Sports Industries	Education & Civic Duty	Culture	Environment Protection	Infrastructure	Transport
Winter Sports For People With Disabilities	Technology & Innovation	Volunteering	Communication & Engagement	Low Carbon Emissions	City Management	Environment
Sport Venues	Marketing	International Exchange	Press & Broadcasting	Sustainability	City Services & Operations	Industrial Development
Event Professionals	Finance	Inclusiveness	Archives		Accessibility	Social Services
Games Management	Logistics	Legal				Sport, Culture & Tourism Belt
Games Services		Costs Control				Employment
Information & Knowledge						

This plan is the first of three successive steps in the process of planning Beijing 2022's legacy:

- the Beijing 2022 Legacy Plan;
- area-specific legacy plans;
- project plans at the operational level.

The second step in the planning process is to prepare **area-specific legacy plans**. They further detail the Beijing 2022 Legacy Plan, by clarifying the objective(s), tasks and deliverables, implementation procedures, roles, responsibilities and action plans.

Area-specific legacy plans are formulated by the departments of the Beijing 2022 Organising Committee, which lead each working group of the Legacy Coordination Committee (*more details in 4. Governance Structure*). The framework to formulate those plans is detailed in the Chinese version of the general Legacy Plan.

The **project plans** will further detail key actions, with their respective goal(s), tasks, approaches, measures, list of deliverables and timelines, for the various legacy project and programmes.

3. Implementation

Beijing 2022 strives to embed legacy planning and delivery throughout the full Games life-cycle. According to the Games milestones, all missions will be carried out through three phases:

3.1. Legacy Planning Phase (2017-2018)

In the planning phase, the general Beijing 2022 Legacy plan is developed (*Chinese and English versions*). Accordingly, the area-specific plans are produced, as well as the subsequent project plans.

By the end of this phase, the legacy priorities will be identified, according to the criteria explained in section [2.3. Criteria to identify the legacy priorities](#).

3.2. Legacy Implementation Phase (2018-2022)

During this phase, all legacy areas and project plans will be implemented. The achievements in each area will be regularly summarised and reported according to the milestones. All legacy projects and programmes will be monitored, measured and accessed by external third parties, and the progress reports, legacy inventory, case studies and the analytical reports will be compiled and submitted, as explained in section [5. Reporting](#). The achievements related to the legacy priorities will receive the extra attention they require in terms of communication to national and global audiences.

During the legacy implementation phase (*2018 to 2022*), each BOCOG department is responsible for the collection, classification and preservation of all tangible legacy items, for the purpose of exhibition, education and memory-keeping after the Games by the Olympic museum and other memorial sites.

3.3. Legacy Realisation Phase (from 2022 onwards)

During the realisation phase, the legacy related projects will reach maturity.

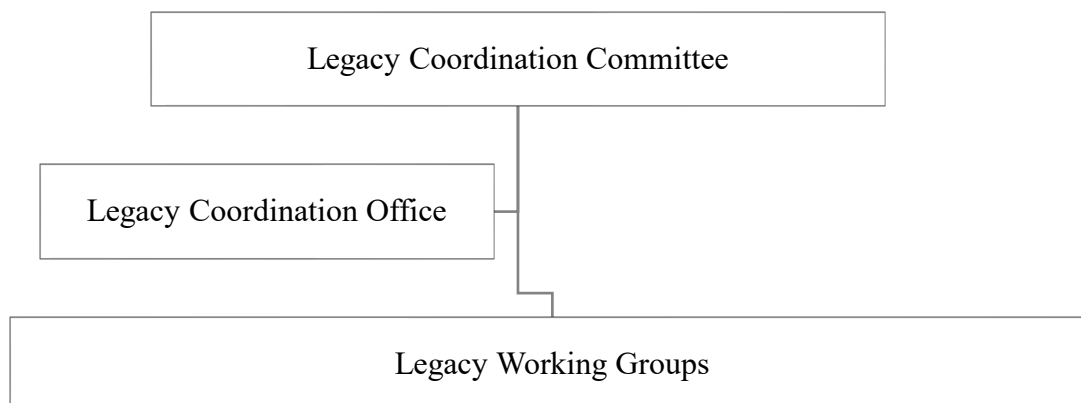
The first year of this phase is when the dissolution of BOCOG takes place. Before the dissolution, all areas of BOCOG need to summarise all tangible and intangible legacy achievements under their responsibility and contribute to the development of a case study collection.

Before the dissolution of BOCOG, legacy projects and programmes from BOCOG will be transferred to the Beijing Olympic City Development Association (BODA), which will also continue to coordinate the implementation of the legacy projects from governmental partners ([see 4.2 Post-Games Governance](#)). All legacy projects will continue to be monitored, evaluated and reported on a regular basis by the BODA.

4. Governance

4.1. Pre-Games Governance

In accordance with the IOC Legacy Strategic Approach and the bid commitments of Beijing 2022, the Legacy Governance structure has been established to define roles and responsibilities regarding legacy delivery and coordinate legacy management before, during and post-Games. The Legacy Governance structure of Beijing 2022 adopts a three-level working mechanism to ensure the smooth implementation of the legacy plan in various areas.



Level 1. Legacy Coordination Committee

Led by Beijing 2022’s senior management, the Legacy Coordination Committee includes such member entities as the General Administration of Sport of China, the China Disabled Persons’ Federation, the Beijing Olympic City Development Association (BODA), the Hebei Office for the Winter Olympics, the relevant ministries and commissions of the State, relevant government departments of Beijing Municipality, Hebei Province and Zhangjiakou City, and all departments (centres) of Beijing 2022. Other entities may be included if necessary.

The Legacy Coordination Committee is the deliberative and decision-making body for the legacy work of the Games. Through meetings and coordination processes, it coordinates the legacy-related work inside and outside Beijing 2022, advances the implementation of various legacy plans, and reviews the key plans as well as relevant approaches and policies.

Level 2. Legacy Coordination Office

Led by the General Planning Department of Beijing 2022, the Legacy Coordination Office is composed of Beijing 2022, the BODA, and all departments (centres) of Beijing 2022 Hebei Office for the Winter Olympics.

The Legacy Coordination Committee Office is the administrative body of the Committee which coordinates the legacy work of the member entities of the Committee in Beijing and Hebei, formulates the overall legacy plan and policies, advances and monitors the implementation of area legacy plans, consolidates and reports the achievements regularly, and widely publicises the Games legacies.

Level 3. Legacy Working Groups

The Legacy Coordination Committee will establish 18 working groups³ corresponding to the departments (centres) of the Beijing 2022 Organising Committee. Each working group will be composed of relevant entities inside and outside Beijing 2022 in their own areas.

The Legacy Working Groups are the execution/implementation body of the Legacy Coordination Committee, which aim at achieving the goals for the seven legacy themes by implementing the corresponding actions in the 35 legacy areas of Beijing 2022.

Each Working Group will set its own governance structure and processes (*e.g. decision-making procedures, regularity of meeting, composition etc.*), formulate and implement area-specific legacy plans, coordinate the legacy work of the relevant ministries and commissions of the State and Beijing-Hebei public entities, and regularly summarise the legacy achievements.

4.2. Post-Games Governance

The Candidature File submitted to the IOC made clear that [BODA](#) is the permanent legacy management organisation after the Winter Games. After the dissolution of BOCOG, BODA will continue to carry out the roles and responsibilities of the Legacy Coordination Committee of Beijing 2022.

BODA will keep managing, monitoring and measuring (including regularly completing and submitting post-Games legacy progress reports, case studies and analytical reports to the IOC until 2027), and communicating on the implementation of the ongoing legacy projects. BODA will be the point of contact for all stakeholders and interested parties.

After the Games, BODA will also continue to carry out in-depth research on the impact of the Olympic and Paralympic Winter Games Beijing 2022, manage and nurture the legacy of the Games, and carry out events to exchange experience on the organisation of international and domestic sports events and large-scale events. It will actively communicate on and promote the legacy of the Games, and carry out activities for Olympic education and celebrate the anniversaries of the Olympic and Paralympic Winter Games. It will strengthen ties and cooperation with international sports organisations such as the IOC, IPC, the SportAccord Convention, the World Union of Olympic Cities and the Olympic Museums Network. It will also conduct international exchanges, sharing best practices regarding Beijing 2022's legacy.

4.3. Main legacy entities: roles and responsibilities

Many entities will be involved in the planning, implementing and reporting of the Beijing 2022 legacy. The role and responsibilities of some of these entities are clarified below, but each entity contribution to the legacy work is important and essential for the success of the legacy of the Games.

The General Planning Department of Beijing 2022

This entity coordinates the overall legacy work for the Games, formulates the Beijing 2022 Legacy Plan and policies leads the work of the Legacy Coordination Office, collaborates with

³ This number might evolve.

member entities of the Legacy Committee, promotes and coordinates the formulation and implementation of area-specific legacy plans, guides and cooperates with external third parties to conduct legacy monitoring, measuring and assessment, regularly consolidates and reports legacy deliverables, promotes achievements of the Olympic and Paralympic Winter Games and produces the Beijing 2022 Legacy Final Report and Case Study Report.

The General Administration of Sport of China

This entity leads and coordinates the work related to the “Sports” theme of the legacy plan, focusing on promoting winter sports among the public, improving the competitiveness of winter sports, developing winter sports industries, post-Games use of sports venues, training and cultivating sports event professionals, enhancing international cooperation and exchange, developing the Beijing-Zhangjiakou sports culture tourism belt, etc.

It also works closely with BOCOG in collaborating with all Legacy Working Groups, in particular with regards to identifying the legacy priorities in the “Sports” theme, preparing their area-specific legacy plans, delivering and regularly summarizing legacy achievements.

The China Disabled Persons’ Federation

This Federation works closely with BOCOG and all Legacy Working Groups on promoting mass winter sports and enhancing the performance of competitive winter sports for people with an impairment; promoting awareness, respect and social inclusivity of people with an impairment; enhancing the host cities’ accessible environment, etc. as part of the legacy of both the Olympic and Paralympic Games.

It also leads and coordinates the legacy work of the Paralympic Games, including identifying the legacy priorities for the Paralympic Games, planning, delivering and regularly summarizing legacy achievements.

The Beijing Olympic City Development Association (“BODA”)

BODA works very closely with the Legacy Coordination Committee and Office, as it is the city’s legacy organisation of both the Beijing 2008 and the Beijing 2022 Games. It coordinates the legacy-related work in the 7 themes and 35 areas in Beijing, by engaging with all the Legacy Working Groups, and coordinating the implementation of relevant area-legacy plans.

It cooperates with BOCOG to regularly consolidate legacy achievements in all areas, liaising with the IOC, the IPC and all other stakeholders working with BOCOG, in particular to compile the legacy progress report and Beijing 2022 case studies, and communicates on achievements in Games legacy and international exchanges.

It will take on the responsibilities and function of the Legacy Coordination Committee after the dissolution of Beijing 2022 ([see 4.2 Post-games Plan](#)).

Hebei Office for the XXIV Olympic Winter Games

This office coordinates the legacy-related work in the 7 themes and 35 areas in Hebei and Zhangjiakou, by: contributing the identification of the Beijing 2022 Legacy priorities, promoting the work of all the Legacy Coordination Committee members in Hebei and Zhangjiakou, cooperating with all the Legacy Working Groups to implement area-specific legacy plans, regularly summarising and submitting legacy deliverables and case studies.

Departments and centres of Beijing 2022 (BOCOG)

These take the lead in: establishing the Legacy Working Groups of the Legacy Coordination Committee, formulating working mechanisms with related governmental and public entities inside and outside Beijing 2022, formulating and implementing area-specific legacy plans, and identifying all key legacy projects and priorities in each area.

They also regularly summarise legacy outcomes, compile annual legacy progress reports, case study reports, priority reports and overall reports of legacy achievements their corresponding area(s).

External main member entities of the Committee

As members of the Legacy Coordination Committee, the relevant ministries and commissions of the State, and government agencies of Beijing, Hebei Province and Zhangjiakou City greatly contributes to formulating, implementing, promoting and summarizing the legacy work plan for each area and project, in cooperation with the relevant partners and stakeholders, such as third-party agencies for the research and evaluation of the legacy projects results.

5. Reporting

The IOC Legacy Reporting Framework is made up of **three deliverables**:

Type		Deliverables
Narrative	identifying and describing the observed legacies	Legacy inventory
		Case studies
Analysis	<ul style="list-style-type: none"> - checking causality, - measuring legacy through customised key performance indicators (KPIs) related to the achievement of the vision and objectives established in the Legacy Plan, - assessing consequences for different stakeholders. 	Analytical report

Inventory: basic information about **all** the legacies created by all relevant stakeholders, starting from the Candidature Phase

Case Studies: description of selected legacies (*case studies covering multiple legacy themes*), in writing and/or supported by multimedia (*videos, infographs, photo galleries, cartoons, visual arts, etc.*); the selection should be validated by the IOC

Analytical Report: technical analysis of a small number of legacy goals (*measurement and causality explanation.*); the selection and measurement methodology should be validated by the IOC

The Legacy Coordination Office will collaborate with external professional parties, which will track all legacy-related work; collect data and information; evaluate, assess and measure legacies through customised key performance indicators (KPIs); conduct research and analyses; and summarise the legacy achievements and priorities.

The Legacy working groups will submit specific progress reports and case studies to the Legacy Coordination Committee for review every 6 months. The legacy outcomes in each legacy category will be summarised and analysed, and the future working plans formulated.

The Legacy Coordination Office will consolidate these specific reports and case studies to prepare the general report, legacy inventory, general case studies and analytical report.

6. Risks and Identification

Risk means that something might go wrong. The occurrence of a problem means that something is wrong. It is therefore very important to have the correct understanding of the potential risks and problems and react accordingly. Risks can significantly affect the reputation, financing and operations of the Games.

Some of these risks run through the whole preparation period, but they become increasingly important as the years go by. It is therefore essential to identify them in the early stages of preparation, which will facilitate the early formulation of the legacy plan and related work processes.

More specifically, for Beijing 2022, the following risks have been identified:

Risks	Mitigation Measures	Applicable to Olympic Winter Games	Applicable to Paralympic Winter Games
New “white elephant” venues and facilities	Establish (before the Games) and implement robust post-Games usage plan for each venue to avoid such cases	√	√
Infringement risks for legacies	Strengthen legislation communications and IP protection and intensify market supervision and investigation	√	√
Biased news	Actively communicate in a transparent way, find out the truth and inform the public to improve credibility and build trust	√	√
Lack of evidence of the Olympic and Paralympic Games changing lives for the better	Development and implementation of appropriate data capture, key performance indicators and credible communication	√	√