INTERNATIONAL
OLYMPIC
COMMITTEE

REPORT OF THE 2022 EVALUATION COMMISSION

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President Bach at the launch of Olympic Agenda 2020

Introduction

The 2022 Evaluation Commission (hereafter "The Commission") is pleased to present its report on the Candidate Cities to host the Olympic Winter Games and Paralympic Winter Games in 2022 (hereafter "The Games"): Almaty (Kazakhstan) and Beijing (China).

Successful Games start with a vision that aligns Games planning with the realities, needs and aspirations of the host city, region and nation. A clear and realistic vision is an essential framework for developing a sustainable Games concept and venue plan from the earliest stages of a bid to deliver outstanding Games and a successful legacy.

The planning and organisation of the Games is a complex undertaking that requires integration and close working partnerships among a wide range of stakeholders sharing a common vision. Indeed, this integrated working model has proven to be a strong bid legacy in itself. Bidding for the Games presents an opportunity to create effective and efficient partnerships to deliver other major projects, irrespective of the outcome of the election.

With the right vision, well-integrated planning and effective follow-up, the Games can be a powerful catalyst for positive change and an opportunity for social, economic and environmental development.

The Commission commends both Candidate Cities for the support shown by their respective sports communities, public authorities at all levels and the private sector to these projects and for their efforts and commitment to develop sport and a healthy lifestyle, at an elite and community level.

The impact of Olympic Agenda 2020 on the 2022 bid process

Although the evaluation process for the 2022 Olympic Winter Games was well underway when the IOC Session unanimously approved Olympic Agenda 2020 in December 2014, the reform recommendations had a profound and positive effect on the 2022 bid process. Both Almaty and Beijing have embraced the spirit of Olympic Agenda 2020 and its emphasis on legacy, sustainability and cost containment.

Both cities took steps to optimise their Games plans to manage costs and ensure positive, sustainable legacies. Discussions in both cities during the Commission's visits were collaborative and greatly benefited from the flexibility that Olympic Agenda 2020 brought to the host selection process.

Evaluation Commission visiting Almaty

Changes to the 2022 bid process as a result of Olympic Agenda 2020 include:

– The Evaluation Commission producing a report that highlights the risks and opportunities of each project with a strong focus on sustainability and legacy. (Ref: Olympic Agenda 2020, recommendation 2.)

– Changes to the Olympic Charter with regard to workers' rights, sexual orientation and sustainability:

  Fundamental Principles of Olympism: "The enjoyment of the rights and freedoms set forth … shall be secured without discrimination of any kind, such as race, colour, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth or other status".

  It is the IOC's role to ensure the Olympic Charter and all related rights and the Host City Contract are fully respected for the benefit of all Games participants. As a result, the Commission has examined a number of potential risks and opportunities related to the principles and values of Olympism which go beyond purely technical matters. These were discussed with each bid committee and the respective authorities during the visits. At the same time, the IOC has to respect the laws of a sovereign state.

– Introduction of a new evaluation criterion entitled: "The Athlete Experience". (Ref: Olympic Agenda 2020, recommendation 2.)

  The Games exist for the athletes. The first priority for any host city should be to put athletes at the heart of all Games planning and preparation, with the goal of providing the best possible platform for the best possible performances.

– The Commission benefitting from third-party independent advice in such areas as social, economic and political conditions with a special focus on sustainability and legacy. (Ref: Olympic Agenda 2020, recommendation 2.)

  In this respect, and in preparation for its visits, the IOC commissioned a number of third-party, independent reports on environmental issues, public opinion, transport, energy, security and economic issues. The Commission also considered the views of UN agencies and non-governmental organisations on issues related to labour rights, media freedom and the right to demonstrate. A list of sources can be found in Annex B.

– The IOC covering costs related to the 2022 Evaluation Commission visit that were formerly paid by the Candidate City. (Ref: Olympic Agenda 2020, recommendation 3, Reducing the cost of bidding.)

  In addition to covering the travel and accommodation costs of its delegation, the IOC has also paid for the hire and operation of the Evaluation Commission conference room and technical facilities, including the set-up and design of the conference room.

Furthermore, throughout the 2022 bid process, the IOC has underlined the efforts it is making to manage the cost, size and complexity of organising the Games. The commission urged Candidate Cities to avoid going beyond Games needs by offering "nice to haves."

Methodology

Following its analysis of each city's Candidature File, the Commission visited each city to verify the information presented, study the feasibility of the proposed plans, determine each city's ability to deliver successful Games in 2022 and assess whether the Games would leave a positive legacy that meets the individual needs and long-term development plans of the respective city and region. To help the cities prepare for the Commission's visit, the IOC provided a comprehensive list of approximately 100 questions to each city one week in advance of the visit.

Visits to the cities took place on the following dates:
– Almaty: 14 – 18 February 2015
– Beijing: 24 – 28 March 2015

The Commission followed the same working procedure in each Candidate City, with presentations and extensive question-and-answer sessions on all themes of the IOC Candidature Procedure and Questionnaire, as well as on-site inspections of the proposed competition and non-competition venues. In the spirit of Olympic Agenda 2020, the Commission sought throughout the visits to engage in a dialogue with the Candidate Cities rather than conducting an "examination".

During the discussions, Commission members asked approximately 150 questions in each Candidate City, in addition to the 100 questions that were submitted in advance. In keeping with the guidance of Olympic Agenda 2020, the Commission also sought assurances related to non-discrimination and other principles contained in the Olympic Charter and the Host City contract.

Each city was given two weeks after the Commission's visit to follow up with any written guarantees — 4 March for Almaty; 11 April for Beijing. The answers received form part of each city's official documentation and will serve as an important source of reference during the seven years of Games planning for both the Host City and the IOC. The Commission thanks both Candidate Cites for their hard work and diligence in assisting the Commission to have a better understanding of their projects.

Clarifications provided have ensured that the Commission has been able to look into and duly consider every matter that influences the planning and organisation of the Games, including matters such as workers' rights, freedom of the media, etc.

In order to further assist IOC members in having a clear view of competition and non-competition venues and the scale of work required over the seven years of Games' preparations, the IOC commissioned a professional photographer to visit each Candidate City to photograph the proposed sites for each competition and non-competition venue (Almaty 17 – 19 January; and Beijing 20 – 23 January). The photographs can be found in Annex C.

The report that follows is a consensus document that reflects the collective opinion of Commission members with expertise in a wide range of relevant subjects, including sport, finance, sustainability, legacy, transport, accommodation, energy infrastructure, legal requirements and marketing. During its visits, Commission members met privately every morning to agree on the important issues to discuss with the Candidate Cities that day and reconvened every evening to compare opinions about information gathered during the day.

The Commission regrouped in Lausanne from 14-17 April to finalise the report. It was unanimously approved.

Evaluation Commission visiting Beijing

The Report

The Commission's findings are presented under five main sections, with the main opportunities and strengths, as well as the main risks and challenges, highlighted in each section and subsection.

The first three sections of the report address the core elements of successful Games. The fourth section addresses the unique requirements of the Paralympic Games. The fifth section evaluates the Athlete Experience, in keeping with the guidance provided by Olympic Agenda 2020.

1. **Vision and Concept**
   This section discusses the starting point for any successful Games — the vision and the overall Games concept, including plans for sport venues, Olympic Villages, and sustainability and legacy.

2. **The Foundation**
   This section discusses the fundamental framework for implementing a Games concept — political and public support, OCOG structure, finance, marketing and the legal framework.

3. **The Delivery**
   This section discusses the operational considerations for successful Games — accommodation, transport, media operations, security, medical services, engagement, sport operations and energy.

4. **Paralympic Games**

5. **Athlete Experience**

General Matters

The following section contains general information about the report, as well as a number of points which are common to both Candidate Cities and are therefore not covered in the individual city reports.

1. The original version of this report was drafted in English. Consequently, in the event of a discrepancy between the French and English texts, the English text shall prevail.

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

3. Paralympic Games: Elements concerning the Paralympic Games feature not only in the Paralympic section, but are embedded throughout the report.

4. Public opinion: As additional background information, the IOC commissioned an opinion poll in each Candidate City (and respective region and country) which was carried out in December 2014.

5. Communications: A point common to both projects is that careful early attention would need to be paid by the OCOG to embed the Games vision throughout its planning for the entire period of Games preparations in order to encourage and promote nation-wide engagement.

6. Finance: The Candidate Cities were requested to present budgets both in US dollars and local currency in both 2014 and 2022 values. Where not specified otherwise, all figures mentioned in the report are in USD 2014 values.

7. For budgeting purposes (OCOG revenue), the IOC advised the Candidate Cities to include figures of USD 430 million for the IOC contribution and USD 200 million for the IOC TOP programme contribution (2022 values) and to discount values to appropriate 2014 equivalents. The cities have approached discounting in different manners taking into account various inflation assumptions which results in different figures in USD 2014 in each city's budget.

8. In addition, the IOC confirmed to the Candidate Cities that the IOC would assume the responsibility and operational cost of the Olympic Broadcasting Organisation (OBO) through its fully-owned subsidiary, OBS SA.

9. Accommodation: Candidate Cities are asked to guarantee availability and pricing to meet Games needs of 24,200 rooms in various categories.

10. Travel Times: All travel times represent average 2022 travel times by bus, unless otherwise specified, as provided by the Candidate Cities in their Candidature File.

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

Annexes

A. Composition of the Commission
B. List of External third party reports
C. Photographic file

ALMATY 2022

CANDIDATE CITY

Vision and Concept

Almaty Bid Overview

Almaty, a city of 1.6 million people nestled at the foot of the Thien Shan Mountains, is the commercial and cultural capital of Kazakhstan, a relatively new and rapidly developing country. Kazakhstan's location at the crossroads between Europe and Asia on the ancient Silk Road has made it a cultural and ethnic melting pot, with a population that encompasses 100 nationalities and 40 religious denominations.

Kazakhstan, which declared independence from the Soviet Union in late 1991, is pursuing a strategic development plan known as "Kazakhstan 2050".

The skyline in Almaty, the largest city in the country, is dominated by the nearby mountains, which rise as high as 4,000m. It is a winter sports city, with easy access to the mountains and some world-class winter sports venues.

The symbol for Almaty's bid, a stylized apple, comes from the city's name, which means "Place where the apples grow." The slogan, "Keeping it Real," is intended to convey that Almaty is a real winter sports city, with a realistic plan to deliver economical, "intimate, sustainable, green and fun" Games. It also seeks to capture the spirit of Olympic Agenda 2020 with regard to flexibility, sustainability and legacy.

During discussions with the Commission and in the spirit of Olympic Agenda 2020, Almaty 2022 proposed several changes aimed at optimising Games planning and delivery within the overall framework of its Games concept. The changes are explained and commented on in the relevant sections of this report.

Vision

Almaty's vision for the Games is rooted in the desire to accelerate economic and social reforms; build on the country's winter sports heritage; and showcase the positive aspects of Almaty and Kazakhstan. The vision is aligned with the Kazakhstan 2050 strategy.

The key components of Almaty 2022's vision are:
- To contribute to the national Kazakhstan 2050 social, economic and environmental development plan
- To contribute to creating a healthier and more active nation
- To grow Kazakhstan's international profile and status as a sports tourism destination
- To deliver Games that serve as a blueprint for future sustainable and affordable Games

Almaty's concept seeks to deliver a legacy in three areas: sports and physical activity; venues and infrastructure; and economic growth. Details of the legacy strategy and the post-Games plans for all venues are included in the Sustainability and Legacy section.

Games Concept

Almaty's Games concept offers a compact plan that makes good use of existing venues and the natural advantages of the nearby mountains. During the Commission's visit, Almaty 2022 embraced the spirit of Olympic Agenda 2020, entered into a dialogue with the Commission and proposed adjustments to optimise the venue concept and master plan and leverage planned infrastructure improvements. These changes are detailed below.

The concept envisions two zones, city and mountain, with three clusters and stand-alone venues in the city zone and three clusters in the mountain zone.

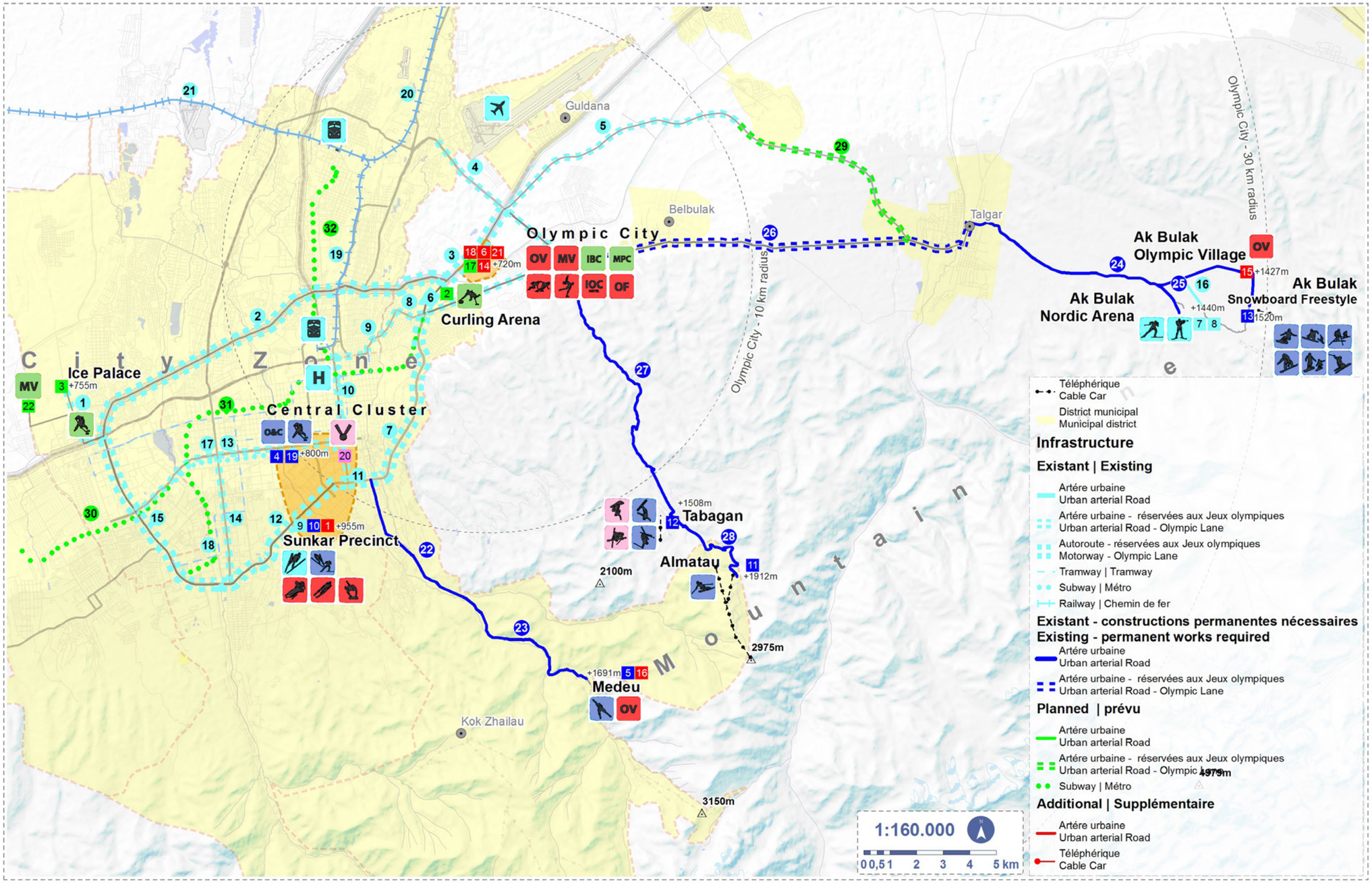
There would be one Olympic Village in the city cluster, and two villages in the mountains. The city venues are within 20km, and the mountain venues are within 35 km, of the proposed Games centre at the Almaty Olympic Village. Travel times from villages to competition venues would be short, approximately 35 minutes or less.

During discussions with the Commission, Almaty 2022 agreed to be flexible with the dates of the Games to avoid potential conflicts with other major international events.

PART 1

B - Concept général - Sites et infrastructures de transport

B - Overview - Venue Location and Transport Infrastructure



Sport Venues

The Almaty 2022 plan is based on eight existing competition venues and two competition venues that are under construction for the 2017 Winter Universiade. Three additional competition venues, a sliding track, the Alpine skiing venue and an arena for short-track speeding skating and figure skating, would be constructed if Almaty's bid is successful. The post-Games legacy plans for these venues are described in the Sustainability and Legacy section.

The existing venues include:
– The outdoor skating oval in Medeu, the site of numerous world records and a popular public facility
– The ski jumping and Nordic combined venues located in the city
– The biathlon and cross country skiing venues

As mentioned above, within the overall venue master plan, Almaty 2022 presented new venues for the following events/disciplines:
– The Alpine skiing speed events would be relocated and combined with the Alpine skiing technical events at a new venue located at Almatau, within the Tabagan cluster.
– The freestyle skiing and snowboard events of cross and slope style, as well as snowboard parallel giant slalom (PGS) and parallel slalom (PSL) would be relocated to the Ak Bulak cluster.

These changes, for which the necessary venue use and financing guarantees were provided, would reduce cost and minimise environmental impacts by eliminating the Tau Park and Shymbulak competition venues. A reduction in the number of beds in the Medeu Olympic Village from 1,000 to 350 would result in a smaller village footprint.

To better accommodate test events, Almaty 2022 has confirmed that venue construction completion dates of Alpine skiing and freestyle skiing/snowboard would be advanced to 30 months before the Games.

Completion of the sliding track 16 months before the Games would present a challenge in terms of homologation, testing and familiarisation.

Overall venue concept

Zone	Cluster /Stand-alone	Venues
City	Olympic City Cluster	– Figure skating/short track (to be built) – Olympic Village (to be built) – IBC/MPC (to be built) – Media Village 1 (to be built) – Olympic Family hotels (to be built)
	Central Cluster	– Ice hockey 2 (existing) – Central Stadium (Ceremonies) (existing)
	Sunkar Cluster	– Sliding centre (to be built) – Ski jumping (existing) – Nordic combined (existing)
	Stand Alone	– Ice hockey 1 (under construction) – Curling (under construction) – Media Village 2 (to be built)
Mountain	Ak Bulak Cluster	– Biathlon (existing) – Cross country skiing (existing) – Freestyle skiing, cross & slope style / Snowboard cross & slope style / Parallel giant slalom / parallel slalom (existing) – Olympic Village (to be built)
	Tabagan Cluster	– Freestyle skiing moguls & aerials / Freestyle skiing and snowboard half pipe (existing) – Alpine skiing speed & technical events (to be built)
	Medeu Cluster	– Speed skating (existing) – Olympic Village (to be built)

Games Concept and Sports Venues

Opportunities / Strengths

- **The compact concept and venue plan would provide a good athlete experience, operational and cost efficiency and low environmental impacts**
- **10 venues existing or under construction**
- **Short travel times within and between zones**
- **Good snow conditions in an Alpine environment**
- **Olympic Villages are in close proximity to competition venues**

Risks / Challenges

- **The site conditions and private land ownership could add complexity and cost to roadway improvements and construction of base areas at the Tabagan and Almatau venues**
- **Completion of the sliding track 16 months before the Games would present a challenge in terms of homologation, testing and familiarisation**

Olympic Villages

Almaty 2022 proposes to build three Olympic Villages:

1. The Almaty Olympic Village in the Olympic City cluster, 10km from the city centre and 6km from the airport. The city venues would be within 20km of the village. The mountain venues would be within 35km of the Almaty Olympic Village

2. The Medeu Olympic Village, close to the Medeu speed skating venue

3. The Ak Bulak Olympic Village, 5km from the biathlon and cross country skiing venues.

All three villages are well located, both in altitude differential and distances between village and venues. All would have an ample footprint for dining, parking and other operational needs, as well as adequate space for NOC and NPC offices, medical facilities and storage.

Games needs call for a total of 4,900 beds in the Olympic Village(s). Almaty had originally planned for 7,500 beds. During discussions with the Commission in regard to sustainability and legacy and in line with the optimised venue plan, the total bed count was reduced to 5,500 beds. The Commission informed Almaty 2022 that housing additional team officials in the Olympic Village was not a Games need or requirement. Almaty 2022 offered assurances that the plan to include these additional beds supported legacy goals. Freestyle skiing and snowboard athletes would stay in the Almaty Olympic Village, within 35km of their competition venue at Ak Bulak, also the site for biathlon and cross-country skiing. All other athletes would stay at the village closest to their venue.

Summary of Olympic Village Proposal

	Almaty Olympic Village	Medeu Olympic Village	Ak Bulak Olympic Village
Zone / Cluster	City / Olympic City Cluster	Mountain / Medeu Cluster	Mountain / Ak Bulak Cluster
Sports / disciplines served	All sports / disciplines except speed skating, biathlon and cross country skiing	Speed skating	Biathlon & cross country skiing
Beds	4,151	342	1,007
Altitude (metres)	720	1,675	1,410
Type of Accommodation	1-4 bedroom apartments	Hotel (200 rooms)	Sports hotel and 2-3 bedroom apartments
Height of buildings	6-8 storeys	2-4 storeys	3-5 storeys

Village Development

The development plan anticipates a combination of public and private funding, with construction of all villages completed by April 2021.

Olympic Village development details

	Almaty Olympic Village	Medeu Olympic Village	Ak Bulak Olympic Village
Landowner	City of Almaty / Private (Legislation is in place to secure all necessary land)	Private	Private
Status	Games dependent	Games dependent	Games dependent
Cost (permanent works)	USD 216m	USD 44m	USD 20m
Financing (public / private)	Public / Private	Private	Private
Underwritten by	Almaty City	Public (3 levels)	Public (3 levels)
Construction timelines	May 2018 – April 2021	May 2019 - April 2021	May 2019 - April 2021
Available to OCOG	August 2021	August 2021	August 2021

Olympic Villages

Opportunities / Strengths

- **Olympic Villages well-located and would meet all needs, with limited environmental impact**
- **Design, approvals and construction timelines appear feasible for all three villages**

Risks / Challenges

- **Changing market conditions could impact securing private investors and developers though the Olympic Villages are underwritten by public authorities**

Sustainability

The Almaty proposal includes a comprehensive sustainability programme that addresses environmental issues as well as broader social concerns, and is aligned with the Kazakhstan 2050 strategy to promote sustainable economic growth. Almaty 2022 has committed to strive for international best practices in pursuing five sustainability priorities:

– **Conservation of the eco-system** – respecting the sensitivity of mountain environments
– **Avoiding a carbon footprint** – minimising and mitigating greenhouse gas emissions
– **Health development and social responsibility** – fostering active lifestyles
– **Efficient use of energy and resources** – improving housing stock, sanitation and water infrastructure
– **Economic opportunity** – strengthening profitable stakeholder partnerships in the host region and leveraging 'green economy' opportunities

Games-related sustainability initiatives

Almaty 2022 has outlined several initiatives to advance sustainability:

– **Sustainable sourcing** – a comprehensive approach to sustainable sourcing, embracing ethical and socio-economic aspects as well as environmental criteria
– **Carbon management** – compilation of a full inventory of greenhouse gas emissions and measures to introduce low carbon technologies relating to energy efficiency and transport
– **Natural resources** – efforts focused on protecting mountain ecosystems and water resources and developing improved waste management practices
– **Sustainability management system** - adoption of international standard ISO 20121
– **Education** - campaigns to increase environmental awareness

To oversee and drive the sustainability programme, Almaty 2022 would establish a Sustainability Steering Group, reporting to a Supervisory Board and comprising all levels of government and business, NGOs and academic and industry specialists. The Steering Group would support the development of the initial Sustainability Plan and provide on-going independent advice to the OCOG and the Infrastructure Delivery Authority. It would also monitor and audit progress toward sustainability goals. If successful, this initiative could be a model for future projects under the Kazakhstan 2050 strategy framework.

In assessing Almaty's sustainability strategies, the Commission paid particular attention to two areas of concern, air quality and environmental impacts in the mountain zone.

Air quality

Almaty often experiences poor air quality, particularly in the winter months, and current levels of air pollution could impact athletes and Games participants. However, hosting the Games in Almaty could provide impetus for improvements in air quality, public transport, energy use, waste infrastructure and housing although the lack of available air quality monitoring data in the city makes it impossible to quantify the extent of the pollution.

Almaty 2022 presented a detailed citywide air quality plan. It proposes real-time air quality monitoring across the city, including at Games venues, and integrated measures targeting transport, energy production and housing. The plan correctly identifies the need but does not clearly commit funding to achieve the goals. Subject to being fully funded and implemented, the plan provides a realistic approach to significantly reduce air pollution.

Venues and environmental impact

Olympic City, the heart of the Games, would be developed on unused agricultural land in the northeast part of Almaty and does not appear to present environmental risks.

The proposed locations of the competition venues in the mountain zone include areas that are part of the 200,000 hectare Ile-Alatau State National Park, which the Kazakhstan government is considering for nomination as a World Heritage site on account of its value for biodiversity conservation (source: International Union for Conservation of Nature).

The revised Games concept involving the relocation of certain competition venues has considerably reduced the potential environmental impact of the Games in the mountain zone.

The changes have also avoided any Games connection with a controversial resort development in Kok Zhailau, an environmentally sensitive area, by eliminating the need for media accommodation there.

Nevertheless, two areas, in particular, would continue to require close attention:
– Part of the proposed Alpine skiing venue at Almatau is in an environmental buffer area which forms part of the mountain ecosystem within the National Park. This would impose a number of environmental requirements that would have to be taken into consideration during the detailed planning phase.

– The new freestyle skiing and snowboard courses and the existing cross country skiing course at Ak Bulak are also within the National Park, although in an area designated for touristic and recreational activity.

Almaty 2022 has committed to carrying out full Environmental Impact Assessments (EIAs) for Games construction projects in compliance with national regulations. However, the initial assessments provided to the Commission during its visit appear to underestimate potential areas of impact at the mountain venues in relation to biodiversity and landscape issues. If the projects go ahead, the full EIAs would need to thoroughly address these aspects, and would require detailed impact mitigation measures and close monitoring.

During the visit, the Commission met with representatives of local environmental groups who claimed that the government had ignored international conventions on conservation of biodiversity and public participation in decisions with environmental impacts. Their primary focus was Kok Zhailau, which is no longer part of Almaty 2022's plans. However, their concerns highlight the general need to continue to be respectful of sensitive mountain environments.

Sustainability

Opportunities / Strengths

- **Abundant natural snow reduces water and energy requirements for artificial snow**
- **Potential for the Games to act as a catalyst for environmental and social improvements in the city, especially with regard to air quality**
- **Development of new ways of working and building capacity with respect to environmental protection, stakeholder engagement and sustainability management practices**
- **Extensive use of existing venues reduces potential impacts on the environment and the location of all venues within or close to Almaty minimises operational impacts of longer travel distances**

Risks / Challenges

- **Scale of the plan to address poor air quality is significant and requires total commitment and funding. In addition, effective Games time mitigation measures may be needed to reduce negative impact on Games participants**
- **Need to ensure protection of sensitive mountain environments in the mountain zone in accordance with the National Park designation**

Legacy

Almaty 2022 has identified specific legacy goals in three areas:

Sports and Physical Activity
Building on the tradition of winter sports in Almaty is a core element of the bid's social legacy plan that supports a National Programme for physical culture and sport development, with the following objectives:
– Improve the regulatory and legislative framework for sport
– Develop additional world-class sports infrastructure
– Ensure the availability of qualified sports specialists
– Support sports science
– Promote a healthy lifestyle among the population
– Enhance training capabilities

Almaty 2022's proposal seeks to build Kazakhstan's winter sports heritage to capitalise on the possibilities offered by new sports venues and the enthusiasm generated by new role models that would emerge from a 2022 Games. The bid also proposes to expand and increase participation in several existing programmes that promote physical activity and sports, including an annual Health Festival.

Venues and Infrastructure
In keeping with the city's desire to encourage growth in the area, the "Olympic City" is envisioned to become a residential and commercial centre served by an extended metro line.

In addition to providing new and improved sports facilities, the Games would potentially leave a lasting positive legacy with new infrastructure serving other needs, including housing, energy, waste treatment, transportation and tourism.

Economic legacy
As with other host cities, thousands of jobs would be created during the Games preparation phase. The anticipated infrastructure investment would generate economic activity and create construction-related jobs.

Almaty anticipates longer term benefits from economic investment and tourism that could result from the opportunity to showcase the attributes of Almaty and Kazakhstan.

Venue Legacy Plan

Almaty 2022 has identified a legacy use for every new permanent facility that would be used during the Games. Most of the sports venues would be used for training, competition and community use.

The Almaty Olympic Village, Almaty Media Village and apartments for Olympic constituent groups could provide a legacy of more than 5,000 residential units. Almaty 2022 has cited an annual absorption rate in the city of more than 15,000 new apartments for residential and student housing.

Almaty 2022 legacy plans for new venues

Venue	Games use	Post-Games Owner	Post-Games seating capacity	Post-Games use
Ice Palace	Ice hockey 1	City of Almaty	12,000	Multifunctional hall (any type of indoor sports, including ice sports, or concerts)
Curling Arena	Curling	City of Almaty	3,000	Multifunctional indoor sports arena (curling, field hockey, ice hockey, figure skating, short track and cultural and entertainment events)
Almaty Olympic Arena	Figure skating and short track	City of Almaty	8,000	Multifunctional indoor arena (curling, field hockey, ice hockey, figure skating, short track, and also cultural and entertainment events)
Sunkar Sliding Centre	Sliding events	City of Almaty	1,000	Integrated into the general legacy concept of Sunkar Sports Park, which would combine the use of the venues for training, sports development and tourism (e.g. tourist rides)
Ak Bulak Snowboard & Freestyle	Freestyle skiing and snowboard	Private	0	The venue would be an integral part of the existing Ak Bulak ski resort and foster its use as a snow terrain park
Almatau Alpine Skiing	Alpine skiing	Private	0	Long term tourist development of the Almatau area. This approach has the potential to become an international standard ski resort with more than 80km of slopes.
Almaty Olympic Village	Olympic Village	Public / Private	–	Residential housing Commercial, educational and medical facilities
Ak Bulak Olympic Village	Olympic Village	Private	–	Sports Hotel
Medeu Olympic Village	Olympic Village	Private	–	Hotel
IBC	IBC	Public	–	Convention and Exhibition Centre
MPC	MPC	Private	–	Office building

Post-Games, the City of Almaty would cover any potential shortfall in the annual operating budget of the Ice Palace, Curling Arena, Almaty Olympic Arena and the Sunkar Sliding Centrer. The Ak Bulak and Almatau venues would be privately operated and funded.

Legacy

Opportunities / Strengths

- **Identified legacy use for all new venues**
- **The venue legacy plans seek to meet Almaty's long-term needs and strategic goals**
- **IBC legacy plan for a new Convention and Exhibition Centre would fulfil desire for a new facility with adjacent hotels closer to the airport**
- **Infrastructure investment would contribute to physical and economic legacy**
- **Games accommodation could help meet city's housing needs post-Games**

Risks / Challenges

- **Absorption of new housing units post-Games could be challenging if market conditions deteriorate**
- **Expansion of winter sports resorts and hosting events in the mountain zone would require sensitivity to ecological impacts**

The Foundation

A clear vision and a realistic Games concept constitute the essential starting point for Games planning. The vision cannot however be achieved without a foundation for success that includes government and public support; as well as solid structural, legal, commercial and financial underpinnings.

Political Support

Government leaders at the city, regional and national levels have expressed support for the Games and their willingness to meet all legal, financial and marketing needs. The government has confirmed its approval of the changes that Almaty 2022 made to its bid proposal during the Commission's visit. The public authorities have provided the guarantees requested in the Candidature questionnaire.

The political system in Kazakhstan has been relatively stable since the country achieved independence in 1991. President Nazarbayev has been the only person to hold that office since then.

During the evaluation process, the Commission considered statements and opinions in independent third-party reports with regard to environmental protection, the treatment of detainees, media freedom, Internet access, the right to demonstrate, and the integrity of the judicial and electoral systems. The commission raised these issues with Almaty 2022 and government authorities and sought assurances that the Host City Contract and the Olympic Charter would be respected for all participants of the Olympic Games and in Olympic related matters. At the same time, the IOC has to respect the laws of a sovereign state.

Taking into consideration the open nature of the discussions and the assurances provided regarding the right to demonstrate, media freedom to report on the Games and Games preparations, with no restrictions on the internet, labour rights and displacement, the Commission believes that the Government of Kazakhstan would take all necessary measures to ensure the Olympic Charter and Host City Contract are respected.

The City of Almaty and the National Government would be responsible for the funding of the majority of Games competition and non-competition venues. The National Government and the City of Almaty both bear responsibilities for road upgrades, depending on the location of the work.

The general allocation of responsibilities amongst government was presented to the Commission in more detail by the bid committee and is as follows:

Governmental roles

Government Body	Responsibility
National Government	– Government-related services free of charge – USD 181 million for Games operational budget (75% of government subsidy) – Shortfall guarantee of the OCOG budget – 50% of venue funding – 80% of transportation infrastructure funding – Technology infrastructure funding – Majority of power and energy infrastructure funding – Majority of environmental management funding – Security – Customs and immigration services
City of Almaty	– Government-related services free of charge – USD 60 million for Games operational budget (25% of government subsidy) – Shortfall guarantee of the OCOG budget – 50% of venue funding – 20% of transportation infrastructure funding – 100% of accommodation infrastructure funding – Medical services
Almaty region	– Government-related services free of charge – Shortfall guarantee of the OCOG budget – Support for certain elements of environmental, power and energy guarantees

Successful delivery of the Games would require a close and very supportive relationship with the OCOG to ensure that all aspects of Games preparations were well-coordinated and delivered in an effective manner.

Public Support

Separate public opinion polls conducted by Almaty 2022 and the IOC indicate strong public support for the Games. The results of the Almaty poll from July 2014 (based on a sample of 1,600 interviews) and the IOC-commissioned poll (conducted by REPUCOM and based on 1,800 telephone interviews) from December 2014, are summarised in the following table.

	IOC Opinion Poll Support	Almaty 2022 Opinion Poll Support
Almaty	85%	
Almaty Region	77%	
Kazakhstan	87%	79%

OCOG Structure

Almaty 2022 proposes a structure for the Organising Committee which parallels that used for the Bid Committee. If Almaty is awarded the Games, the OCOG would be established as a non-commercial public law entity. The National Government, the City of Almaty, the Region of Almaty, the NOC and the National Paralympic Committee would be represented at the level of the "Stakeholder Board" and "Supervisory Board" of the OCOG. The OCOG would benefit from strong involvement from all levels of government, including secondees and financial support. The Supervisory Board would oversee the OCOG, the Infrastructure Development Agency and the Transport Directorate.

Almaty 2022 has confirmed that the creation of the OCOG as a public non-commercial entity under applicable laws would not create any obstacle to the full performance of the Host City Contract.

Infrastructure Development Agency (IDA)

Almaty would establish an IDA to plan, monitor and deliver all permanent infrastructure related to the Games. The IDA would be staffed by secondees from the City of Almaty and other government ministries, supplemented by contracted staff as needed.

The IDA would have a client role and would hold the design and construction contracts directly. IDA expenditures above a defined limit would require approval from the Supervisory Board. The IDA's primary focus would be programme, project and contract management of Olympic venues, villages and related transport infrastructure. The IDA would work in partnership with the City of Almaty to manage utilities infrastructure projects. According to Almaty 2022, the OCOG would have the final say on designs, acceptance of completed facilities and changes during construction. The legal status and practical application of this authority would have to be clarified if Almaty is elected.

Finance

Economic Overview

Kazakhstan has abundant natural resources and considerable economic catch-up potential, with expected GDP growth rates averaging 4.5% per annum over the next 5 years (Economist January 2015). Economic growth could be held back by weak growth in oil production and low oil prices.

According to the risk assessment consultancy, Coface, over 50% of Kazakhstan's fiscal revenues derive from the oil sector, which are impacted by the current low oil prices. The Kazakhstan 2050 strategy puts a strong emphasis on the need for economic and energy diversification.

Key economic indicators

	Kazakhstan
Population	17 million
Nominal GDP	USD 232 billion
Nominal GDP per capita	USD 13,200
Inflation p.a.	5.8%
GDP growth	6.0%

(Source: World Bank, 2013)

Games Operational Budget

Almaty 2022 has proposed a revised USD 1.752 billion budget for the Games, with anticipated revenues covering all foreseen expenses.

The revised OCOG budget reflects approximately USD 100 million in savings resulting from Almaty 2022's modifications to the Games concept, venues and operational issues during the Commission's visit. The total budget is slightly low in comparison to past Games. However, Almaty 2022's compact concept; reliance on existing and rent-free venues; services provided by the government free of charge to the OCOG; and the fact that government bodies would cover certain overlay costs, would result in a lower operational budget.

Revised OCOG Games Operational budget

Revenue	2014 USD (millions)	%	Expenditure	2014 USD (millions)	%
IOC Contribution	365	21	**Venues & Villages and other facilities**	248	14
TOP Programme	169	10	**Workforce**	161	9
Local sponsorship	600	34	**Technology**	290	17
Ticketing	174	10	**Ceremonies and culture**	113	6
Licensing	15	1	**Transport**	122	7
Government subsidies	241	14	**Security**	63	4
Other revenue	188	11	**Paralympic Games**	120	7
			Advertising and promotion	70	4
			Administrative and other	315	18
			Contingency	250	14
TOTAL REVENUE	**1,752**	**100**	**TOTAL EXPENDITURE**	**1,752**	**100**

The operational budget has been created through a largely top-down approach, without the benefit of preliminary operational plans in many functional areas. As a result, detailed planning and assessment is required to ensure that operational plans are realistic and fully reflected within the budget.

The Commission considers the revenue and expenditure projections feasible provided there were no major economic disruptions and that, if Almaty was elected, the OCOG was to quickly develop a strong operational and financial team to manage Games preparations and integration with all relevant stakeholders. The OCOG would need to clarify the financial parameters of its various interactions with government to ensure that all costs are budgeted appropriately.

The operational budget contains notable risk on both the expenditure and revenue side (see Marketing section). Almaty 2022 has sought to mitigate the budget risk with a higher than usual 14% contingency.

Infrastructure Budget

Almaty 2022 has proposed a combination of public and private investment in infrastructure improvements that is intended to support the Games and provide long-term benefits to Almaty and the region. The planned legacy use of competition and non-competition venues is detailed in the Sustainability and Legacy section.

The Almaty 2022 capital investment budget totals USD 1.853 billion, with 58% publicly funded and the rest from the private sector. The capital investment budget covers competition venues as well as non-competition venues, such as the stadium for Opening and Closing Ceremonies. It does not include capital investment in transportation and other infrastructure for planned long-term development.

Capital investment budget (competition and non-competition venues) in USD 2014 million

Capital investments	Public Funding	Private Funding	Total
Competition and training venues	600	149	749
Olympic Village(s)	45	211	256
Media and other village(s)	82	290	372
IBC / MPC	97	29	126
Other non-competition venues (Opening and Closing Ceremonies venue and IOC hotels)	80	102	182
Contingency	168		168
TOTAL Capital Investments	**1,072**	**781**	**1,853**

The budget projections are provided at a high level and are based on market comparables for Europe, adjusted for local cost structures, where appropriate. A 10% contingency (USD 168 million) has been provided for venues that are still in the planning stage.

The infrastructure budget in total could be considered moderate and benefits from the presence of existing venues. The Commission considers the budget to be feasible, provided there are no economic events that significantly increase costs or cause private sector participants to withdraw. In addition, a further USD 750 million contingency is planned for unanticipated investments.

Marketing

Joint Marketing Programme

Almaty City and the NOC have signed the Joint Marketing Programme Agreement (JMPA). Under the terms of the JMPA, no royalties would be payable to the National Olympic Committee of the Republic of Kazakhstan as it is government funded and has not previously had a commercial marketing programme.

Rights Protection

By law, the City of Almaty controls all public and private advertising space in public areas for special international events such as the Games. Permission for public advertising on billboards is valid for one year and can thus be controlled in the years leading up to the Games.

Almaty 2022 has provided a clear guarantee to enact additional legislation (if required) to effectively reduce and sanction ambush marketing in the appropriate timeframes.

Ticketing

Since the initial budget, ticketing revenues have been adapted for the revised venue plan proposed by Almaty 2022 during the Commission's visit. After considering ticket prices, local salary levels and experience with high ticket volume sports, the Commission has some concern that projected ticket revenues may be optimistic.

Ticketing prices:
– Price range for sporting events: USD 20 to USD 350
– Average ticket price for high demand sports events: USD 119
– Average ticket price for other sports events: USD 92
– Price range for ceremonies: USD 350 to USD 1,000

On the positive side, Kazakhstan's winter sports tradition should encourage sales, particularly for ice hockey, speed skating, figure skating and Nordic sports.

To ensure full stadia, Almaty 2022 promises a smart ticketing system and dynamic ticketing strategy that would allow for the distribution, exchange and resale of tickets in a real-time environment. All ticketholders would be able to use public transportation without charge on the day of their event.

Ticketing revenue estimates

	No. of tickets to be sold	% sell out rate	Average ticket price (USD)	Total ticketing revenue (million USD)
Olympic Winter Games	1.8 million	87%	660 / 119 / 92 (Ceremonies / High Demand / Other events)	174
Paralympic Winter Games	0.5 million	75%	USD 8 (USD 40 for Ceremonies)	5.1

Sponsorship / Licensing

Kazakhstan has limited experience with complex, high-value marketing programmes related to sporting events. However, the overall total for sponsorship revenue is consistent with past Games and could be achievable with strong support from entities owned by the national Sovereign Wealth Fund, and no economic disruptions.

Local sponsorship and licensing revenues

	No. of partners	Average revenue per partner (million USD)	Total Revenue (million USD)
Tier 1	7	57	400
Tier 2	7	21	150
Tier 3	10	5	50
Licensing			**15***
TOTAL REVENUE			**615**

*During the Commission's visit, Almaty 2022 revised their licensing target from USD 150 million to USD 15 million, due to an error in the Candidature File. The resulting USD 135 million shortfall is to be made up by government funding. This is partially offset by the venue optimisation savings, resulting in a net increase in the government subsidy of USD 53 million.

Finance and Marketing

Opportunities / Strengths

– **Compact plan and use of several existing venues allows cost-efficient operations**
– **Good contingency levels in both OCOG and non-OCOG budgets**
– **Government support and rent-free venues would reduce OCOG costs**
– **Games could be a catalyst for sports sponsorship market in Kazakhstan**

Risks / Challenges

– **Economic factors, including low oil prices and exchange rate issues, could negatively impact Games preparations and the government's capacity to provide financial and other support**
– **The expense side of the OCOG operational budget requires further development and alignment with operational planning. Combined with revenue uncertainty related to ticketing and sponsorship, the budget presents risks**
– **Reliance on the private sector for the delivery of Olympic Villages, the Media Village and IOC group hotels creates a risk if market factors change. However, this is balanced by an underwriting provided by the City of Almaty for the "Olympic City" developments**
– **The budget would be strengthened if more developed venue use agreements were in place for competition venues and critical non-competition venues**

Legal Framework

The National Government and the regional and municipal governments of Almaty have committed to fully respect the provisions of the Olympic Charter and the Host City Contract.

According to the Candidature File, existing trademark legislation is described as sufficient to guarantee the protection of Olympic properties in the Host Country. However, it is likely that provision would have to be made for more prompt mitigation measures relating to intellectual property rights than is customary. The bid has guaranteed that necessary legislation to reduce and sanction ambush marketing would be passed as soon as possible, but not later than 1 January 2020.

The Candidature File confirms, to the best of the Bid Committee's knowledge, that the City of Almaty and the NOC are not bound by any agreement or national or international obligation that would prevent or jeopardise the performance of the Host City Contract.

Guarantees

Overall, the guarantees provided demonstrate political support.

The main guarantee (the "Joint Declaration"), provided by i) the Prime Minister of the Republic of Kazakhstan, ii) the Mayor of Almaty City, iii) the Mayor of Almaty Region, iv) the President of the National Olympic Committee and iv) the President of the National Paralympic Committee, addresses all of the elements requested from public authorities. All financial commitments would be binding upon the three levels of government jointly.

Work Permits / Import and Export of goods

The Candidature File mentions that residence permits allowing persons contributing to the organisation of the Games to enter temporarily, reside and work in the host country would be issued speedily and free of charge. Government guarantees provide that appropriate work permits could be obtained in an expedited and simplified manner, without additional duties or taxes.

Almaty 2022 has guaranteed that the temporary import, export and use of goods imported by the IOC, the IPC, IFs, NOCs, NPCs and their delegations, media, sponsors and suppliers would be permitted and exempt from all customs duties, import sales taxes or other government taxes or levies.

Tax matters

Although there are some details to be worked out, the existing tax legislation does not appear to present significant risks to key Games stakeholders. There remains some uncertainty around the proposed tax treatment of income earned by foreign workers on Games related projects.

As a non-profit entity, the OCOG would be exempt from income taxes and the OCOG would get the full benefit of the IOC contribution, with no additional taxes.

Legal Framework

Opportunities / Strengths

- **The guarantees provided demonstrate political support**
- **All levels of government have guaranteed to provide public services needed for Games delivery free of charge to the OCOG**

Risks / Challenges

- **The guarantee regarding the financing of venue costs involves multiple parties, creating ambiguity on the division of responsibility including ultimate financial responsibility**

Games Delivery

Even with a clear vision, a good plan and the foundations for success, delivering successful Games is a complex operation that involves logistics related to accommodation, transport, media operations, security and medical services, protecting clean athletes, public engagement, sport operations and energy supplies.

Accommodation

Almaty 2022 would need to construct over 16,000 new 2-5 star rooms to meet the Games need for 24,200 rooms. The new rooms to be built include 3,000 hotel rooms, a 6,000 room media village, 2,000 rooms that are planned for the 2017 Winter Universiade, a 3,000 room temporary workforce village and 2,000 rooms in apartments.

The accommodation concept is compact, with 18,000 rooms planned within 10km and all rooms within 50km of the Almaty Olympic City.

An ample supply of student accommodation would be available for workforce needs and some spectator groups.

Almaty 2022's accommodation plan

Accommodation type	Star Rating	Number of EXISTING rooms within 50km	Total number of NEW rooms within 50km	Total number of rooms within 50km (existing and to be built)
Hotels	2-5 star	8,331	3,090*	11,421
Villages	3 star	–	11,000*	11,000
Apartments	2-3 star	70	2,125	2,195
Hostels	2 star	105	0	105
TOTAL		**8,506**	**16,215**	**24,721**

*During the Commission's visit, Almaty 2022 confirmed that the media hotel initially planned in Kok Zhailau (1,000 rooms) would be replaced by an additional 1,500 rooms in the Almaty Media Village.

2022 maximum room rates, including two breakfasts, taxes and WIFI

Star rating	Olympic Room Rate (USD)		Other Clients Room Rate (USD)	
	Single	Double	Single	Double
5 star	430	620	475	567
4 star	200	230	191	220
3 star			142	170
2 star			90	120

The 2022 maximum room rates provided appear to be reasonable compared to previous Games. Accommodations in the Media Villages would apply 3-star rates.

As VAT is not recoverable in the form of a cash refund, the prices in the above table reflect the prices payable by Games stakeholders.

Accommodation

Opportunities / Strengths

- **Compact plan and short travel times from accommodation to venues**
- **Student housing could provide accommodation for workforce and some spectator groups**
- **The maximum room rates provided are reasonable**

Risks / Challenges

- **Almaty 2022 has not provided any guarantee from individual private hotel owners with regard to room availability or price. Were Almaty to be awarded the Games, this would create significant risk to the OCOG's ability to both secure needed rooms and ensure reasonable rates**
- **90 % of existing and new hotel room inventory in Almaty would be needed for Games clients. Housing demands generated by hospitality and guest programmes would create additional strain on the already tight accommodation supply**
- **Due to the large scale of rooms to be built (11,000 in a variety of configurations: 6,000 room media village, 3,000 hotel rooms and 2,000 apartment rooms), there is a risk with respect to the financing and the successful delivery of accommodation facilities. The financial risk is partly mitigated by the underwriting by the City of Almaty for the media village and the apartments. Successful delivery of the units would require careful project management**
- **Limited accommodation for spectators: options would include 2,000 hotel rooms in the wider region; alternative accommodation facilities such as unclassified accommodation; student accommodation; and family home accommodation**

Transport

The Almaty Olympic transport strategy is based on public transport (including metro, light rail, commuter rail and buses) for spectators in the city and buses for the mountain venues. Buses would be used to transport spectators, workforce and many Games clients, including athletes and team officials and media.

Overall, the transport plan has been well conceived and complements the venue master plan. The compact venue layout of the Almaty plan with a city zone and a mountain zone within a 30 km radius of the city provides advantages for transport planning, coordination and operations and would assist in providing transport reliability.

During discussions with the Commission, Almaty 2022 reduced the planned venue capacities at the Ak Bulak and Tabagan venues, and the Sunkar precinct, to better reflect transport delivery capacities and needs.

Almaty's current 1.6 million population is projected to reach 1.75 million in 2022 (2.3 million for the Almaty Region), with the number of registered cars in the city increasing from about 580,000 to 780,000, which will further increase traffic intensity.

To cope with this growth, Almaty has initiated a sustainable transport strategy that includes plans for a new low emission bus fleet, metro extensions, a new light rail line and a new high capacity Bus Rapid Transit system. Other planned improvements include three metro projects and 8 road projects scheduled for completion between 2015 and 2020.

Bus numbers and transport delivery assumptions for client groups to the mountain venues appear to be within good operational parameters. Almaty plans to purchase a new bus fleet for the mountain service and, after the Games, integrate the new buses into the bus fleets of the city and potentially other regions of Kazakhstan.

Airports

Almaty has one airport which is currently undergoing redevelopment and would have sufficient capacity for the Games. The airport is close to the city and currently offers connecting flights to major hub airports, including Bangkok, Beijing, Dubai, Frankfurt, Istanbul, Amsterdam, Hong Kong, Kuala Lumpur, London, Moscow, Abu Dhabi and Seoul.

Airport	Capacity	Connected by rail/ metro to city centre	Distance from Olympic Village(s)
Almaty International Airport	Currently handles 4.3 million passengers per annum Peak capacity: 40,000 passengers per day	No rail or metro connection. Approximately 30 minutes by bus.	Almaty – 6km Medeu – 28km Ak Bulak – 37km

Transport

Opportunities / Strengths

- **The Almaty 2022 strategy would take advantage of planned improvements that are expected to result from the city's long-range strategy to address a growing traffic congestion problem**
- **Games transport plans for Almaty would help ease traffic congestion, accelerate existing sustainable transport plans and contribute to air quality improvements**
- **The average travel times appear to be realistic, based on the implementation of the traffic and transport management plan**

Risks / Challenges

- **Success of the Games transport plan is heavily dependent on completion of the city's transportation development projects**
- **Limited secondary or contingency access roads to the Tabagan mountain zone would necessitate contingency pull off areas and passing lanes. Without these measures, access to the mountain venues could be compromised for extended periods in the event of a traffic incident**

Media Operations

The new-build International Broadcast Centre (IBC) and Main Press Centre (MPC) and their dedicated transport mall would be well located, with good access and relatively short travel times to the Olympic Villages, city and mountain competition venues, Olympic stadium, and medals plaza. Both facilities would meet all technical needs.

The IBC would be a single-storey facility, with two main halls, one permanent and one temporary. The permanent hall would become a Convention and Exhibition Centre after the Games. The MPC would be a three-storey permanent structure, which would become an office building connected to the Convention and Exhibition Centre after the Games.

The City of Almaty has provided the appropriate guarantee for the construction of the IBC and MPC. The Government of Kazakhstan has offered assurances that media seeking to report on the Games and Games-related matters would have freedom to report and unrestricted Internet access.

IBC / MPC Concept

	Construction status	Size (m²)	Date made available to OCOG	Parking spaces	Financing
IBC	To be built	44,800	9 months prior to the Games	800	Public
MPC	To be built	24,300	3 months prior to the Games	300	Public / Private

Media accommodation / transport

The Olympic City media village (6,000 rooms), the Almaty State University (2,000 rooms) and hotels in Almaty (3,250 rooms) would provide accommodation for the media, at reasonable rates including daily room service, internet and breakfast.

The Media transport network would provide 24-hour service between the media villages and hotel accommodation clusters, the IBC/MPC and the competition venues. The media transport network has a hub-and-spoke design, with the IBC/MPC as the hub. The network would also offer dedicated direct accommodation-to-venue transport for OBS crews.

Media Operations

Opportunities / Strengths

- **Sufficient land available to optimize the design of the IBC, MPC and relevant support facilities, both for the Games and in legacy mode**
- **Facilities well-located in relation to venues and media accommodation**
- **The two media villages would accommodate 70% of the media, easing transport arrangements**

Risks / Challenges

- **There may be insufficient time for transformation of the 2,000-room media accommodation at Almaty State University (currently 14 days proposed)**
- **Delivery risk of the MPC based on private investment**

Security and Safety

Security

The Almaty bid includes a clear breakdown of Games security roles and responsibilities between government and the OCOG. Ultimate oversight and budgetary responsibility would lie with the central government and its national security agencies. The OCOG would fund private security for the venues, expenses for security volunteers, and its own security costs.

A Chief Operational HQ would be established to manage and integrate safety and security efforts. This model has been used successfully in Kazakhstan in the past. The core security force would total 20,000 personnel, with about 7,500 from the Almaty region and 12,500 from other regions of the country. Almaty 2022 has made contingency plans for support from an additional 50,000 security personnel, including the armed forces, if needed.

Games time safety and security personnel

Security Forces	Planned Deployment
Police	4,500
Emergency forces	1,500
Armed forces	8,000
Volunteers	3,000
Private security	3,000
TOTAL	**20,000**

Violent crime is relatively rare. Visitors to Almaty are most at risk from petty thefts. Isolated incidents of extremist violence have been directed at the Kazakhstan Government and have not affected foreign visitors. Civil unrest is rare.

UN organisations and NGOs have raised concerns about the treatment of arrested persons by law enforcement authorities in Kazakhstan, particularly in cases involving protesters. Kazakhstan has assured the Commission that, in keeping with practices at previous Games, the OCOG would designate protest areas for use during the Games. Kazakhstan has also agreed that the freedom to protest includes the right to protest Games-related matters.

In addition, Kazakhstan has offered assurances that it would continue to provide training to bring all security forces up to international standards.

Safety

There is little safety risk related to the possibility of severe weather. However, Almaty lies in a seismically active area with potential risks from earthquakes, avalanches and mudslides. Local building codes specify safe construction standards for seismic zones, and the city has systems and institutional structures in place to monitor and respond to seismic activity. The OCOG has pledged to cooperate closely with the Ministry of Emergency Situations and the Almaty Department of Emergency Situations to ensure adequate response to any natural disaster.

Security and Safety

Opportunities / Strengths

- **Integrated security structure with the right mix of personnel**
- **Centralized security responsibility and authority**
- **Ability to scale up as needed**

Risks / Challenges

- **Kazakhstan acknowledges that not all security personnel meet international professional standards but is working towards that goal**
- **Logistical challenges of relying on some security personnel from outside Almaty. However, Almaty 2022 appears to have a good understanding of the requirements**
- **Whilst the concept is compact overall, the operational footprint for competition venues (6 clusters) requires a sophisticated Command, Control and Communications system for effective response to security incidents**

Medical Services

Games-related hospital services would be provided at a single designated facility, the 301-bed Central Clinical Hospital in Almaty, less than 10 km from the Olympic City. The hospital offers a range of specialties provided by 3,000 professionals.

If other medical services are needed, Almaty 2022 has pledged to enlist help from other facilities in a medical system that features 9 scientific research institutes, 15 teaching hospitals and over 30 healthcare centres, as well as 15 subsidiary stations for 24-hour emergency medical assistance in Almaty and the Almaty region.

Protecting Clean Athletes

Kazakhstan's National Anti-Doping Organization (NADO), established in March 2013, has shown good commitment to effective anti-doping programmes and serves as the Regional Anti-Doping Organization. The NADO has 30 doping control officers trained by WADA. Anti-doping legislation has been put into place and the NADO fully complies with the 2015 World Anti-Doping Code.

The anti-doping laboratory in Almaty is WADA accredited since 2011 and is scheduled for an upgrade in 2016.

Medical Services and Protecting Clean Athletes

Opportunities / Strengths

- **Almaty has the resources for all anticipated medical services, as well as anti-doping measures**
- **Centralised services at a well-located hospital eases logistical issues**
- **Strong foundation for general mountain medical and rescue needs in addition to a well-established air ambulance system**
- **Almaty 2022 has proposed a clear and simple process for registering team doctors for the Games**

Risks / Challenges

- **Accommodation needs and other practical challenges from recruiting medical workforce and volunteers from other regions**
- **Need for language training in English and other foreign languages**
- **Need to increase knowledge of sport-specific medical operations in mountain venues**

Engagement

The Games budget includes provision for national and international communication campaigns to raise awareness and generate enthusiasm for the 2022 Games that would unfold in three phases:

– Local and regional, focusing on areas directly impacted by Games preparations
– National, focusing on the positive impact of the Games on Kazakhstan
– International, focusing on Kazakhstan's vision for 2022 and beyond

Engagement efforts would be linked to major milestones in the run-up to the Games and would involve cultural, educational and participatory events.

In the lead up to the Games, Olympic Day would be celebrated all over the country to raise national awareness and count down the years to the Games. Almaty also intends to enlist athlete ambassadors to engage the public and raise awareness.

Plans call for the OCOG cultural budget to be supplemented by contributions from public and private entities.

Summary of proposed programmes and initiatives

	Programmes / Initiatives
Culture	– Build on Almaty as the cultural capital with annual art events, exhibitions, concerts, and performances – Initiate an Almaty 2022 Cultural Programme coordinated by the OCOG, with public and private cultural stakeholders
Education	– Build on existing national programmes for physical activity and sports – Build on structures and events, such as the annual Health Festival, to further promote sport, a healthy lifestyle and the Olympic Values
City activities and Live Sites	– Independence Square, a popular gathering point, would host the Medal Ceremonies and serve as the main live site for the general public during the Games. – Smaller live sites would be set up around the city to reach a wider audience

Sport Operations Experience

Enthusiasm for winter sports and Almaty's existing high-quality sports venues have created areas of sport expertise, especially with regard to ski jumping, Nordic combined and speed skating. Almaty is now a regular fixture on the FIS Ski Jumping Grand Prix (summer event) and the Nordic Combined World Cup circuit.

Almaty has also been steadily increasing expertise in biathlon and cross-country skiing disciplines. There would be a base workforce for ice hockey, given the popularity of the sport in Kazakhstan. In addition, Almaty will gain more experience as host of the 2017 Winter Universiade.

For some disciplines, Almaty would need to recruit and train a number of skilled personnel. This would require an investment in recruitment and training, including attending IF events, hosting training events and running training seminars.

Winter sport events over the past 10 years

City	Multi-Sport Events	World Championships	World Cups
Astana & Almaty	2011 Asian Winter Games, which included 9 out of 15 Olympic disciplines (Alpine skiing, biathlon, cross-country skiing, figure skating, freestyle skiing, ice hockey, short track, ski jumping, speed skating)		
Almaty		2015 FIS Junior Nordic World Championships	
Almaty			2012, 2013, 2014, 2015 FIS Nordic Combined World Cup
Almaty			2012, 2013, 2014, 2015 FIS Ski Jumping Grand Prix (summer events)
Astana			2015 ISU World Sprint Speed Skating Championships

Given Almaty's limited experience with international sports events, an Almaty 2022 OCOG would require a high degree of support from the IOC and other Games stakeholders to deliver successful Games.

Sports Operations Experience

Opportunities / Strengths

- **Strong knowledge base for all the Nordic sports/disciplines and speed skating**
- **Good foundation to develop workforce for ice hockey**
- **Experience from hosting previous regional and international events, including planned 2017 Winter Universiade**

Risks / Challenges

- **Shortage of skilled workforce for disciplines other than Nordic sports and speed skating would require a sizeable investment in international experts, workforce recruitment and training**

Energy

The energy plan for Almaty 2022 would rely on ongoing improvements to the national gird. After investing USD 4 billion between 2010 – 2014 to build and modernize 10 power generating plants, numerous substations and various distribution grids, Kazakhstan plans an additional USD 3.5 billion modernization of the national power supply system through 2025.

The current phase includes the rehabilitation of substations, transmission lines and other equipment, including construction to expand renewable energy supplies, with a near-term focus on the 2017 Winter Universiade.

The grid improvements would provide the foundation for Almaty 2022's plan for additional upgrades to supply power to the new Alpine skiing venue, and the expansions at Tabagan and Ak Bulak. Electrical power infrastructure would also be a major part of the basic infrastructure needs at the Olympic City, a development that would include an Olympic Village, a Media Village, the IBC/MPC and a competition venue for figure skating and short track speed skating.

Almaty guarantees that all competition venues and the IBC would have redundant power supply through two separate connection points to the national grid. Almaty 2022 would provide temporary back-up power and uninterrupted power supply to meet Games needs.

Paralympic Games

Vision, Legacy and Engagement

Almaty 2022 has placed a strong emphasis on using the Paralympic Winter Games to create a lasting legacy of competition, leisure and tourism activities for people with impairments. The Games would be a huge opportunity to raise awareness and participation in a country and region where participation in Paralympic sport is fairly limited.

The construction of barrier-free venues in the Olympic City would set an example for the rest of the country. For the host National Paralympic Committee, the Games would offer an incentive to improve overall sport development and build a strong national team to contribute to the success of the Paralympic Winter Games.

During the Commission's visit, Almaty 2022 presented a Paralympic Games communication strategic plan to engage the people of Kazakhstan through local media channels utilising the values of the Paralympic brand and Paralympic athletes. The plan includes the following elements:
– General promotion of the Paralympic Games, its sports and athletes
– Accessibility awareness programme
– General social disability awareness programme to challenge stereotypes
– An accessibility guide of Almaty
– Dedicated Paralympic publications
– Programmes for educational institutions
– Programmes at venues

Games Concept

Almaty 2022 has paid close attention to accessibility needs in the Games concept, with guarantees that national and international accessibility guidelines would be integrated in the planning design and construction of all projects. The Almaty Village would be designed to be adaptable to wheelchair accessible rooms for Paralympic use.

The one-Village concept in Almaty, with additional accommodation for endurance athletes in Ak Bulak, would preserve a true Village atmosphere for the athletes.

Almaty 2022 also guarantees 1.5% accessible seating capacity over the gross capacity of the venues. The optimized venue concept moved Alpine skiing events to Almatau; snowboard to Ak Bulak and ice sledge hockey to the Baluan Sholak Sports Palace. These changes would strengthen the compact concept.

During the Commission's visit, Almaty 2022 confirmed its willingness to be flexible with dates to fit the Paralympic Sport programme, including the possible addition of new sports.

Games Concept
Opportunities / Strengths
– **The village concept meets the altitude needs while preserving a good athletes experience**
– **Commitment to Test Events**
Risks / Challenges
– **New venues and Paralympic Village in the revised venue concept need further evaluation in relation to accessibility and sport specific needs**

Games Operations

Almaty 2022 proposes an integrated organisation model, including the National Paralympic Committee, which would be represented in the OCOG Board of directors as a full voting member. A dedicated Paralympic Games Department would be the main point of contact for the International Paralympic Committee and International Paralympic Sports Federations, and would work with all other departments within the OCOG on issues related to the Paralympic Games. The Paralympic Games Department would provide guidance, manage Paralympic specific themes and monitor the progress of other functions.

Planning and preparation for the Paralympic Games would be fully integrated within all OCOG functions. Paralympic Sport Representatives would be included at all levels of governance of the OCOG, especially in the Board of Directors and as members of the Supervisory Board.

The NPC has no experience in international winter Para-sport events, but Almaty 2022 is committed to organising Paralympic test events for all disciplines.

Accommodation

Accommodation in the Olympic City would provide a good atmosphere and make the most of the compact and convenient Games concept. A media village would be provided, ensuring convenient transport and accommodation for the media. All existing and planned hotels in Almaty would offer at least 5% accessible room capacity (1,331 in the city of Almaty). The IPC Hotel would be in the Olympic City, near the Almaty Paralympic Village.

Transport

The compact concept, with most accredited clients accommodated in the Olympic City and in proximity to city and mountain venues, would result a smooth transportation experience. The Paralympic transport plan would follow the Olympic plan with particular attention to accessible services. The use of ultra-modern barrier-free stations would further enhance accessibility. Wheelchair accessible vehicles and low-floor buses have been promised for all clients though no details were provided with regard to the type and number of vehicles.

Games Operations
Opportunities / Strengths
– **Paralympic Games preparations integrated in all OCOG functions**
– **Easy access to city and mountain venues**
Risks / Challenges
– **No experience in hosting international winter Para-sport events**
– **More detail needed on accessible vehicles**

Legal and Commercial

The incremental USD 120 million Paralympic budget (7% of the overall budget) appears sufficient. Government subsidy guarantees have been provided for USD 77 million. Almaty 2022 has provided the required guarantee to sign the Paralympic Joint Marketing Programme Agreement.

The sponsorship market in Kazakhstan is underdeveloped, especially for Para- sport. There is a good commercial opportunity for Almaty 2022 and the NPC to develop a marketing programme that would increase the Paralympic commercial and TV rights revenues. The optimized concept with reduced venue capacities is an opportunity to ensure higher sell-out rates. Almaty 2022 offered reassurances that the Games Communication Strategic Plan would be refined to include a strategy to increase sell-out rates, based on the experience in Sochi.

Legal and Commercial
Opportunities / Strengths
– **Potential to develop Paralympic sponsorship and generate revenue**
Risks / Challenges
– **None identified**

The Athlete Experience

Games Concept

The Almaty 2022 concept is a compact plan within a radius of 30km. The plan would offer convenient travel both within and between zones. Olympic Villages would be located in the Almaty Olympic City Zone and in two of the mountain clusters due to the elevation differential.

Paralympic athletes would stay in the Almaty Olympic City Village, with additional accommodation offered for endurance athletes in Ak Bulak.

Please refer to the map on page 14 for visual guide.

Sport and Venues

The city of Almaty would cater for bobsleigh, curling, figure skating, ice hockey, luge, Nordic combined, short track, skeleton and ski jumping.

All existing and new competition venues would present an excellent opportunity for legacy use and an optimal athlete experience. Training venues would be high quality and located near competition venues.

Altitude, snowfall and temperature conditions in the mountain clusters are conducive for a deep natural base layer of snow and with the availability of water for snowmaking, a high quality field of play would be ensured.

Almaty 2022's heavy reliance on existing mountain venues would limit environment impact.

Olympic Villages

The three Olympic Villages are well located in relation to the venues and the Commission is confident they will provide an excellent environment.

Care will need to be taken in the Medeu Olympic Village (speed skating), to ensure these athletes receive the same service levels and experience as those in the other Villages. This may be a challenge because speed skating would be the only discipline there, however, athletes would benefit from proximity to the spectacular Medeu Oval, an iconic venue that has been the site of numerous world records.

In addition to the usual gym facilities, the Ak Bulak Olympic Village would offer the use of several existing facilities, including a sports hall, pool, running track, football pitch and a basketball court.

Olympic Village Organisation and Facilities

	Almaty Olympic Village	Medeu Olympic Village	Ak Bulak Olympic Village
Sports / disciplines served	All sports except speed skating, biathlon and cross country skiing.	Speed skating	Biathlon, cross country skiing
Altitude	720m	1675m	1410m
Number of beds	4,151 beds	342 beds	1,007 beds
Distance (metres) residential units to dining hall	<400	<50	<200
Distance (metres) residential units to transport mall	<550	<50	<250
Unrestricted WIFI	Yes	Yes	Yes

Travel Times

There would be very good athlete travel times from Village-to-venue (5-35 minutes).

Village-to-Village travel from Almaty would be approximately 35 minutes to Medeu and 35 minutes to Ak Bulak. These are very good travel times for athletes seeking to watch competition, support other athletes, or join friends and family in other zones. [For more details, see the transport section]

Travel time from the airport to the Villages would be as follows:
– Airport to Almaty Olympic City: 10 minutes by bus
– Airport to Ak Bulak: 40 minutes by bus
– Airport to Medeu: 40 minutes by bus

These travel times assume direct travel, and accreditation and equipment screening at each Village.

Air Quality

Air quality (indoors and outdoors) is a prime concern because of the potential impact on the health and performance of athletes at test events, pre-Games training and during the Games, both in the city and, to a lesser extent, in the mountains. If the objectives presented by Almaty 2022 and the government are achieved, air quality should be acceptable during the Games. If not, additional short-term mitigation measures would have to be taken to protect the health and performance of athletes. The risk of poor air quality would be greater for athletes at test events and training, which start two years before the Games.

Pre-Games Field of Play Access

To ensure a level playing field, Almaty 2022, as well as the Almaty city authorities, the Kazakhstan Ministry of Sport and the Kazakhstan NOC, have guaranteed access, including ski wax testing, for each NOC for two weeks of training prior to the Games. This would be in addition to Olympic and Paralympic test events and any IF requirements.

Ceremonies and Atmosphere

Almaty 2022's plans for the Opening Ceremony in the Central Stadium would provide a good environment for athletes. All athletes would be accommodated approximately 20-55 minutes from the ceremony venue.

Before the ceremony, athletes would wait in an indoor holding area 100m from the stadium. They would march in at the beginning of the ceremony and could remain seated during the ceremony.

Receiving an Olympic and Paralympic medal is a unique experience that deserves a very special atmosphere in a location that captures the spirit of the host city and the whole Games. The single Medals Plaza in Almaty's Independence Square should provide the optimal experience for medalists. Travel time to the plaza would be approximately 15-50 minutes for all athletes.

Almaty's winter sports heritage would provide a knowledgeable fan base for some disciplines, especially Nordic sports, figure skating, speed skating and ice hockey. Local knowledge and enthusiasm for other sports and disciplines is less certain and would require an OCOG pre-Games education/communications programme to ensure a quality athlete experience.

Almaty 2022 have committed to a family programme to serve athletes' friends and families.

Athletes and Governance

Almaty 2022 has promised to have an Athletes' Commission with a strong voice and direct access to the OCOG executive.

Protecting Clean Athletes

The anti-doping capacity in Kazakhstan has grown and would meet testing requirements with the planned additional investment. The Commission also encourages Almaty 2022 and the National Anti-Doping Agency to build their intelligence and investigation capability for the pre-Games period, so drug cheats are caught before they get to the Games.

Sustainability

Sustainability is increasingly important for many athletes and the Commission has given careful consideration to this matter. For full details see the Sustainability section.

Olympic Charter

Almaty 2022 has committed to uphold the Olympic Charter during the Games and in Olympic-related matters.

BEIJING 2022
Candidate City

Vision and Concept

Beijing Bid Overview

Beijing, a city of approximately 21 million people, is the centre of political, cultural and economic influence in the world's most populous nation. The city has experienced exceptional growth over the past two decades and has become one of the world's most visited tourist destinations.

The 2008 Beijing Games had a significant impact on the city, delivering a legacy of new world-class sport venues; new public recreational facilities; a new convention centre; improved transportation systems; heightened interest and expertise in sport; an increased focus on environmental issues; and greater awareness and inclusion of people with impairments.

The experience and expertise gained from hosting the 2008 Beijing Games and the 2014 Youth Olympic Games in Nanjing has benefitted the 2022 bid and would benefit a 2022 Beijing Games across many operational areas.

The slogan for Beijing's bid, "Joyful Rendezvous upon Pure Ice and Snow," expresses the desire to bring people from China and around the world together for a celebration of winter sports in a spirit of friendship. The word "pure" conveys China's desire to create a cleaner environment.

Vision

Beijing's vision for the Games seeks to incorporate winter sports into people's lives, with the ultimate goal of improving overall fitness and health. Beijing 2022 has offered a regional concept intended to develop a winter sports market for more than 300 million people in northern China.

The Games vision also aims to accelerate the development of the Beijing-Zhangjiakou Sport, Culture and Tourism Belt, offering a new impetus for China's economic growth and sustainable development in Beijing and Hebei Province, where the snow sports competitions would take place. This vision is fully aligned with national economic growth strategies and priorities.

Games Concept

Beijing has proposed a three-zone plan: the Beijing Zone and two mountain zones, the Yanqing Zone and the Zhangjiakou Zone. The Games concept makes good use of existing venues and infrastructure in Beijing, as well as ongoing development in the mountain resort area east of Zhangjiakou City. New venues in Yanqing are intended to serve legacy goals related to winter sports and tourism. Each zone is compact, with its own Olympic Village and minimal travel times within each zone. The distance between zones could create travel and logistical challenges.

The Beijing City Zone would be centred in the Olympic Green from the 2008 Olympic Games, with an Olympic Village, the IBC/MPC and three ice venues in close proximity. Two other ice venues and all of the ice training venues in the Beijing Zone would be within 20km of the Beijing Olympic Village.

The Yanqing Zone would be approximately 90km northwest of the Beijing Olympic Green and would contain the Alpine skiing and sliding venues.

The Zhangjiakou Zone would be approximately 160km from the Beijing Olympic Green. It would house venues for Nordic combined, ski jumping, biathlon, cross country skiing, freestyle skiing and snowboard.

The Zhangjiakou and Yanqing Zones have minimal annual snowfall and for the Games would rely completely on artificial snow. There would be no opportunity to haul snow from higher elevations for contingency maintenance to the racecourses so a contingency plan would rely on stockpiled man-made snow. Beijing 2022 presented weather data from 2014-2015 indicating a particular risk for Yanqing in terms of the quality and quantity of snow. Please see the Sustainability section for further details.

Beijing has proposed to stage the Games from 4-20 February to coincide with a national holiday that would provide a large pool of student volunteers. The proposed dates also coincide with the best period for climatic conditions.

Beijing 2022 agreed to consult with the IOC on the dates of the Games to avoid potential conflicts with other major international events if Beijing is awarded the Games. A later Paralympic Games start could have impacts on the field of play, especially for Alpine skiing, because of the possibility of warmer temperatures in mid-March.

PART 1

PLAN B / MAP B

Infrastructure olympique
Olympic Infrastructure

- O&C — Site des cérémonies d'ouverture et de clôture / Opening / Closing Ceremony Venue
- OLV — Village olympique / Olympic Village
- Hôtel CIO / IOC Hotel
- Zone d'hôtels principaux / Main Hotel Area
- Noyau d'hôtels des médias / Media Hotel Cluster
- MPC — Centre principal de presse (CPP) / Main Press Centre (MPC)
- IBC — Centre international de radiotélévision (CIRTV) / International Broadcasting Centre (IBC)
- MMC — Centre des médias en montagne / Mountain Media Centre (MMC)
- Place des médailles / Medal Plaza

Infrastructure de transport
Transport Infrastructure

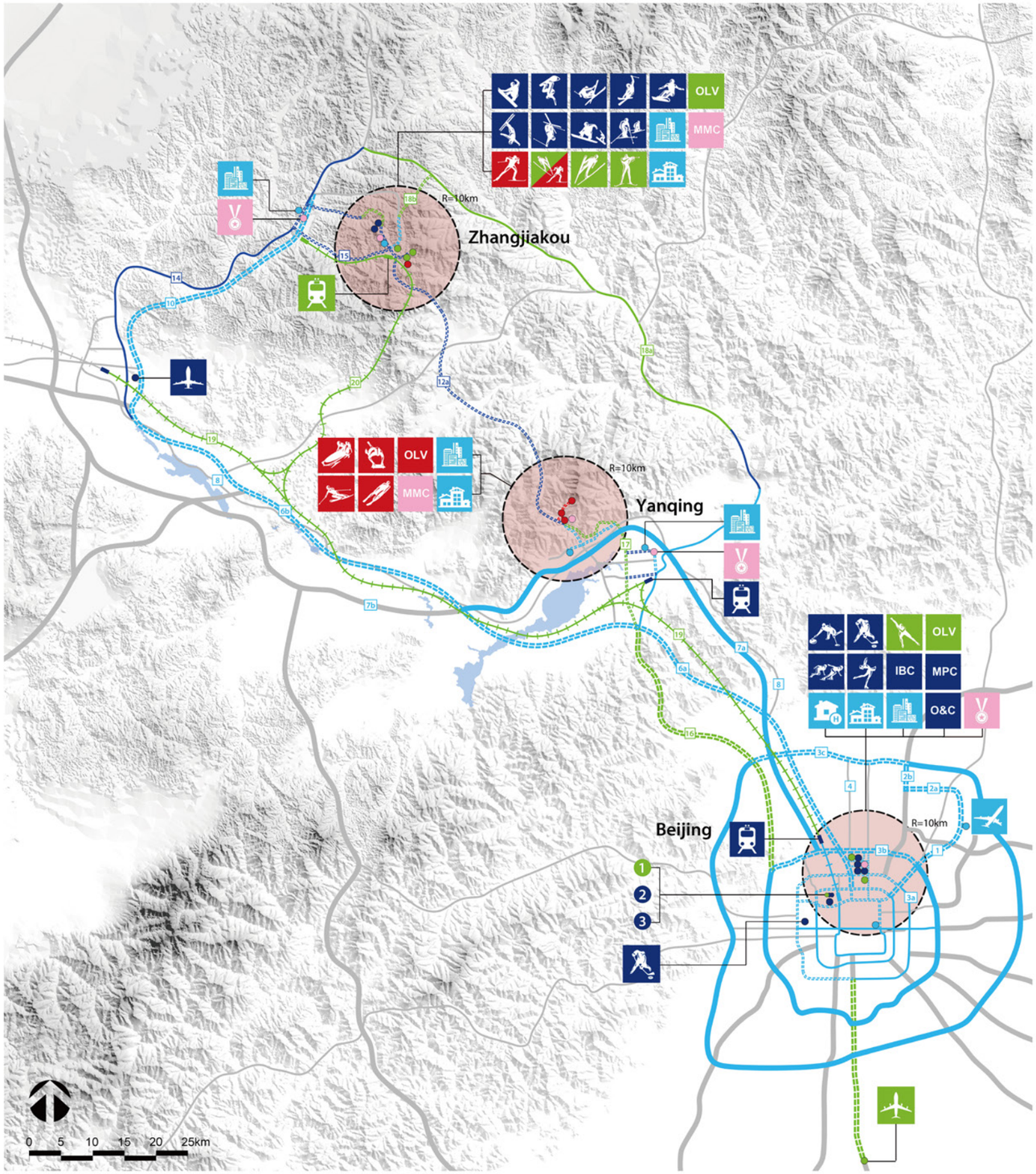
- Aéroport international de Beijing Capital / Beijing Capital International Airport
- Nouvel aéroport international de Beijing / Beijing's new international airport
- Aéroport de Ningyuan / Ningyuan Airport
- Gare de TGV / High-speed Railway Station
- TGV / High-speed Railway
- Autoroute / Expressway
- Autoroute (voie olympique dans les deux sens) / Expressway (Olympic Lane in Both Traffic Directions)
- Route locale principale / Main Local Road
- Route locale principale (voie olympique dans les deux sens) / Main Local Road (Olympic Lane in Both Traffic Directions)

Site de compétition
Sports Venues

- Curling / Curling
- Hockey sur glace / Ice Hockey
- Patinage de vitesse / Speed Skating
- Patinage de vitesse sur piste courte / Short Track
- Patinage artistique / Figure Skating
- Bobsleigh / Bobsleigh
- Skeleton / Skeleton
- Luge / Luge
- Ski alpin / Alpine Skiing
- Bosses / Moguls
- Saut / Aerials
- Ski cross / Ski Cross
- Ski halfpipe / Ski Halfpipe
- Ski slopestyle / Ski Slopestyle
- Slalom parallèle / géant snowboard / Snowboard Parallel Slalom / Giant Slalom
- Snowboard cross / Snowboard Cross
- Snowboard halfpipe / Snowboard Halfpipe
- Snowboard slopestyle / Snowboard Slopestyle
- Biathlon / Biathlon
- Ski de fond / Cross Country Skiing
- Saut à ski / Ski Jumping
- Combiné nordique / Nordic Combined

- Infrastructures existantes. Travaux non nécessaires. / Existing Infrastructure. No Permanent Works Required.
- Infrastructures existantes. Travaux nécessaires. / Existing Infrastructure. Permanent Works Required.
- Infrastructures permanentes prévues / Planned Permanent Infrastructure
- Infrastructures permanentes supplémentaires / Additional Permanent Infrastructure
- Infrastructures temporaires / Temporary Infrastructure

1. Salle de patinage de vitesse sur piste courte du Palais omnisports de la capitale / Capital Short Track Speed Skating Hall
2. Salle d'entraînement du Palais omnisports de la capitale / Capital Indoor Stadium Training Hall
3. Patinoire de la capitale / Capital Skating Oval



Sport Venues

The Beijing 2022 plan relies on six existing competition venues, including four 2008 Olympic Games legacy venues. Of the six new competition venues needed for 2022, three are planned for construction irrespective of the Games. Three others — the National Sliding Centre and the venues for cross country skiing and Alpine skiing — would be Games-dependent. Legacy plans for the new venues are described in the Sustainability and Legacy section.

Although the Sliding Centre venue has been approved by the respective IFs, the bid committee expressed willingness during the Commission's visit to consult with the IOC and relevant IFs regarding the plans and designs for the venue.

Land assembly needs range from 20% for the cross-country skiing venue to 95% for the sliding venue. The needed land is either state-owned or collectively-owned, and there is an established process for transferring collectively-owned land to the state-owned enterprises responsible for construction. Should Beijing be selected to host the Games, the schedule for land transfers would need to be reflected in the various project development timelines.

The ski jumping venue and the Olympic Village in the Zhangjiakou Zone would require the relocation of approximately 1,500 people. The state government is offering residents three options: (1) relocation to a neighbouring village less than 5km away; (2) relocation to a neighbourhood in Chongli County (20km away); or (3) cash compensation. The Bid Committee assured the Commission that dialogue was ongoing with all concerned residents and that the vast majority of the residents were satisfied with their options.

Venue delivery dates would meet all requirements of test and training events.

Overall venue concept

Zone	Cluster / Stand-alone	Venues
Beijing	Beijing Olympic Green Area	– Speed skating (to be built) – Curling (existing) – Ice hockey 1 (existing) – Olympic Village 1 (to be built) – IBC / MPC (existing) – Opening Ceremony Stadium (existing)
	Stand-alone	– Ice hockey 2 (existing) – Figure skating / short track (existing)
Yanqing	Yanqing	– Alpine skiing (to be built) – Sliding centre (to be built) – Olympic Village 2 (to be built) – Mountain Media Centre (temporary)
Zhangjiakou	Nordic Centre Precinct	– Biathlon (to be built) – Cross country skiing (to be built) – Ski jumping (to be built)
	Genting Park Precinct	– Freestyle skiing (existing) – Snowboard (existing)
	Stand-alone	– Olympic Village 3 (to be built) – Mountain Media Centre (temporary)

Games Concept and Sports Venues

Opportunities / Strengths

- **The concept takes advantage of infrastructure improvements resulting from the region's long-term development strategy**
- **Six venues exist and three are planned irrespective of the Games**
- **Transportation within each zone would be convenient and quick and transportation between zones would be efficient based on high-speed rail**
- **Olympic Villages are in close proximity to competition venues**

Risks / Challenges

- **Substantial reliance on snowmaking in all mountain venues especially Yanqing**
- **There could be no snow outside of the racecourse, especially in Yanqing, impacting the visual perception of the snow sports setting**
- **The ski jumping venue in the Zhangjiakou Zone would require the relocation of approximately 400 people; Beijing 2022 offered assurances that they would be provided a choice of new housing or compensation**

Olympic Villages

Beijing 2022 proposes to build three Olympic Villages:

1. The Beijing Olympic Village in the Olympic Green, 25km southwest of the Beijing Capital International Airport. Of the city ice competition venues, four are within 10km of the village with the remaining venue within 20km of the village.
2. The Yanqing Olympic Village, 1km from the Sliding Centre and 8km from the Alpine skiing venue.
3. The Zhangjiakou Olympic Village, 3km from the Nordic Centre and 4km from the freestyle and snowboard venues.

All three villages are well located with respect to the athletes/sports they serve, both in altitude differential and distances. All would have an ample footprint for operational needs and residential buildings, as well as adequate space for NOC and NPC offices, medical services and storage.

The three Olympic Villages would have a combined total of 6,330 beds, exceeding the identified need for 4,900. Beijing 2022 has proposed to increase the total number of beds by increasing the number of double rooms to accommodate additional team officials. The Commission informed Beijing 2022 that housing additional team officials in the Village was not a Games need or requirement. Beijing 2022 offered assurances that the plan to accommodate these officials in the village rather than building additional hotels supported legacy goals.

Summary of Olympic Village Proposal

	Beijing Olympic Village	Yanqing Olympic Village	Zhangjiakou Olympic Village
Sports / disciplines served	Ice sports (Curling, figure skating, speed skating, short track, ice hockey)	Sliding (bobsleigh, skeleton, luge) & Alpine skiing	Biathlon, cross country skiing, ski jumping, Nordic combined, freestyle skiing and snowboard
Beds	2,260	1,430	2,640
Altitude (metres)	50	950	1,600
Type of accommodation	Residential Apartments	Apart/Hotel	Residential Apartments
Height of buildings	6-9 storeys	5 storeys	4 storeys

Village Development

The development plan relies on the private development of state or collectively owned land, with construction on all villages completed by June 2021.

Olympic Village development details

	Beijing Olympic Village	Yanqing Olympic Village	Zhangjiakou Olympic Village
Landowner	State Owned: To be transferred to Beijing Inno-Olympic Group Co. Ltd	Collectively Owned: To be transferred to Beijing Enterprises Group Company Limited	Collectively Owned: To be transferred to Hebei Aoxue Investment Co. Ltd
Status	Planned	Games-dependant	Planned
Cost (Permanent Works)	USD 296m	USD 113m	USD 115m
Financing (public / private)	Private	Private	Private
Underwritten by	Beijing Municipal Bureau of Finance	Beijing Municipal Bureau of Finance	Zhangjiakou Municipal Bureau of Finance
Construction timelines	April 2018 – June 2021	April 2018 – June 2021	April 2018 – June 2021
Available to OCOG	October 2021	October 2021	October 2021

Olympic Villages

Opportunities / Strengths

- **All villages are very well located for the venues they serve**
- **Design, approvals and construction timelines appear feasible for all three villages**

Risks / Challenges

- **The Olympic Village in the Zhangjiakou Zone would require the relocation of approximately 1,100 people; Beijing 2022 offered assurances that they would receive new housing or compensation**

Sustainability

The sustainability proposals for Beijing 2022 aim at integrating the Games project with development plans for Beijing and the wider region. Specific focus areas would cover:
– Clean energy
– Green technology
– Ecological improvement
– Air quality

The Games project is presented within the context of a much larger national and regional development programme, which includes major initiatives on reducing air pollution, improving energy efficiency and promoting low carbon technology, none of which are Games-dependent.

The main benefit of a 2022 Games would be to help reinforce public awareness of environmental issues.

Games-related sustainability initiatives

Beijing 2022 has outlined several initiatives to advance sustainability:
– Adhering to internationally recognised green building standards for venue construction, with a focus on energy efficiency, low-carbon energy sources, and careful waste and water management
– Promotional campaigns to increase environmental awareness
– Adopting international sustainability management system standard ISO 20121
– Sustainable sourcing practices, including emphasis on social aspects and labour standards
– Establishing a special consultative commission to improve stakeholder engagement
– Regular sustainability reporting

The implementation of sustainability management systems; sourcing codes and supply chain management; stakeholder engagement; and sustainability reporting and assurance systems would all be consistent with emerging best practices in sustainable event management. If implemented properly, these initiatives would significantly add to the Games legacy.

In assessing Beijing's sustainability strategies, the Commission paid particular attention to three areas of concern: air quality, water resources and environmental impacts of venue development, especially in the Yanqing Zone.

Air quality

Beijing, along with much of the rest of eastern and northern China, continues to experience poor air quality. A number of major government initiatives have been introduced to respond to the problem, notably the USD 120 billion "Beijing Clean Air Action Plan" for 2013 – 2017. A second phase action plan for the period 2018- 2022 is currently under development.

The action plan comprises a large-scale programme to clean up, relocate or close down polluting industries; increase green energy generation; reduce traffic-related emissions; and reforest vast areas of barren land.

A revised Environmental Protection Law that came into effect in 2015 provides the most stringent regulations on prevention and controlling atmospheric pollution to date at both national and local levels.

In addition to the long-term strategy, the government has confirmed that it would impose additional temporary measures to improve air quality. Beijing 2022 has committed to meet WHO standards during Games-time in 2022. These combined efforts should ensure safe conditions for the athletes. However, increased energy demand in winter coupled with seasonal weather patterns that can bring pollutants from other regions could create air quality issues across the Games zones.

Water resources

Northern China suffers from severe water stress and the Beijing – Zhangjiakou area is becoming increasingly arid.

The principal causes of the regional water stress are climate change, intensive industrial and agricultural use and domestic demand. These land uses reportedly draw mainly from ground water reserves. There are a number of large reservoirs in the region that supply city drinking water, and Beijing is now benefiting from the trans-national South-North water diversion project.

Mountain run-off during the Commission's site visit was surprisingly low for the time of year. Given the low precipitation rates and short cold season, the likelihood is that the majority of water would be drawn from established reservoirs. For the Zhangjiakou Zone there is a 30km pipeline nearing completion that will divert water from the Yunzhou Reservoir situated in a different river catchment.

Beijing 2022 presented studies indicating that shifting from agriculture and industry to a tourism-based economy would reduce overall water demands in the region. The studies suggest that the switch to tourism would not have any net impact on water resources over time. However, it is a complex situation, and it is extremely difficult to reconcile such anticipated high levels of economic development with the continuing effects of climate change and increasing aridity across the region.

The mountain venues would rely completely on artificial snowmaking for the Games. The bid committee provided detailed figures to demonstrate sufficient water for snowmaking from stored run-off and water diverted from existing reservoirs. The Commission considers Beijing 2022 has underestimated the amount of water that would be needed for snowmaking for the Games but believes adequate water for Games needs could be supplied.

In addition, the Commission is of the opinion that Beijing 2022 has overestimated the ability to recapture water used for snowmaking. These factors should be carefully considered in determining the legacy plans for snow venues.

Venues and environmental impacts

High standards of green design and construction are proposed for all new venues and extensive use of existing venues in Beijing avoids potential impacts, although there would still be conversion works and other modifications to consider.

Construction projects in the mountain zones would require detailed Environmental Impact Assessments. Beijing 2022 has outlined a range of environmental management measures to limit and mitigate potential impacts.

In the Yanqing Zone, the Alpine skiing and sliding venues are situated in an attractive, forested valley typical of the mountain range to the north of the city. It forms part of the natural mountain ecosystem and is adjacent to the Songshan National Nature Reserve. Ski resort development in this area would therefore require substantial ecological studies and mitigation measures to limit environmental impact. There is no alternative for Alpine skiing speed events (downhill) in the area.

In contrast, the natural environment around Zhangjiakou has been heavily exploited through deforestation, mining and agriculture, so Games-related construction would probably have limited direct ecological impact in this zone.

Sustainability

Opportunities / Strengths

- **Opportunity to support and benefit from significant government investments to improve air and environmental quality**
- **Emphasis on sustainability within the planning and delivery of the Games, including proposals on sustainable sourcing and supply chain management, management systems, stakeholder engagement and reporting**
- **Utilisation of existing venues and accommodation minimises Games-related construction in the Beijing Zone**
- **Environmental awareness initiatives would build on 2008 Games legacy**

Risks / Challenges

- **Scale of regional air quality issues is very significant. In spite of major environmental improvement programmes, Games-time mitigation measures may be needed to reduce negative impact on Games participants**
- **Reliance on artificial snowmaking would require diversion of water from existing reservoirs and may impact other land uses**
- **The proposed Alpine skiing and sliding venues and the Olympic Village at Yanqing would be adjacent to the 4,600 hectare Songshan National Nature Reserve and is part of the same mountain ecosystem. This would impose a number of environmental requirements that would have to be taken into consideration during the detailed planning phase**

Legacy

Beijing 2022's Candidature File lists three broad legacy objectives:

- **Spread and practice Olympism and Olympic values**, especially among young people, by building on China's experience with the 2008 Games and the 2014 Nanjing Youth Olympic Games.
- **Ignite the passion for all-around development of winter sports in China** by providing access to winter sports venues for elite athletes and 300 million Chinese in northern China.
- **Become a new model that drives sustainable development** in the region, especially with the "Beijing-Zhangjiakou Sport, Culture and Tourism Belt"

Beijing 2022 estimates that development in the Beijing-Zhangjiakou belt could increase regional GDP by 20%. The development strategy includes the planned construction of high-speed rail connections between the three zones, which is scheduled for completion in 2020 irrespective of the Games as part of a national rail network.

Beijing 2022 also plans to establish an entity to oversee legacy planning and coordination, consisting of relevant government authorities, venue owners and other stakeholders. A separate Olympic Legacy Fund would be established jointly by the governments of Beijing and Zhangjiakou, as well as venue owners, to support the sustainable use of venues post-Games.

Venue Legacy Plan

The six new sports venues would be used after the Games as national team training bases, competition venues and leisure ice and snow sports facilities. The three Olympic Villages would be used for residential housing and as tourist accommodation. The new venues and facilities in Yanqing are envisioned to be incorporated into a larger winter sports and tourism development plan after the Games.

Beijing 2022 legacy plans for new venues

Venue	Games use	Post-Games Owner	Post-Games seating capacity	Post-Games use
National Speed Skating Oval	Speed skating	Beijing Municipal Government / Beijing Inno-Olympic Group Co. Ltd.	6,000	Competition venue / public skating venue and ice hockey clubs
Biathlon Centre	Biathlon	Hebei Aoxue Investment Co. Ltd.	5,000	Competition venue / training base for national teams
Nordic Centre Ski Jumping Venue	Ski jumping / Nordic combined	Hebei Aoxue Investment Co. Ltd.	5,000	Competition venue / training base for national teams Training and practice venue for youth and beginners
Nordic Centre Cross Country Venue	Cross country skiing / Nordic combined	Hebei Aoxue Investment Co. Ltd.	0	Competition venue / training base for national teams / leisure sports park
National Alpine Ski Centre	Alpine skiing	Beijing Municipal Government	0	Competition venue / training base for national teams / ski resort
National Sliding Centre	Bobsleigh, skeleton, luge	Beijing Municipal Government	2,000	Competition venue / training base for national teams
Beijing Olympic Village	Olympic Village	Beijing Inno-Olympic Group Co, Ltd	–	Residential housing
Yanqing Olympic Village	Olympic Village	Beijing Enterprises Group Co. Ltd.	–	Tourist accommodation / National skiing training base
Zhangjiakou Olympic Village	Olympic Village	Hebei Aoxue Investment Co. Ltd.	–	Residential housing

Legacy

Opportunities / Strengths

- **Identified legacy use for all new venues**
- **Legacy plan closely linked to regional economic development plan and strategy to develop winter sports and related industry**
- **Legacy plan would meet growing demand for recreational activity and sport**

Risks / Challenges

- **Increased development for winter sport tourism would impact on regional water resources**
- **Expansion of winter sports resorts in Yanqing would require sensitivity to ecological impacts**

The Foundation

A clear vision and a realistic Games concept constitute the essential starting point for Games planning. The vision cannot however be achieved without a foundation for success that includes government and public support; as well as solid structural, legal, commercial and financial underpinnings.

Political Support

The National Government, the Beijing Municipal Government, Hebei Province and the Zhangjiakou Municipal Government fully support the bid, and made their support clear during the Commission's visit.

The National Government has set up a Steering Group to guide, support and supervise the 2022 bid, headed by the Vice Premier of the State Council and including the heads of all relevant ministries. The bid committee is headed by the Mayor of Beijing and the Governor of Hebei Province. This close involvement of all levels of public authority should facilitate good coordination among all stakeholders.

The political system in the People's Republic of China is stable, with the Communist Party in power since 1949. President Xi Jinping took office in March 2013.

During the evaluation process, the Commission considered statements and opinions in independent third-party reports with regard to environmental protection, the treatment of detainees, media freedom, Internet access, the right to demonstrate, and the integrity of the judicial and electoral systems. The Commission raised these issues with Beijing 2022 and government authorities and sought assurances that the Host City Contract and the Olympic Charter would be respected for all participants of the Olympic Games and in Olympic related matters. At the same time, the IOC has to respect the laws of a sovereign state.

Written assurances were provided regarding the following matters: human rights, the right to demonstrate, media freedom to report on the Games with no restrictions on the Internet, labour rights, displacement and environmental protection. Taking these into consideration, as well as the open nature of the discussions with Beijing 2022 and government authorities and China's experience from organising the 2008 Olympic Games and the 2014 Youth Olympic Games, the Commission is confident that the Government of China would take all necessary measures to ensure the Olympic Charter and Host City Contract would be respected.

Governmental roles

Government Body	Responsibility
National Government	– Responsible for financing of national transport infrastructure – 50% OCOG shortfall guarantee – Government-related services free of charge
Zhangjiakou Municipal Government	– Responsible for financing of regional transport infrastructure – Underwriting for Zhangjiakou Olympic Village – 25% OCOG shortfall guarantee – Government-related services free of charge
Beijing Municipal Government	– Responsible for financing of works: – National Aquatics Centre (upgrade) (100%) – National Indoor Stadium (upgrade) (100%) – Wukesong Sports Centre (upgrade) (100%) – Capital Indoor Stadium (upgrade) (100%) – National Stadium (upgrade) (100%) – National Speed Skating Oval (45%) – National Alpine Centre (100%) – National Sliding Centre (100%) – IBC/MPC (upgrade) (100%) – Regional transport infrastructure – Underwriting for the Beijing and Yanqing Olympic Villages – 25% OCOG shortfall guarantee – Government-related services free of charge
Private Sector	– Responsible for financing of works: – Genting Snow Park A (freestyle) (100%) – Genting Snow Park B (snowboard) (100%) – Biathlon Centre (100%) – Nordic Centre ski jumping venue (100%) – Nordic Centre cross country skiing venue (100%) – National Speed Skating Oval (55%) – Beijing, Zhangjiakou and Yanqing Olympic Villages (100%)

Public Support

Public support for the bid is extremely strong. The IOC commissioned an independent poll regarding the public support for Beijing's bid in December 2014 (conducted by REPUCOM based on 1,800 telephone interviews). Results are summarised in the following table.

	IOC Opinion Poll Support	Beijing 2022 Opinion Poll Support
Beijing	88%	92%
Hebei Province	93%	99.5%*
China	92%	95%

*Zhangjiakou citizens only

OCOG Structure

The Candidature File confirms that the Bid Committee has been empowered by the Chinese National Government to be solely responsible for all matters related to the 2022 bid. The OCOG would be structured in the same way as the Bid Committee, and would be considered a Chinese tax resident enterprise.

The OCOG would include the President and Secretary General of the Chinese Olympic Committee, the Chinese IOC members, athletes' representatives, senior officials from the ministries and commissions of the State Council, the Beijing Municipal Government, the Hebei Provincial Government, the Zhangjiakou Municipal Government and the Chinese Olympic and Paralympic Committees, as well as experts in various fields, entrepreneurs and famous personalities.

The proposed OCOG structure appears sound and would ensure continuity with the Bid Committee. The Bid Committee indicated that it has budgeted USD 5 million to provide start-up cash flow for the OCOG.

Venue Development

The organisations responsible for venue development and construction include the General Administration of Sport of China, the Beijing Municipal Government, the Zhangjiakou Municipal Government and the enterprises operating existing venues. The various new or renovation projects would be tendered, awarded and contracted through existing government procurement and bidding platforms.

The planning and construction of all competition and non-competition venues would be managed and implemented by the Urban Planning Commissions and the Construction Commission/Bureaus of the Beijing and Zhangjiakou Municipal Governments. The OCOG Venue Construction Department would be responsible for design and construction progress reporting to the IOC.

The development and construction of transport and utility infrastructure projects would be by the various governmental authorities normally responsible.

The delivery organisation proposed by Beijing 2022 is similar to the organisation that successfully delivered the permanent works projects for the 2008 Olympic Games, which gives confidence that the projects will be delivered timely and to the standards required.

Finance

Economic Overview

China is the world's second largest economy, with a GDP of USD 9,240 billion and with expected GDP growth rates averaging 6.3% per annum over the next 5 years (Economist Intelligence Unit, January 2015).

China's diverse and large economy ensures the availability of the appropriate goods and services, as well as providing tremendous potential for commercial revenue generation.

Key Economic Indicators

	China
Population	1,357 million
Nominal GDP	USD 9,240 billion
Nominal GDP per capita	USD 6,800
Inflation p.a.	2.6%
GDP growth	7.7%

(Source: World Bank, 2013)

Games Operational Budget

Overall, the OCOG budget appears to be well thought-out and presents a viable financial plan. Upside potential on marketing revenues, strong government support and experience gained from hosting the 2008 Games suggest that the degree of financial risk should be relatively low.

The overall total is low in comparison to past Games. The budget does reflect lower costs in the Chinese market, as well as considerable government support and the availability of venues free of charge. However, strong financial discipline would be needed to meet the USD 1.558 billion expense target.

The budget includes a 9.1% contingency for unanticipated expenses, which is in line with the level of risk and the contingency for previous Games.

OCOG Games Operational budget

Revenue	2014 USD (millions)	%	Expenditure	2014 USD (millions)	%
IOC Contribution	338	21.7	Venues & Villages and other facilities	300	19.3
TOP Programme	157	10.1	Workforce	140	9.0
Local sponsorship	660	42.3	Technology	257	16.5
Ticketing	118	7.6	Ceremonies and culture	71	4.6
Licensing	80	5.2	Transport	82	5.3
Government subsidies	94	6.1	Security	32	2.0
Other revenue	111	7.1	Paralympic Games	79	5.1
			Advertising and promotion	63	4.1
			Administrative and other	392	25.1
			Contingency	142	9.1
TOTAL REVENUE	**1,558**	**100**	**TOTAL EXPENDITURE**	**1,558**	**100**

Infrastructure Budget

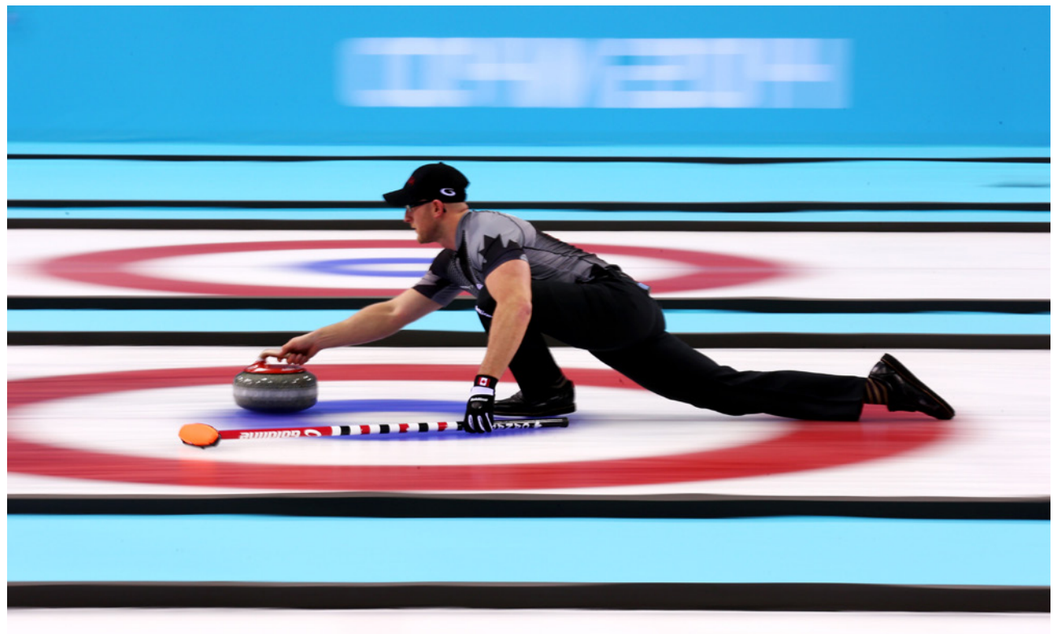
Beijing 2022 has proposed a combination of public and private investment in infrastructure improvements that is intended to support the Games and provide long-term benefits to Beijing and the region. The planned legacy use of competition and non-competition venues is detailed in the Sustainability and Legacy sections.

The Beijing 2022 capital investment budget totals USD 1.511 billion, with 65% private sector funding and 35% from various levels of government. The capital investment budget covers competition venues, as well as non-competition venues, such as the stadium for Opening and Closing Ceremonies. It does not include capital investment in transportation and other infrastructure for planned long-term development, such as the high-speed rail link between Beijing and the mountain venues.

Capital investment budget (competition and non-competition venues) in USD 2014 million

Capital investments	Public Funding	Private Funding	Total
Competition and training venues	509	453	962
Olympic Village(s)	–	524	524
Media and other village(s)	–	–	–
IBC / MPC	9	–	9
Other non-competition venues (Opening and Closing Ceremonies venue)	16	–	16
TOTAL Capital Investments	**534**	**977**	**1,511**

The overall infrastructure budget could be considered moderate and benefits from the use of existing venues and relatively low construction costs in China. The budget appears to be feasible, provided there are no economic events that significantly shift the pricing environment or cause proposed private sector participants to abandon planned projects.



Marketing

Joint Marketing Programme

The Joint Marketing Programme Agreement was signed by the Mayor of Beijing and the Chinese Olympic Committee and has been agreed by the IOC.

Rights Protection

The Candidature File demonstrates a clear understanding of the need to protect rights holders from ambush marketing. All projected advertising space is state-owned, which makes it easier to control and manage.

A law addressing intellectual property rights in the Games context remains in place from the 2008 Olympic Games. The Candidature File commits to take additional legislative and administrative measures as needed.

Ticketing

There is a very large local population to draw from and ticket pricing appears appropriate.

Ticketing prices:
– Price range for sports events: USD 8 to USD 236
– Average ticket price for high demand sports events: USD 100
– Average ticket price for other sports events: USD 10
– Price range for ceremonies: USD 118 to USD 787

The plan includes a low-priced youth programme to help ensure full stadia. Overall ticket quantities and revenue estimates appear reasonable.

Ticketing revenue estimates

	No. of tickets to be sold	% sell out rate	Average ticket price (USD)	Total ticketing revenue (million USD)
Olympic Winter Games	2,050,000	96%	580 / 100 / 10 (Ceremonies / High demand / Other events)	110
Paralympic Winter Games	390,000	80%	80 / 10 (Ceremonies / Sports events)	8

Sponsorship / Licensing

Based on the experience at the 2008 Games, which generated sponsorship revenue of USD 1.2 billion for the OCOG, Beijing 2022 appears to have significantly understated sponsorship targets. The value attributed to Tier 1 sponsorships does not reflect the value of the brand or the scale and strength of the Chinese economy. The Evaluation Commission would encourage the OCOG to maximise sponsorship opportunities if Beijing is elected.

The Candidature File provides a generic listing of sponsorship categories that could have an impact in some reserved categories for IOC Partners. Beijing 2022 would need to work closely with the IOC to avoid any overlap in categories.

Local sponsorship and licensing revenues

	No. of partners	Average revenue per partner (million USD)	Total Revenue (million USD)
Tier 1	10	47	470
Tier 2	9	16	144
Tier 3	8	4	32
Tier 4	9	1.6	14
Licensing (incl. stamps and coins)			80
TOTAL REVENUE			**740**

Finance and Marketing

Opportunities / Strengths

- **The combination of a thorough and detailed budget, a satisfactory level of contingency and the potential upside of marketing revenue result in a low risk OCOG budget**
- **Government support and rent-free venues would reduce OCOG costs**
- **More realistic marketing revenue projections, especially higher Tier 1 Partner value, could enhance post-Games sports legacy**

Risks / Challenges

- **The budget would be strengthened if more developed venue use agreements were in place for competition venues and critical non-competition venues**

Legal Framework

The Chinese National Government and the municipal governments of Beijing and Zhangjiakou have committed to fully respect the provisions of the Olympic Charter and the Host City Contract. The municipal governments of Beijing and Zhangjiakou have also guaranteed that no significant national or international events will take place in those regions in the week before, the week after or during the 2022 Olympic and Paralympic Winter Games.

Guarantees

Overall, the guarantees provided meet the IOC requirements and demonstrate strong political support and an understanding of the requirements.

Work Permits / Import and Export of goods

According to the Candidature File, all accredited and non-accredited Games-related personnel would be allowed to enter China temporarily, in accordance with relevant laws and regulations. Work permits and residence permits would be issued in an expedited and simplified manner, without any duties or taxes being payable and the procedure can be completed within 15 working days.

The Bid Committee confirmed that there are no restrictions under these laws and regulations that would prevent entry, provided that a background check has been completed. All accredited participants of the Games would be exempt from the application requirements and could reside and work in China for the duration of the accreditation period.

The Candidature File offers assurances of efficient and convenient customs clearance services.

Tax matters

The overall tax proposal is clear and reflects an understanding of the key issues. Special measures would be introduced to exempt the OCOG from income tax on its revenues. The existing tax legislation does not appear to present significant risks to key Games stakeholders. No taxes would be levied on the IOC contribution.

Legal Framework

Opportunities / Strengths

- **All requested guarantees have been provided in a clear manner and demonstrate strong political support**
- **All levels of government have guaranteed to provide public services needed for Games delivery**
- **Clear understanding of all legal requirements**

Risks / Challenges

- **None identified**

Games Delivery

Even with a clear vision, a good plan and the foundations for success, delivering successful Games is a complex operation that involves logistics related to accommodation, transport, media operations, security, and medical services, protecting clean athletes, public engagement, sport operations and energy supplies.

Accommodation

Within 50km of Beijing and 10km of Yanqing and Zhangjiakou, the overall total room inventory would be approximately 127,000 rooms in 2022, of which 116,000 rooms exist, providing ample accommodation options for Games clients, spectators and workforce.

Beijing 2022's guaranteed accommodation plan

Accommodation type	Star Rating	Number of EXISTING rooms*	Total number NEW rooms*	Total number of rooms* (existing and to be built)
Hotels - Beijing	2-5 star	25,393	–	25,393
Hotels - Yanqing	2-5 star	3,744	1,910	5,654
Hotels - Zhangjiakou	2-5 star	4,995	6,223	11,218
TOTAL		**34,132**	**8,133**	**42,265**

*within 50km of Beijing and 10km of Yanqing and Zhangjiakou

Whilst Games needs call for 24,200 rooms, Beijing 2022 has provided hotel guarantees for over 42,000 2-5 star rooms, the majority of which exist, to provide accommodation options for all client groups. Providing several accommodation options for client groups is not an IOC requirement and not needed for the Games.

The new accommodation, primarily in the mountains zones, is part of a long-term development plan to meet anticipated demand for winter sports in the region and is a low risk for completion.

2022 maximum room rates, including two breakfasts, taxes and WIFI

Star rating	Olympic Room Rate (USD)		Other Clients Room Rate (USD)	
	Single	Double	Single	Double
5 star	425	425	517	542
4 star			216	240
3 star			89	113

The 2022 maximum room rates provided appear to be reasonable compared to previous Games. As business tax (China's equivalent of VAT) is not recoverable, the prices in the above table reflect the prices payable by Games stakeholders.

Accommodation

Opportunities / Strengths

- **Abundance of accommodation in all star rating categories**
- **Compact accommodation plan within the three Games zones**
- **Workforce and spectators can easily be accommodated**
- **The maximum room rates provided are reasonable**

Risks / Challenges

- **None identified**

Transport

The Beijing Olympic Transport plan is well conceived and addresses the two primary transport challenges: urban traffic congestion and the distance between Beijing and the mountain venues.

The proposed transport plan incorporates expanded and improved public transportation networks; new trains and buses with low average age; new roads; and hi-tech information and traffic management systems. Transport between Beijing and the mountain zones would take advantage of a previously planned high-speed rail link that would provide regular service for all Games participants.

Shuttle bus connections from the mountain train stations would serve the mountain Olympic villages and venues. Travel time from the Beijing Olympic Village is estimated by Beijing 2022 at 60 minutes to the Yanqing Olympic Village and 60 minutes to the Zhangjiakou Olympic Village using the high-speed train. Beijing 2022 confirmed during the Commission's visit that approximately 10 minutes would need to be added to these times to account for waiting times.

The Commission believes that transfers and waiting times could further extend the travel times under some circumstances.

High capacity expressways and access roads to the venues would supplement the high-speed rail system.

The Beijing government has invested heavily in public transportation in an attempt to relieve the city's growing traffic congestion. The subway network is one of the world's largest and busiest, with more than 9 million passengers per day. It is undergoing rapid expansion and will operate 28 lines over 1,000km by 2022.

The city has also limited new car registrations to 20,000 per month. Even with these and other measures, the number of vehicles on Beijing's roads is expected to more than double by 2022, compared to 2008.

Airports

Beijing Capital International Airport is the world's second busiest, handling more than 82 million passengers a year. It supports more than 80 airlines serving more than 100 destinations worldwide. China regularly experiences air traffic congestion that can result in airline service delays. Whilst not necessary to meet Games needs, a new airport scheduled for completion in 2019 should help relieve air traffic congestion at Beijing Capital International Airport.

Airport	Capacity	Connected by rail / metro to city centre	Distance from Olympic Village(s)
Beijing Capital International Airport	82.5 million per annum	Expressway Subway Games time shuttle bus to operate from airport direct to Zhangjiakou and Yanqing is proposed	Beijing Olympic Village – 25km Yanqing Olympic Village – 120km Zhangjiakou Olympic Village – 188km
Beijing New International Airport	Design Capacity 72 million passengers per annum	Expressway Subway Games time shuttle bus to operate from airport direct to Zhangjiakou and Yanqing is proposed	Beijing Olympic Village – 57km Yanqing Olympic Village – 148km Zhangjiakou Olympic Village – 216km

Transport
Opportunities / Strengths
– A well-developed and comprehensive plan
– Modern transport systems and equipment
– New airport should ease air travel
Risks / Challenges
– City traffic congestion could slow travel between accommodation and city venues beyond predicted travel times

Media Operations

The IBC/MPC would be housed in the existing China National Convention Centre, located in the Olympic Green, within walking distance of the National Stadium, Ice hockey 1 and the curling venue. The Convention Centre housed the IBC at the 2008 Games and has more than adequate floor space and ceiling height to accommodate both the IBC and MPC for the Games. MPC availability could be reduced to 3 months from 6 months before the Games while still achieving operational requirements. Similarly, IBC availability could be reduced to at least 9 months from 10 months before the Games.

Centrally located, temporary Mountain Media Centres would serve the Yanqing and Zhangjiakou Zones, with capacity for written press and broadcast media. The Government of China has offered assurances that media seeking to report on the Games would have freedom to report and unrestricted Internet access, and would also be free to report on Games preparations.

IBC/MPC concept

	Construction status	Size / m2	Date made available to OCOG	Parking spaces	Financing
IBC	Existing	43,000	10 months prior to the Games	600+	N/A
MPC	Existing	30,000	6 months prior to the Games	See above	N/A
Mountain Media Centre(s)	Temporary	2 x 9,000		600 each	OCOG

Media accommodation / transport

Beijing 2022 has identified 10,000 rooms for the media in Beijing, 5,000 in the Yanqing Zone and 6,000 in the Zhangjiakou Zone. The proposed accommodation plan is more than adequate for Games media needs in terms of number of rooms, location and cost.

Beijing 2022 offers an efficient, bubble-to-bubble (from a security cleared area directly into another security cleared area) media transport system. The Zhangjiakou Zone would be served by direct high-speed rail with dedicated carriages for accredited persons.

Media traveling to the Yanqing Zone would have the option of direct media bus service or high-speed rail, with shuttle bus connections at both origin and destination.

Media would be able to travel directly between the two mountain zones by media bus, with a travel time of 65 minutes. Travel times within the mountain zones from accommodation to the mountain media centres would be less than 15 minutes. [For details on travel times, see Transport section]

Media Operations

Opportunities / Strengths

- **Convention Centre housed the IBC successfully during the 2008 Games**
- **Dedicated media carriages on high-speed train to Zhangjiakou and dedicated media buses between mountain zones would ease media travel**
- **The media accommodation plan would allow media to be housed in each zone, reducing travel between zones**
- **Mountain Media Centres would be provided in Zhangjiakou and Yanqing providing good working conditions**

Risks / Challenges

- **None identified**

Security and Safety

Security

Beijing 2022 has identified a range of law enforcement, defence, customs and intelligence agencies that would be involved in Games security. Beijing 2022 states there are sufficient experienced personnel (police, emergency response, private security) in each zone without having to deploy security personnel from other cities/regions.

All agencies would work under the unified command of the Ministry of Public Security with clear roles for each. In broad terms, the police would handle security in and around venues. Contracted personnel would carry out non-policing security tasks at venues. Emergency response agencies would deal with any fires, first aid needs or other emergencies. Volunteers would perform security checks and other supporting roles.

Beijing would establish an Olympic Security & Intelligence Centre (OSIC) with overarching responsibility for intelligence collection, analysis and dissemination – including liaison with foreign law enforcement and intelligence agencies. The OSIC would produce a pre-Games security risk assessment. The intended role for the OSIC is consistent with established good practice.

Public sector security agencies would be funded by the national and local governments; the OCOG would pay for contracted security personnel.

Games time safety and security personnel

Security Forces	Planned Deployment
Police	9,600
Emergency forces	1,200 (fire fighters)
Armed forces	No figures provided*
Volunteers	5,200
Private security	9,000
TOTAL	**25,000**

* The figure for "Armed Police" has been added to the police figure provided.

Violent crime is relatively rare. Visitors to Beijing are most at risk from petty thefts. Isolated incidents of extremist violence have been directed at the Chinese Government and have not affected foreign visitors. Civil unrest is rare.

UN organisations and NGOs have raised concerns about the treatment of arrested persons by law enforcement authorities in China, particularly in cases involving protesters. China has assured the Commission that, in keeping with practices at previous Games, the OCOG would designate protest areas for use during the Games. China has also agreed that the freedom to demonstrate includes the right to demonstrate about Games-related matters.

Safety

There is little safety risk from severe weather. Beijing lies in a seismically active area with potential risks from earthquakes. Local building codes specify safe construction standards for seismic zones, and Beijing has systems and institutional structures in place to monitor and respond to seismic activity.

Security and Safety

Opportunities / Strengths

- **Integrated security structure with the right mix of personnel**
- **Centralized security responsibility and authority**
- **No need for security personnel from other cities/regions**

Risks / Challenges

- **The large theatre of operations, with three zones and several venue clusters, complicates security planning and operations**

Medical Services

Games-related hospital services would be provided at 22 hospitals — 15 dedicated for Games Client groups and, seven for spectators. Each of the three venue zones has an abundance of qualified hospital facilities in close proximity to the competition venues.

Beijing 2022 has committed to strong language training to ensure that the medical professionals can communicate with the client groups.

The 632 hospitals in Beijing, combined with the 68 hospitals in Zhangjiakou, provide over 100,000 hospital beds, and the services of 89,000 practicing physicians and 105,000 registered nurses.

There is a clear and simple process for the registration of team doctors for the Games.

Protecting Clean Athletes

The China Anti-Doping Agency (CADA) has 60 fulltime employees and over 300 accredited Doping Control Officers, some with experience from the 2008 Games. CADA is in full compliance with the 2015 World Anti-Doping Code.

China incorporated anti-doping regulations into the framework of national law in 1995. In 2004, the State Council promulgated and enforced the Anti-Doping Code.

Beijing's anti-doping laboratory, which was originally certified in 1989, remains WADA-accredited and handled doping control for the 2008 Games. It is located within 30 minutes of the Beijing Olympic Village.

Medical Services and Protecting Clean Athletes

Opportunities / Strengths

- **The Beijing Games region has the resources for all anticipated medical services, as well as anti-doping measures**
- **Due to large capacity of the medical services in Beijing, the Games would not impact the service level for local residents**
- **Beijing 2022 has proposed a clear and simple process for registering team doctors for the Games**

Risks / Challenges

- **Need for language training in English and other foreign languages**
- **Need to increase knowledge of mountain rescue and sport medical operations in Yanqing and Zhangjiakou**

Engagement

Beijing 2022 has outlined a seven-year, three-phase, domestic and international engagement strategy with the goal of generating interest in and support for the Games. All elements of the Games, including competitions, ceremonies, culture and education programmes, city activities, live sites and the Torch Relay would be linked to the theme of "Joyful Rendezvous Upon Pure Snow and Ice."

Initiatives would include an annual "International Ice and Snow Cultural Festival" and an annual "Olympic Sports and Cultural Festival," as well as an international photo competition.

A cultural event coordination group, with representatives from the sport, culture, education and tourism departments of national and local governments, would coordinate Games-related cultural activities.

The engagement strategy also includes the government's "Winter Sports Promotion Plan" to establish national teams and increase the number of athletes in ice, sliding and snow sports. The programme promotes sports for all as well as elite-level competition.

The domestic communication programme would make use of traditional media, social media, smart phones and other new media platforms. The International communication programme would involve promotional campaigns in cooperation with Olympic stakeholders via global mainstream media.

Summary of proposed programmes and initiatives

	Programmes / Initiatives
Culture	Cultural Olympiad incorporating the Great Wall, the Chinese New Year and other cultural touch points to bring to life the Beijing 2022 Games slogan Annual summer Olympic Sports Cultural Festival and winter International Ice and Snow Cultural Festival Olympic Winter Games Culture and Arts Festival during the Games
Education	A nationwide Olympic Winter Games education resources platform with Olympic themed education websites, chat rooms and micro-lectures Educational activities centering around the Olympic Values and winter sports at over 300,000 educational institutions across China, which provided Olympic education for 400 million school children for the 2008 Games Exchange programme for primary and secondary schools during the Games
City activities and Live Sites	City activities and live sites will be organised in the three Games zones

Sport Operations Experience

Beijing's existing high-quality sports venues and experience in hosting major international sports events have created areas of winter sport organisational expertise, especially with regard to ice hockey, speed skating, figure skating, freestyle skiing and curling.

For nearly all of the outdoor disciplines, including Alpine skiing, freestyle skiing and snowboard, Beijing would need to recruit and train a sizable number of skilled personnel. This would require an investment in recruitment and training, including attending IF events, hosting training events and running training seminars. There is a substantial requirement of sport skilled workforce who can ski, which is typically the hardest group to recruit.

The bid has committed to hire experts from Sochi and PyeongChang, as well as other international experts to support their Sport Department and wants to develop strong partnerships for educational systems and language services.

Winter sport events over the past 10 years

City	Multi-Sport Events	World Championships	World Cups
Changchun	2007 Asian Winter Games		
Beijing		2014 WCF Curling Men's World Championships	
Beijing		2015 IIHF Ice Hockey Women's World Championships Division I Group B	
Harbin		2008 IIHF Ice Hockey Women's World Championships	
Qighar		2007 IIHF Ice Hockey Men's World Championships Division I Group B	
Shanghai		2015 ISU World Figure Skating Championships	
Beijing			2004, 2010 ISU Grand Prix of Figure Skating Final
Beijing			2004, 2005, 2008, 2009, 2010, 2013 ISU Grand Prix of Figure Skating
Beijing, (2005), Shanghai, (2012)		2005, 2012 ISU World Short Track Speed Skating Championships	
Harbin		2008 ISU World Short Track Speed Skating Team Championships	

City	Multi-Sport Events	World Championships	World Cups
Beijing (2004, 2008, 2009), Changchun (2010), Shanghai (2010, 2011, 2012, 2013, 2014)			2004, 2008, 2009, 2010, (x2), 2011, 2012, 2013, 2014 ISU World Cup Short Track
Harbin (2012), Changchun (2010)			2010, 2012 ISU World Cup Speed Skating
Changchun			2006, 2007 FIS Cross-Country Skiing World Cup
Harbin (2004), Shenyang (2005), Changchun (2005x2, 2007, 2008, 2009, 2013), Jilin (2006, 2010, 2012, 2013), Beijing (2013, 2014)			2004, 2005 (x3), 2006, 2007, 2008, 2009, 2010, 2012, 2013 (x2), 2014 FIS Freestyle Skiing World Cup
Harbin			2011 FIS Snowboard World Cup

Sports Operations Experience

Opportunities / Strengths

- **Strong knowledge base for hosting international level competitions**
- **Good base workforce for ice sports and starting base for freestyle skiing, particularly aerials**
- **Good plan for test events and workforce training supported by venue delivery timelines and adequate budget**

Risks / Challenges

- **Shortage of skilled workforce for disciplines in snow and sliding sports would require investment in international experts, workforce recruitment and training**

Energy

Beijing has an electricity grid structure with seven mutually supporting divisions and a stated reliability rate of 99.985%.

The existing competition and non-competition venues are supported by two external power supplies. The development of the Yanqing Zone would include two new substations, with five new substations planned for the Zhangjiakou Zone. The new Speed Skating Oval in Beijing and all mountain venues would be supported by two external power supplies.

The power upgrades would be jointly financed by the governments and the power companies and relevant approvals have been obtained from the National Development and Reform Commissions. The upgrade projects are scheduled to be completed by 2020.

Beijing 2022 would provide temporary back-up power and uninterrupted power supply to meet Games needs.

Paralympic Games

Vision, Legacy and Engagement

Beijing 2022's vision for the Paralympic Winter Games has three core elements: "Inspiration," "Excellence" and "Development." The goal is to inspire people with impairments to take up winter sports and become more active in general; to provide an environment for excellent athletic performances that will demonstrate their capabilities; and to develop winter Para-sports in China.

The bid team has identified five legacy objectives:
– More participation in winter sports among China's 85 million people with an impairment
– Increase the number and improve the skills of China's winter Paralympic athletes
– Create new Paralympic sports venues
– Promote the development of barrier-free facilities and infrastructure
– Promoting an inclusive environment that encourages respect and fair treatment for people with an impairment

The Beijing 2022 engagement strategy includes:
– Plans to establish 100,000 barrier-free facilities staffed by 100,000 physical fitness instructors
– A new magazine devoted to sport involving people with an impairment
– A Paralympic Ice and Snow Carnival
– A Paralympic Day
– A Paralympic Winter Games Education Programme, with activities such as Paralympic sports model schools, winter camps for teenagers and Paralympic Winter Games knowledge competitions

Beijing 2022 has proposed to host the Paralympic Games from 4 March to 13 March 2022.

Games Concept

All Paralympic sports would be held in their equivalent Olympic venues. Barrier-free facilities, smart information terminals and multilingual services would be provided for all client groups, and the needs of athletes and spectators with disabilities would be taken into account in the planning and construction or renovation of the venues.

The three-zone concept, with a Paralympic Village in each zone, would offer advantages as well as disadvantages. Travel within each zone would be convenient, with athletes located within five to 10 minutes of their competition venues and no altitude difference. However, spreading Paralympians and officials over the three Villages in relatively small groups would detract from the Games atmosphere and experience.

Beijing 2022 has already indicated that it would be open to further discussions with the IPC about opportunities to optimise the athlete experience in the Villages, including the possibility of using only the two mountain Villages. Sledge hockey and curling athletes could be accommodated in Yanqing and travel to their venues in Beijing according to their competition schedule.

Beijing 2022 also agreed to consult with the IOC on the dates of the Games to avoid potential conflicts with other major international events. A later Paralympic Games start could have negative impacts on the field of play, especially for Alpine skiing, because of the likelihood of warmer temperatures in mid-March.

Games Concept
Opportunities / Strengths
– **Ease of athletes' travel within each zone**
– **Commitment to Test Events**
Risks / Challenges
– **Three Villages detracts from athletes' and Games experience**

Games Operations

The Beijing 2022 Olympic Winter Games Organising Committee would be responsible for organising the Paralympic Winter Games. Each department of the Organising Committee would include a Paralympic Winter Games staff member and a dedicated Paralympic manager for each function within the department.

A dedicated Paralympic Games department would also be established to supervise and monitor Paralympic Games preparation, and a Paralympic Winter Games Expert Committee would be established to seek advice from external experts and offer guidance.

Although the NPC will benefit from the experience of hosting the 2008 Paralympic Games, there is very limited experience in hosting international winter Para-sport events, but Beijing 2022 is committed to gain experience by organising Paralympic test events for all disciplines.

Plans to reduce seating capacity in the ice sledge hockey venue by nearly 50% for the Paralympic Winter Games would leave the upper tier empty. Careful consideration should be given on ways to preserve the competition experience for both athletes and spectators.

Accommodation

All of the Paralympic Villages would be newly built in compliance with international and national accessibility standards, including the UN Convention on the Rights of Persons with Disabilities. The Villages would provide 2,800 beds, exceeding the identified need for 2,200 beds, with 540 suitable for wheelchair users.

In the Paralympic Family hotel accommodation, 10% of the beds would be barrier-free. In cooperation with the IPC, Beijing 2022 is willing to consider locating the Paralympic Family Hotel for the mountain venues in Chongli, near Zhangjiakou.

Transport

The Olympic transport network and service level would continue to serve the Paralympic Winter Games, with additional Paralympic-standard accessible facilities and vehicles. Fully accessible transport systems and connections would be provided without charge for all accredited personnel and Games ticket holders.

The media would also be able to use public transport without charge and could travel directly from the media hotels to the venues, without stopping at the MPC.

Games Operations

Opportunities / Strengths

- **Good organisational plan integrates Paralympic Games preparations in all OCOG functions**
- **Expertise in hosting Para-sport events (summer).**
- **Barrier-free transport infrastructure enhancements would provide a good legacy**

Risks / Challenges

- **Field of play conditions for snow sports would be a challenge because of higher temperatures in March**

Legal and Commercial

The USD 79.2 million incremental Paralympic budget (5.1% of the overall budget) appears sufficient. Beijing has provided the required guarantee to sign the Paralympic JMPA.

The size of China's economy and population offers great potential to promote the Paralympic brand and generate marketing revenue for the Paralympic Movement. An 80 % sell-out rate has been projected for the Paralympic Winter Games. The Chinese NPC currently has no marketing programme, but the Games could provide a good commercial opportunity for the NPC and IPC.

Legal and Commercial

Opportunities / Strengths

- **Strong commercial opportunity to develop market and generate revenue**

Risks / Challenges

- **None identified**

The Athlete Experience

Games Concept

The Beijing 2022 concept is based on three zones over a distance of approximately 160km, with Beijing to the south (Olympic Village 1), Zhangjiakou (Olympic Village 3) in the north and Yanqing in between (Olympic Village 2). Each zone is compact, with its own Village and medals plaza, and all venues within 10 minutes except ice hockey 2. The distance between zones could make it more difficult for NOCs to fully deliver support to athletes spread among the three zones, but it should be manageable.

Paralympic athletes would also be spread over the three Villages, which would create a challenging athlete experience due to the low number of athletes. Should Beijing 2022 be successful, consideration should be given to establishing a two-Village concept.

Please refer to the map on page 60 for visual guide.

Sport and Venues

The ice rink venues in the Beijing Zone would present an excellent opportunity for legacy usage and optimal athletes' experience. Training venues would be high quality and well located near competition venues.

In the Yanqing Zone, the planned home for Alpine skiing and sliding events, in-depth data from a new weather station at the Alpine venue reported that winter 2014-15 temperatures would enable sufficient snow making. However, a warm winter, combined with the southern exposure of the course, could present challenges to the quality of the field of play.

Due to the lack of natural snow the 'look' of the venue may not be aesthetically pleasing either side of the ski run. However, assuming sufficient snow has been made or stockpiled and that the temperature remains cold, this should not impact the sport during the Games. [For further information on the potential impact of snowmaking, see the Sustainability section]

The sliding venue would have to contend with sunlight for much of the day and would require careful design to avoid excess visual limitation from the sun. The low humidity should ensure the ice condition would not be affected during the competition even if temperatures are warm.

Competition venues for biathlon, cross country skiing, ski jumping, Nordic combined, freestyle skiing and snowboard in the Zhangjiakou Zone would also depend fully on snow making, with water being pumped from a local reservoir. Winter temperature data indicate sufficient conditions to ensure the quality of the field of play for Olympic athletes.

Maintaining the proper quality for the field of play for Paralympic events in the Yanqing and Zhangjiakou zones could be challenging, depending on weather conditions at Games time, since weather data shows a significant warming trend in the middle of the proposed Paralympic period.

Olympic Villages

The three Olympic Villages are close to the competition venues, and the Commission is confident they would provide an excellent environment. Due to the broad Games footprint, care would need to be taken to ensure the quality of food at Yanqing and Zhangjiakou Olympic Villages matches the quality at the Beijing Olympic Village.

Olympic Village Organisation and Facilities

	Beijing Olympic Village	Yanqing Olympic Village	Zhangjiakou Olympic Village
Sports / disciplines served	Ice sports (curling, figure skating, speed skating, short track, ice hockey)	Sliding (bobsleigh, skeleton, luge) & Alpine skiing	Biathlon, cross country skiing, ski jumping, Nordic combined, freestyle skiing and snowboard
Number of beds	2,260 beds	1,430 beds	2,640 beds
Distance (metres) residential units to dining hall	<200	<200	<400
Distance (metres) residential units to transport mall	<200	<200	<400
Unrestricted WIFI	Yes	Yes	Yes

Travel Times

The Candidature File reports excellent athlete travel times from Village-to-Venue (5-15 minutes). Some of these may be optimistic based upon the distances and expected speeds, though the timescales should remain comfortable for athletes.

Village-to-Village travel should be within 60-75 minutes. These are reasonable travel times for athletes seeking to watch competition, support other athletes, or join friends and family in other zones. [For more details, see the transport section]

Travel time from the airport to the Villages would be as follows:
– Airport to Beijing Village: 20 minutes by bus
– Airport to Yanqing: 80 minutes by bus
– Airport to Zhangjiakou: 140 minutes by bus

These travel times assume direct travel, and accreditation and equipment screening at each Village.

Air Quality

Air quality (indoors and outdoors) is a prime concern because of the potential impact on the health and performance of athletes at test events, pre-Games training and during the Games, both in Beijing and in the mountain venues. The challenge for the 2022 Games is that air pollution is a regional problem and Games events take place over a wide area; additionally, during winter more power is required and more pollution occurs.

The Commission has confidence the authorities will put all resources available to achieve World Health Organisation (WHO) air quality levels, but believes that this could be a challenging goal. If the objectives presented by Beijing 2022 and the government are achieved, air quality should be acceptable during the Games. If not, additional short-term mitigation measures would have to be taken to protect the health and performance of athletes. The risk of poor air quality would be greater for athletes at test events and training, which start two years before the Games.

Pre-Games Field of Play Access

To ensure a level playing field, Beijing 2022 has committed to provide opportunities for athletes to train and compete at the Games venues before the Games and has said that venues throughout China would be made available to NOCs and NPCs for pre-Games training. Beijing 2022 committed to work with the IOC, IPC and IFs for venue familiarization prior to the Games. This commitment should include ski and snowboard wax testing and would require follow-up and close collaboration.

Ceremonies and Atmosphere

Beijing 2022's plans for the Opening Ceremony in the iconic "Bird's Nest" stadium would provide a good environment for athletes. Athletes would march in early and be seated in the stands. However, athletes traveling from mountain zones would have a long round-trip travel time.

Receiving an Olympic and Paralympic medal is a unique experience that deserves a very special atmosphere in a location that captures the spirit of the Host City and the whole Games. The plan for three medals plazas, while having the benefit of reducing athlete travel time, could detract from that experience. If Beijing is awarded the Games, consideration should be given to eliminating the Yanqing Plaza in favour of a more concentrated medals plaza in Beijing.

Spectator knowledge may be affected by limited history and exposure to certain winter sports, which could affect the athlete experience. However, there are specific plans to promote winter sport and ensure full stadia though it may be challenging for preliminary events. The high level of public support should help in this regard.

Athletes and Governance

Beijing 2022 has promised to have an Athletes' Commission with a strong voice and direct access to the OCOG executive.

Protecting Clean Athletes

The institutional capacity in China gives confidence that testing requirements will be met. The Commission encourages Beijing 2022 and the NADO to build their intelligence and investigation capability for the Pre-Games period, so that drug cheats are caught before they get to the Games.

Sustainability

Sustainability is increasingly important for many athletes and the Commission has given careful consideration to this matter. For full details see the Sustainability section.

Olympic Charter

Beijing 2022 has committed to uphold the Olympic Charter during the Games and in Olympic–related matters.

Annexes

Annex A

Composition of the 2022 Evaluation Commission delegation

Chair	Alexander ZHUKOV	– IOC Member – President, Russian Olympic Committee – Chairman of the Supervisory Board, Sochi Organising Committee for the 2014 Olympic and Paralympic Winter Games	RUS
IOC Members	Barry MAISTER	– Vice-President, Oceania National Olympic Committees (ONOC) – Olympic Champion, Hockey, Montreal 1976 – Olympian, Mexico 1968, Munich 1972, Hockey	NZL
	Adam PENGILLY	– IOC Athletes' Commission representative – Olympian, Turin 2006, Vancouver 2010, Skeleton – Board Member, London Organising Committee for the 2012 Olympic Games and Paralympic Games	GBR
	Tsunekazu TAKEDA	– President, Japanese Olympic Committee – Vice President, Tokyo Organising Committee for the 2020 Olympic and Paralympic Games – Olympian, Munich 1972, Montreal 1976, Equestrian jumping	JPN
Advisors	Dwight BELL	– Association of International Olympic Winter Sports Federations (AIOWF) representative – President of the United States Luge Association	USA
	Caroline ASSALIAN	– Association of National Olympic Committees (ANOC) representative – Chief Sport Officer, Canadian Olympic Committee	CAN
	Rita VAN DRIEL	– International Paralympic Committee (IPC) representative – Member at Large, IPC	NED
	Grant THOMAS	– IOC advisor, Infrastructure – Senior Vice President for Venues and Transportation, Salt Lake City Organising Committee for the 2002 Olympic and Paralympic Winter Games	USA
	John MCLAUGHLIN	– IOC advisor, Finance – Executive Vice-President and Chief Financial Officer, Vancouver Organising Committee for the 2010 Olympic and Paralympic Winter Games	CAN
Advisors (continued)	David STUBBS	– IOC advisor, Sustainability – Head of Sustainability, London Organising Committee for the 2012 Olympic Games and Paralympic Games	GBR
	Tim GAYDA	– IOC advisor, Sport – Vice President of Sport, Vancouver Organising Committee for the 2010 Olympic and Paralympic Winter Games	CAN
IOC Administration	Christophe DUBI	Olympic Games Executive Director	SUI
	Jacqueline BARRETT	Associate Director, Olympic Games Department – Olympic Bids	GBR
	Ron HUTCHESON	IOC advisor, Communications	USA
	Mattias KAESTNER	Senior Manager, Olympic Bid Coordination	GER
	Helen STEWART	Project Manager, Olympic Bid Coordination	GBR
	Meghan DAWE	Administrative Assistant, Olympic Bid Coordination	CAN

Annex B

List of Third Party External Reports

In the assessment of the cities and the preparation of this report the Commission also took into consideration the following matters from independent third party reports commissioned by the IOC or the views expressed by independent third parties:

– **Economy / finance:**
  – Country risk assessment (Coface)
  – Economic country reports (Economist Intelligence Unit)
  – Venues construction cost benchmark study (Rider Levett Bucknall)

– **Protected areas:**
  – World Heritage site report (International Union for Conservation of Nature)

– **Public Support:**
  – Opinion Poll (Repucom)

– **Security**

– **Energy**

– **Transport**

– **Air quality data:**
  – UN – WHO

– **Water report:**
  – UN – Aquastat

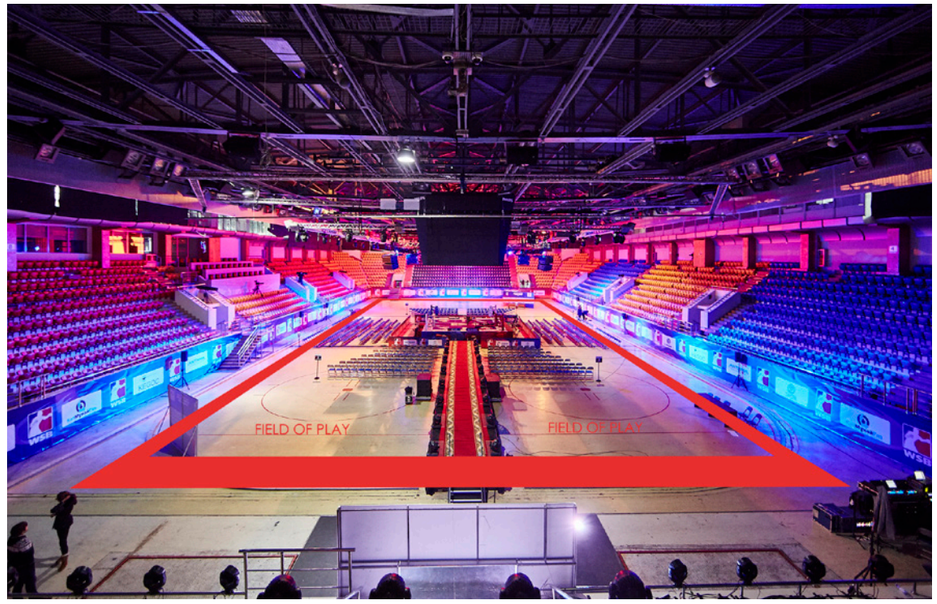
– **Human Rights:**
  – Human Rights Watch
  – The Committee to Protect Journalists
  – The International Trade Union Confederation

Annex C – Photographic file, Almaty, 17-19 January 2015

City Zone

Olympic City Cluster, Olympic Village, figure skating/short track, IBC/MPC, to be built

Baluan Sholak Sports Palace, Central Cluster, ice hockey 2, existing



Baluan Sholak Sports Palace, Central Cluster, ice hockey 2, existing

Central Stadium, Central Cluster, Opening and Closing Ceremonies, existing

Annex C – Photographic file, Almaty, 17-19 January 2015

City Zone

Central Stadium, Central Cluster, Opening and Closing Ceremonies, existing

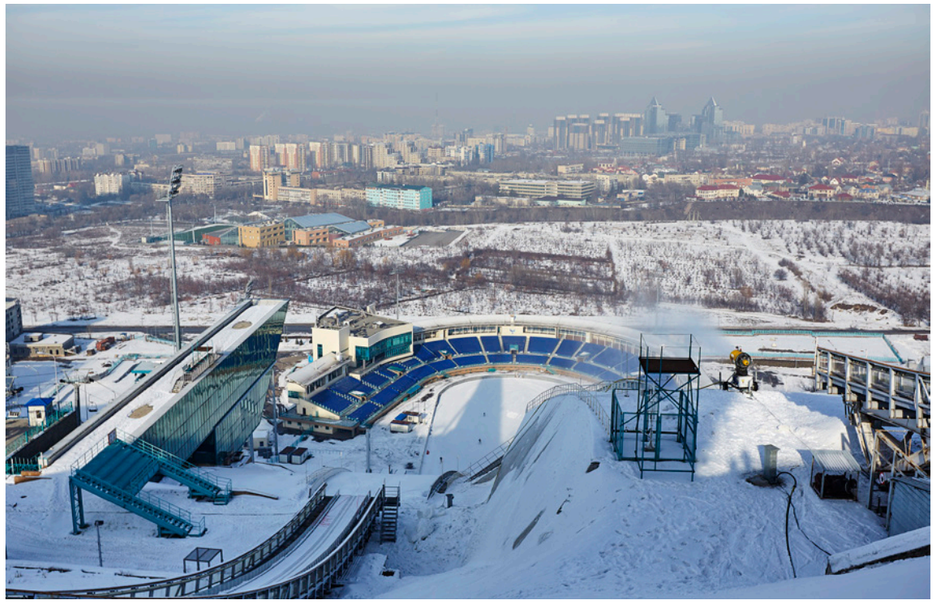
Central Stadium, Central Cluster, Opening and Closing Ceremonies, existing

Sunkar Jumping Hills, Sunkar Cluster, ski jumping, existing

Sunkar Jumping Hills, Sunkar Cluster, ski jumping, existing

Annex C – Photographic file, Almaty, 17-19 January 2015

City Zone



Sunkar Jumping Hills, Sunkar Cluster, ski jumping, existing

Sunkar Skiing Centre, Sunkar Cluster, Nordic Combined, existing

Sunkar Sliding Centre, Sunkar Cluster, bobsleigh, luge and skeleton, to be built

Curling Arena, stand-alone venue, curling, under construction

Annex C – Photographic file, Almaty, 17-19 January 2015

City Zone

Ice Palace, stand-alone venue, ice hockey 1, under construction

Annex C – Photographic file, Almaty, 17-19 January 2015

Mountain Zone

Medeu Skating Oval, Medeu Cluster, speed skating, existing and site of proposed Mountain Olympic Village

Medeu Skating Oval, Medeu Cluster, speed skating, existing

Annex C – Photographic file, Almaty, 17-19 January 2015

Mountain Zone

Medeu Skating Oval, Medeu Cluster, speed skating, existing

Ak Bulak Nordic Arena, Ak Bulak Cluster, cross-country skiing, existing

Ak Bulak Nordic Arena, Ak Bulak Cluster, cross-country skiing, existing

Ak Bulak Nordic Arena, Ak Bulak Cluster, biathlon, existing

Annex C – Photographic file, Almaty, 17-19 January 2015

Mountain Zone

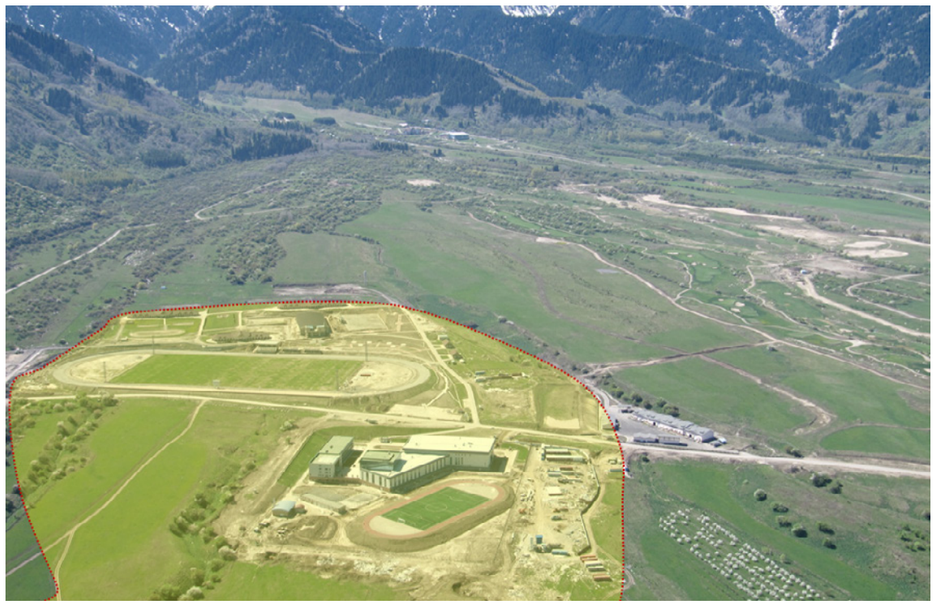
Ak Bulak Nordic Arena, Ak Bulak Cluster, biathlon, existing

Ak Bulak Nordic Arena, Ak Bulak Cluster, cross-country skiing and biathlon, existing

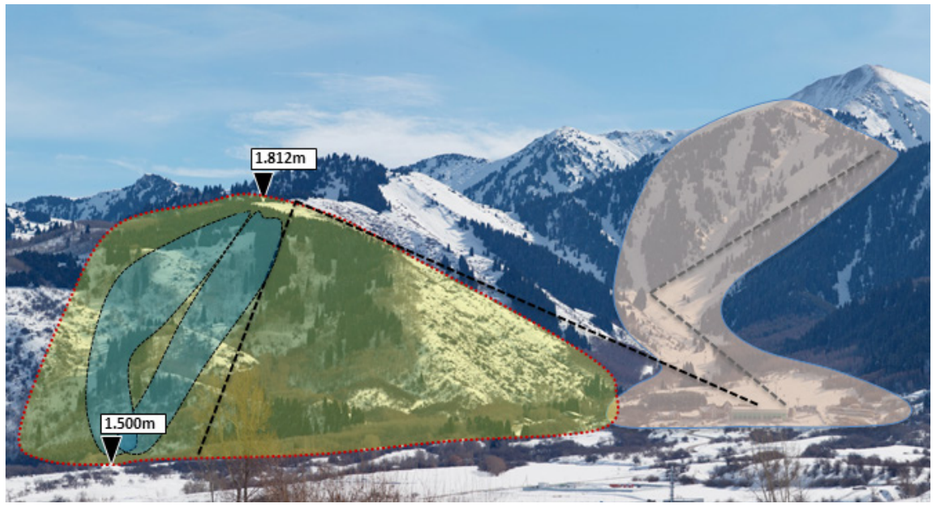
Tabagan Snow Park, Tabagan Cluster, freestyle skiing moguls & aerials / Freestyle skiing and snowboard half pipe, existing

Tabagan Snow Park, Tabagan Cluster, freestyle skiing moguls & aerials / Freestyle skiing and snowboard half pipe, existing

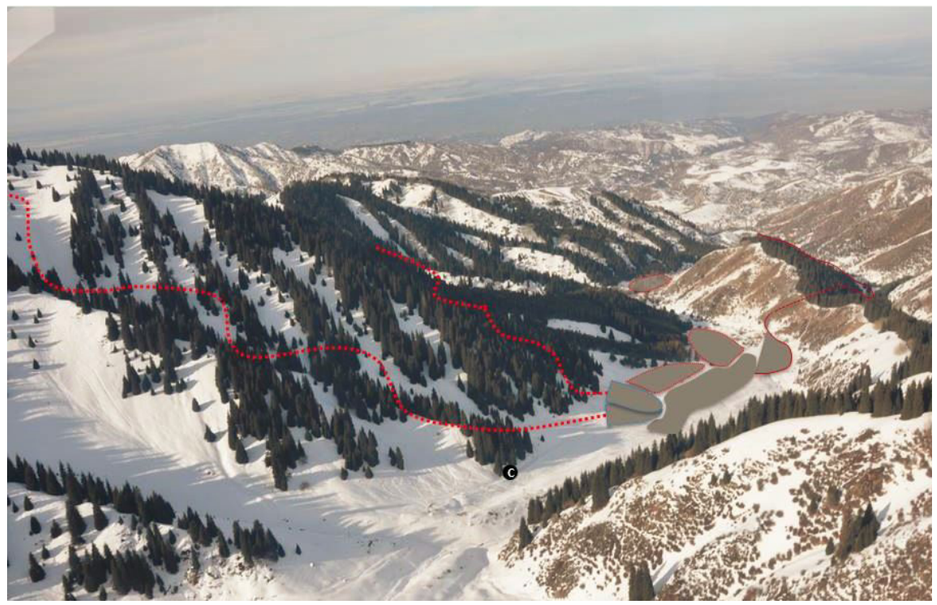
Annex C – Photos provided by Almaty 2022 Bid Committee following venue changes



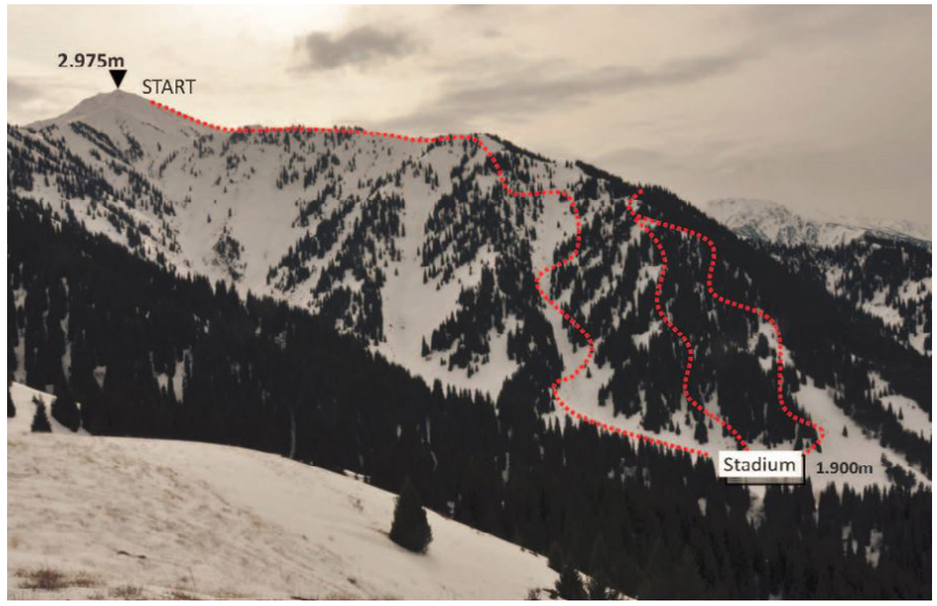
Ak Bulak, Al Bulak Cluster, Olympic Village, to be built



Ak Bulak, Al Bulak Cluster, Freestyle skiing and snowboard, existing



Almatau, Tabagan Cluster, Alpine skiing, to be built



Almatau, Tabagan Cluster, Alpine skiing, to be built

Annex C – Photographic file, Beijing, 20-23 January 2015

Beijing Zone

National Aquatics Centre, Beijing Olympic Green Area, curling, existing

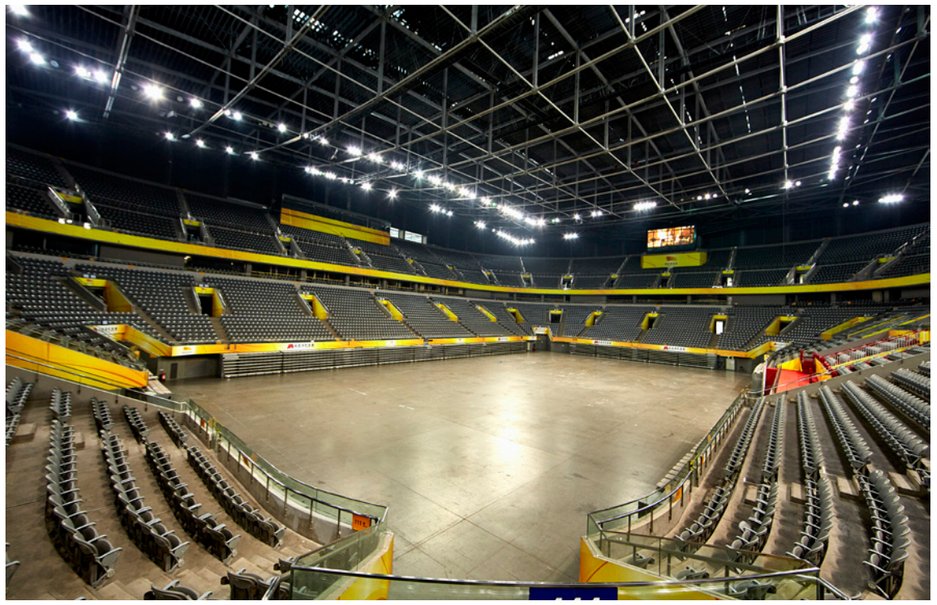
National Aquatics Centre, Beijing Olympic Green Area, curling, existing

National Aquatics Centre, Beijing Olympic Green Area, curling, existing

National Indoor Stadium, Beijing Olympic Green Area, ice hockey 1, existing

Annex C – Photographic file, Beijing, 20-23 January 2015

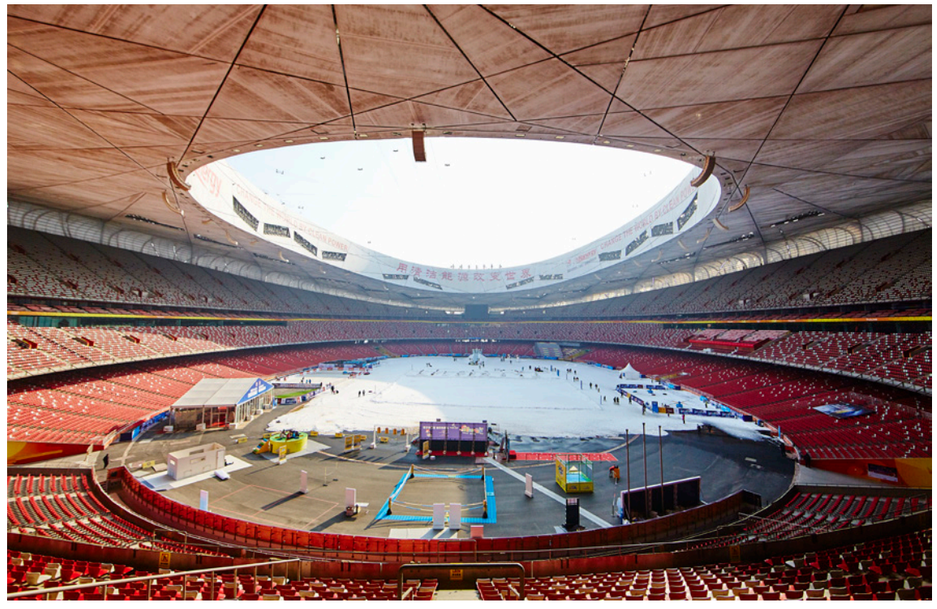
Beijing Zone



National Indoor Stadium, Beijing Olympic Green Area, ice hockey 1, existing

National Speed Skating Oval, Beijing Olympic Green Area, speed skating, to be built

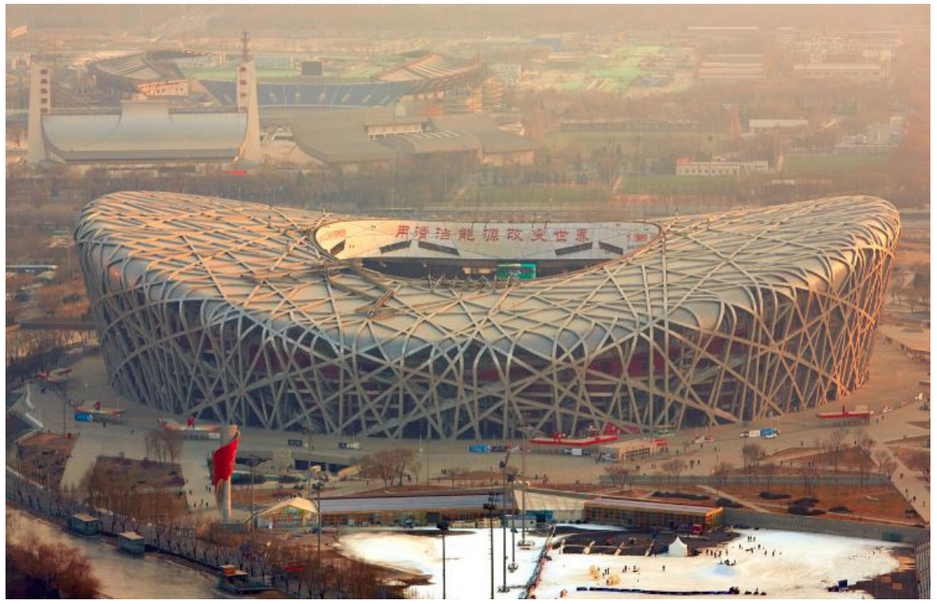
National Speed Skating Oval, Beijing Olympic Green Area, speed skating, to be built



National Stadium, Beijing Olympic Green Area, Opening and Closing Ceremonies, existing

Annex C – Photographic file, Beijing, 20-23 January 2015

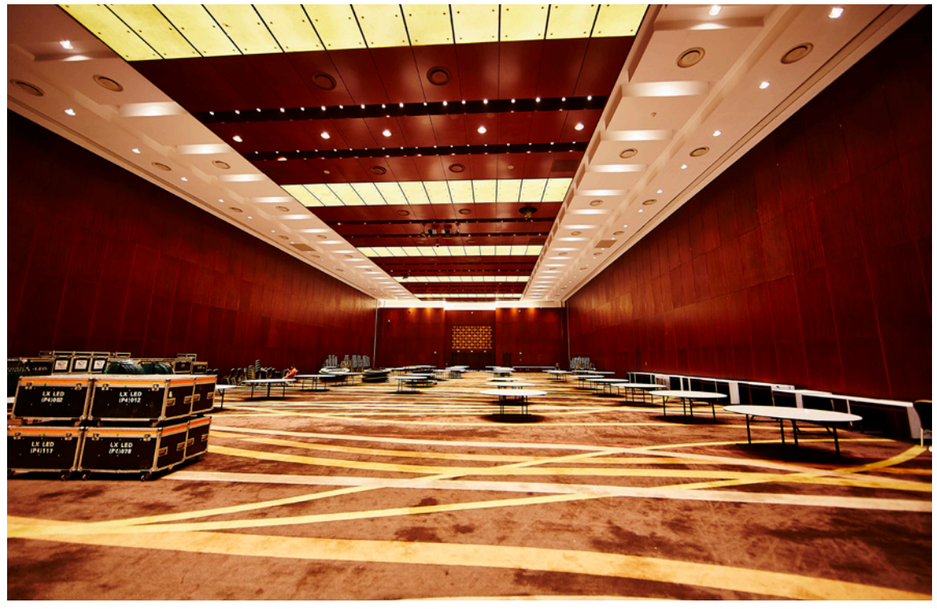
Beijing Zone



National Stadium, Beijing Olympic Green Area, Opening and Closing Ceremonies, existing

Beijing Olympic Village, Beijing Olympic Green Area, to be built

China National Convention Centre, IBC/MPC, Beijing Olympic Green Area, existing

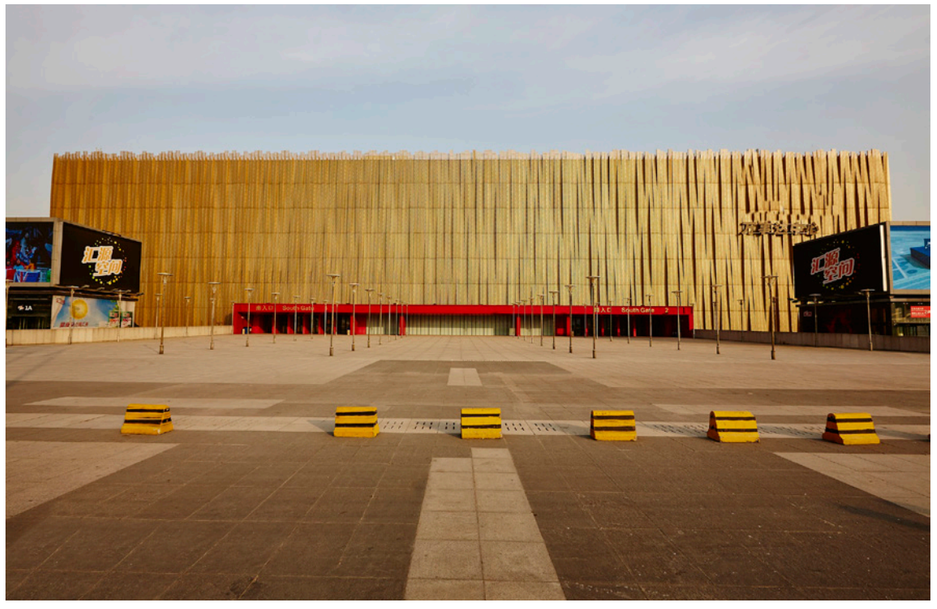


China National Convention Centre, IBC/MPC, Beijing Olympic Green Area, existing

Annex C – Photographic file, Beijing, 20-23 January 2015

Beijing Zone

China National Convention Centre, IBC/MPC, Beijing Olympic Green Area, existing



Wukesong Sports Centre, stand-alone venue, ice hockey 2, existing

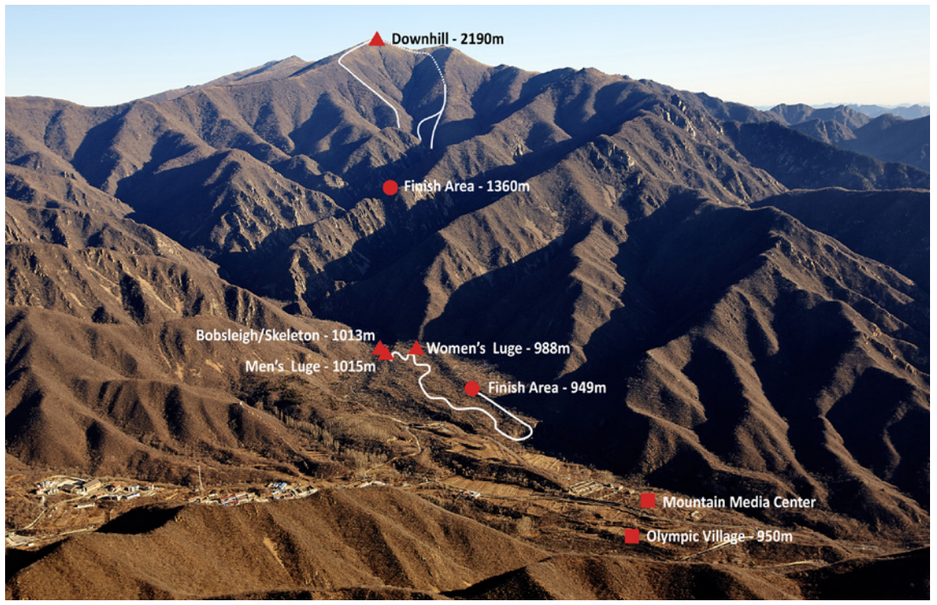
Wukesong Sports Centre, stand-alone venue, ice hockey 2, existing

Capital Indoor Stadium, stand-alone venue, figure skating and short track, existing

Beijing Zone

Capital Indoor Stadium, stand-alone venue, figure skating and short track, existing

Yanqing Zone



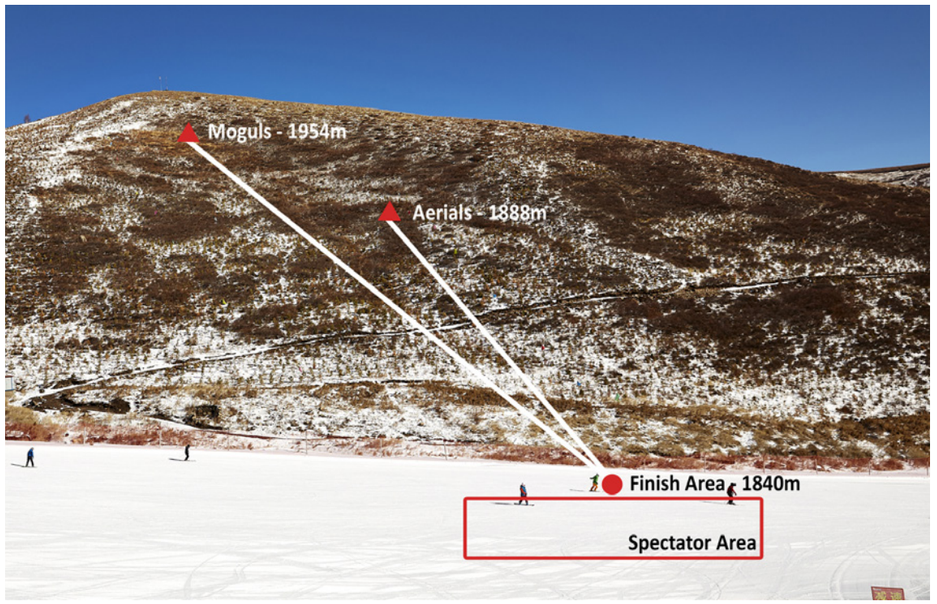
Yanqing Cluster panorma

National Alpine Ski Centre, Yanqing Cluster, Alpine skiing, to be built

Yanqing Zone

National Sliding Centre, Yanqing Cluster, bobsleigh, luge, skeleton, to be built

Zhangjiakou Zone



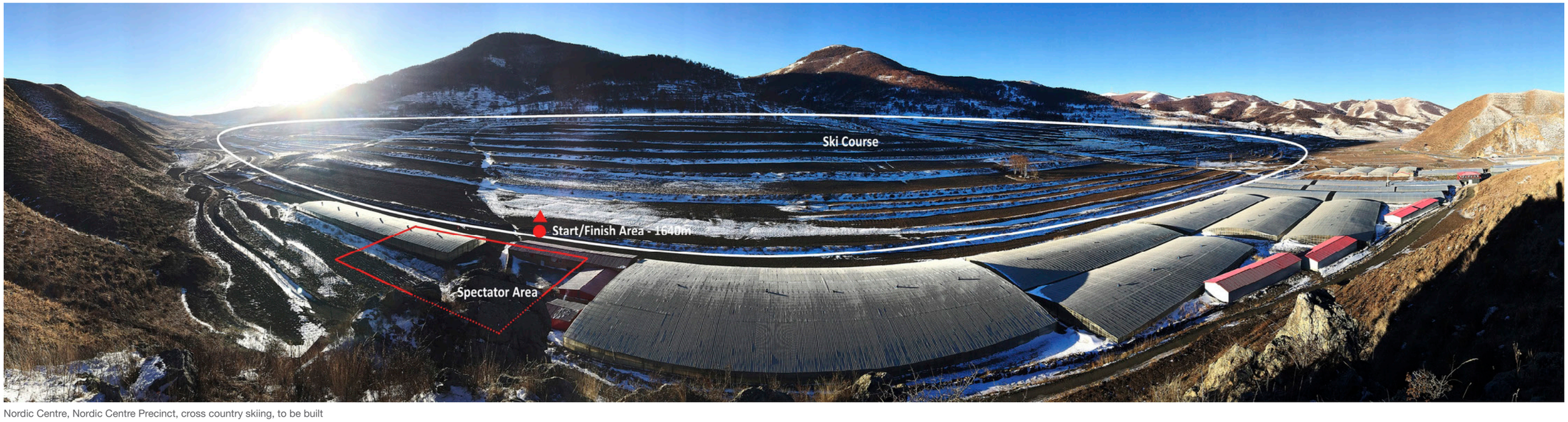
Genting Snow Park A, Genting Park Precinct, freestyle skiing, existing

Genting Snow Park B, Genting Park Precinct, freestyle skiing, snowboard, existing

Annex C – Photographic file, Beijing, 20-23 January 2015

Zhangjiakou Zone

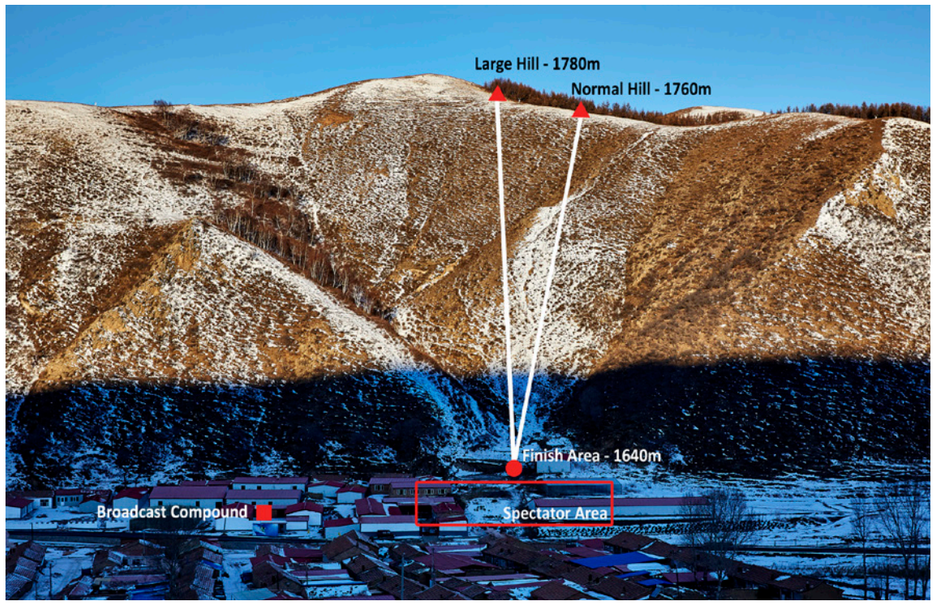
Nordic Centre Precinct, panorama



Nordic Centre, Nordic Centre Precinct, cross country skiing, to be built

Annex C – Photographic file, Beijing, 20-23 January 2015

Zhangjiakou Zone



Nordic Centre, Nordic Centre Precinct, ski jumping, to be built

Biathlon Centre, Nordic Centre Precinct, biathlon, to be built

Zhiangjiakou Olympic Village, stand-alone venue, to be built

INTERNATIONAL OLYMPIC COMMITTEE

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