Candidature File
Phase 1
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1.1 Vision & Games Concept

Paris 2024’s ambition is to stage Olympic and Paralympic Games that place sport at the service of society. Paris dreams of welcoming the world to an incredible sporting festival flowing along the Seine – bringing its outstanding infrastructure, culture, art de vivre, creativity and people together to demonstrate Olympism in action.
A better world through sport

Paris 2024 will build upon the creativity and organisation of the best recent Games – and add a strong emphasis on participation and sport for all.

We will work with all members of the Olympic Family to organise both a magnificent event and also a truly global platform to promote them and their incredible stories.

And we will partner with the entire Olympic Family to demonstrate that, more than ever after an extremely challenging period, sport has a unique power to help create a better world.

We will show that sport can deliver real and lasting value in areas as diverse and wide-ranging as education, environment, health, social inclusion and welfare; that sport can and does improve lives.

A better Paris with sport

Paris 2024 will also directly benefit the city and its population, throughout the seven years of preparations and for many decades afterwards.

Nowhere embodies this better than the famous river so central to city life. The Seine is already benefitting, as its famous pavements are improved and extended through an ambitious long-term rejuvenation project.

In 2024, it will itself be a venue for the Games – and also an important transport link between the venues lining its banks. And in the decades afterwards, its cleaned and sustainable waters will host new chapters of city life.

1.1.1. Vision

1. Vision for the Olympic Games

The Paris 2024 Olympic Games will see a new vision of Olympism in action, delivered in a unique spirit of international celebration in the birthplace of the modern Olympic Movement.

We will offer one of the world’s most inspirational cities as a memorable stage for the athletes – and a truly global platform to promote them and their incredible stories.

And we will partner with the entire Olympic Family to demonstrate that, more than ever after an extremely challenging period, sport has a unique power to help create a better world.

We will show that sport can deliver real and lasting value in areas as diverse and wide-ranging as education, environment, health, social inclusion and welfare; that sport can and does improve lives.

That faith is demonstrated and realised by our unique national sports system, based on a network of more than 265,000 community facilities, covering every Olympic and Paralympic sport.

More than a quarter of the population are members of this network – which has been regarded, and fully funded, by politicians from all parties as a national priority for more than 60 years.

The Paris 2024 ambition, shared by those within this network, is to serve the world’s best athletes, and also to harness their dedication and skill and position them, front and centre, as inspirational leaders and role models.

We will deploy sportswomen and women as ambassadors for positive change, leading initiatives in the network across a broad social and sporting spectrum.

We will demonstrate that the power of sport to bring people together can provide a better way of life – and a healthier, more inclusive and more inspiring society.

This network is the engine that will help turn the inspiration of the Games into the participation of millions in sport and healthy, active living.

Paris 2024 will be a truly global celebration of sport, and a demonstration of how it can play a crucial role in improving lives, both in France and worldwide.

A new vision for a greater Paris

The Grand Paris project is one of the greatest evolutions ever in the City of Light, aiming to transform the Paris area into a 21st century city and confirm its rank amongst the world’s most competitive economic regions, whilst preserving its history and heritage. The project also aims to improve life for its nearly 7 million residents and even out disparity between its cities and towns while building a sustainable metropolis.

Millions of people will be brought closer to the dynamism and economic opportunities of the Paris city centre through new world-class transport links that will serve affordable and sustainable housing in communities with new cultural, educational and sporting facilities.

All of those living in Seine-Saint-Denis and other similar development areas will see their lives improved as the city as a whole works towards a more inclusive future.

And all Parisians will benefit from this more unified city, which will also strengthen the city’s competitiveness and sustainable growth.

Paris 2024 will be remembered for sport – and also as the moment the city enjoyed the greatest possible global profile of its improved and more dynamic and inclusive 21st century face.

A better future for the benefit of sport

The Olympic Games is the greatest platform for athletes and for all that can be achieved through sport.

And the greatest Games are those that deliver a flawless global celebration and positive legacy, both in bricks and mortar, and in hearts and minds.

Paris 2024 will deliver a flawless global celebration. Our city is famous for being at the forefront of creativity, whether in architecture and art, cuisine and culture, or fashion and film. And our country is the world’s most popular tourist destination, renowned for its quality of life.

In 2024, every visitor will enjoy a world-class sporting festival, flowing along the Seine. They will find something to delight and inspire them. And, more than 200 nationalities living in Paris, someone to speak and cheer in their language.

The city will embrace and welcome the entire Olympic Family and other visitors, whether to its beautiful boulevards and bridges, acclaimed modern and traditional international restaurants or trendy bars and boutiques.

But, just as important, Paris 2024 will deliver positive legacy – for the athletes and, working with the city authorities, for the citizens of the city.

Working in a spirit of partnership with, and for, the Olympic Family, we will also help to successfully realise the first Games of the Olympic Agenda 2020 era.

Paris is a city-sized innovation lab. For hundreds of years, it has attracted millions of people who come to meet others, from France and all over the world, to debate and exchange ideas; to collaborate and inspire each other; to help shape ideas and forge the future.

Indeed, more than 120 years ago, it was Paris that hosted the founding fathers of modern sport for the first congress of the Olympic Movement in 1894.

Today, Paris continues to be a global hub of thought and action. It is one of the world’s three most influential cities, with London and New York, according to Forbes magazine.
In 2024, and in the years before, we dream of welcoming the IOC and the entire Olympic Family, and again collaborating to stage innovative and inspiring Games that will connect, inspire and engage – throughout France, Europe and the world.

Working with the entire Olympic Movement, we will stage Games that mark the start of a new chapter of history, in the city in which Pierre de Coubertin first imagined the potential of a world united by sport.

Paris 2024 will maximise the potential of sport to be a powerful catalyst for participation, innovation and legacy. To encourage dreams, and help achieve them.

### 2. Vision for the Paralympic Games

**A sport-driven journey towards a society where no person is left behind**

The Paris 2024 Paralympic Games will offer a compelling celebration of a society that moves forward by rallying the talents and abilities of its members. By engaging everyone, our ambition is an equitable and inclusive society, where no person is left behind.

The Paralympic Games will be the pinnacle of a seven-year, sport-led journey towards greater participation and social inclusion of people with an impairment.

Para-sport in France has yet to reach its full potential. A number of barriers (infrastructure, capacity, and perception) stand in the way of greater participation and equity of persons with an impairment in sports and social life.

The Paralympic Games will offer the watershed moment for eliminating these barriers, as we will use this opportunity to invest in wider grassroots participation in sport in France, and thus help deliver self-sustaining human, social and economic benefits.

This endeavour will play a central role in the vision that Paris wants to share with the world, centring on the true value and potential of sport in society.

By pursuing the actions already undertaken throughout the Games preparation, they will offer opportunities for everyone, not only in transportation, housing and sport venues, but also in employment, education, culture, and independent living, securing equal chances for people with an impairment.

Paris 2024 will showcase and honour the courage, achievement and determination of the world’s greatest athletes, in a city where the concept of sport at the service of humanity was first brought to life, and where the people have a deep-rooted habit of making and serving the world.

The Paralympic Movement will benefit from world-class delivery and a determination to add value to the Paralympic brand, in a nation where spectator and commercial interest in para-sport is growing all the time.

The Paralympic Games will take place at some of the world’s greatest landmarks, and especially around the River Seine, which will serve as a symbol of inclusion and achievement throughout the Games.

For the first time in the history of the Games, Wheelchair Tennis will be held in a Grand Slam venue: Roland-Garros. Handcyclists will challenge each other on the Champs-Elysées. And Beccia, this quintessentially Paralympic sport, will be played in the most iconic location of them all: the Champ de Mars, at the foot of the Eiffel Tower.

**Paralympians will be at centre stage like never before**

The familiar icons of Paris will forever be linked with the Paralympic Movement, engaging everyone and especially youth with impairments in the pursuit of sport.

In a city that celebrates architectural excellence and innovation, Paris 2024 will follow and further develop international standards to provide a barrier-free experience for athletes, spectators, and Parisians alike, showing the world that the most iconic and historical monuments can be accessible to everyone.

The Games will act as a catalyst to make France an even more welcoming place for residents and visitors with an impairment, with accessible infrastructure and attitudes befitting the most visited country on Earth.

Finally, the Paralympic Games will allow us to challenge social attitudes around impairment – and to shift public perceptions away from “challenge” and towards “achievement.”

By 2024, the Paralympic Games will inspire a new wave of people to participate in para-sport, so helping to establish a virtuous circle of participation and social integration. Through them, France will make a huge leap towards a more equitable and inclusive society, fully guaranteeing the universal right of access to sport for all its members.

### 3. A superb Games concept

Paris will deliver a Games experience infused with France’s art de vivre and benefitting from the beauty of its capital city.

More than 80 million people visit France each year – more than any other country in the world. Paris 2024 will use all the assets and attractions that make France the world’s number one destination to stage memorable and inspirational Games for the benefit of athletes and sport.

Our starting point will be world-class delivery, drawing on the infrastructure and operational know-how of one of the few truly global cities – a centre of government, finance and culture and an experienced host to major international events.

And we will go further: to embed the Olympic dream in our communities; to serve and enhance the Games; and to give the world a style of celebration befitting Paris’s great heritage as place of romance, discovery, innovation and fun.

**Venues that serve**

All of the venues in the Paris 2024 Games concept have been selected according to four key principles, in line with the objectives of Olympic Agenda 2020.

We fully endorse these important recommendations from the IOC as a means to ensure that the Games deliver real value to our city and people.

The four principles are:

1. **Emphasis on existing venues to minimise the investment budget**
2. **Showcasing our heritage to optimise spectator, brand and broadcast benefits**
3. **Alignment with existing plans to maximise development opportunities**
4. **Meeting the needs of our communities to create a meaningful and lasting legacy**
The venues are clustered into two core zones:

- **The Paris Centre Zone**, focused on the historic heart of Paris, where our city’s greatest sites will be placed at the service of the Games and the Olympic brand
- **The Grand Paris Zone**, strategically aligned with the Grand Paris concept, where we will look to place the Games at the service of the communities to whom sport can offer so much.

The centre of the Games concept will be the Olympic and Paralympic Village in the Grand Paris Zone, less than 10 minutes north of the Paris city centre. From here, more than 80% of venues in Paris are located within a 10 km radius. 85% of athletes will be accommodated within 30 minutes of their competition venue, ensuring optimal conditions for athletes and Games operations alike.

Besides Football preliminaries, only one sport will be staged outside of the Paris Region, with the choice of Marseille to host Sailing, helping to deliver a truly national celebration and unifying France’s capital with its “capital of the south” – a gateway to southern Europe and Africa.

95 percent existing or temporary; 100 percent with a legacy

The Paris 2024 venue plan is responsible by design, emphasising existing and temporary facilities. More than 70% of the venues in our Games plan are existing facilities. A further 25% will be temporary structures, which will contribute to establishing new spaces and facilities for sport within the public domain.

The same approach will apply to our existing permanent venues. An example is the Stade Yves-du-Manoir in Colombes - the Olympic Stadium of the Paris 1924 Games, which will host Hockey in 2024. The renovation of the main stand will help preserve one of the oldest operational Olympic venues in the world, protecting its legacy for future generations.

Overall, the plans are based on three distinctive kinds of inspirational venues:

- **Existing world-class venues**, which will showcase the city’s broad sporting culture. They include Tennis at Roland-Garros, Athletics at Stade de France and Basketball and Judo in the recently renovated Bercy Arena I.
- **Temporary venues in iconic locations**, which will see the city’s greatest sites transformed into stunning stages for sport and embedding the Games in the public domain. In addition to road events, examples include Equestrian at the Chateau de Versailles, Beach Volleyball at the foot of the Eiffel Tower and Archery at the Esplanade des Invalides.
- **New legacy venues**, located in Paris’s younger and faster-growing outer ring, the focus for significant new investments. These venues include the Aquatics Centre, the Media Village and the Olympic and Paralympic Village, which together will deliver essential new housing supporting existing development plans.

Only two competition venues will be constructed by 2024, with only one specifically for the Games:

- A new Aquatics Centre neighbouring the Stade de France, a much-needed community facility that will complement the link between sport and urban development in this fast-growing part of the capital
- The already planned Bercy Arena II, a sister venue to the world-renowned indoor arena.

Venues in our Games plan will enjoy real legacy from Paris 2024. Post-Games uses will be sought for temporary structures, with many locations for temporary sites also benefitting from access and other improvements to the urban domain.

Overall, the Seine will play a central role in a concept designed to unite and inspire - one that will keep athletes at the centre of the Games, while placing sport at the heart of an exciting new story of economic and social development. And overlooking it all will be the Eiffel Tower - a beacon that continues to speak powerfully to the world, and a symbol of Paris’s ageless ability to connect and inspire.

4. A summer-long festival for all

Paris 2024 will deliver a spirit of celebration and joie de vivre to millions of residents and visitors, building a wave of enthusiasm throughout the summer and cresting during the Olympic and Paralympic Games. This world-class sporting festival, flowing along the Seine, will delight and inspire everyone. Everything about the City of Light, including its art, architecture, cuisine, culture, fashion, music, and of course, its people, will become part of the celebration.

At Games time, four symbolic locations across Paris will host live sites, which will offer sport demonstrations, culinary experiences, concerts and fun, as well as live broadcasts of competitions:

- **Champ de Mars** - in the shadow of the Eiffel Tower and next to Beach Volleyball competitions
- **Parc de La Villette** - an amazing cultural park with three concert halls, a theatre and Europe’s largest science museum
- **La Defense** - a modern architectural showcase and the business and financial centre of Paris
- **Chateau de Versailles** - the most prestigious of world heritage sites and the home of Equestrian competitions.

Also during the Games, Paris’s most iconic cultural venues will be linked with the celebration along the Seine and its canals: Notre Dame; the Paris Hotel de Ville; the Louvre; the Orsay Museum; the Grand and Petit Palais; the Trocadero; the Eiffel Tower; the National Library; the Philharmonie de Paris and the Cite des Sciences et de l’Industrie. Celebrations will feature performances highlighting classical arts, contemporary culture and new technologies for audiences of all generations.

Festivities will launch on 21 June 2024 – World Music Day – an annual music celebration created in France in 1982 now staged in over 120 countries around the world. International artists will share the world’s music through concerts, recitals and gatherings in Paris’s iconic concert halls, theatres and public spaces.

This unique celebration of sport will be capped in October 2024 by the Nuit Blanche de Paris (Paris White Night), an annual cultural event which lasts the entire night and brings hundreds of thousands of people into the streets to enjoy cultural and artistic performances.

The entire three-month long celebration, with the Games at its core, will connect, inspire and engage. This idea of connection, between people and nations, between the historic and the modern, and between sport and society will be the key focus of the performances, exhibitions and celebrations.

5. Engaging everyone in sport and celebration

Paris 2024 will launch a comprehensive engagement programme over its seven-year journey, building to crescendo during the Olympic and Paralympic Games and touching everyone across the Paris Region, the nation and beyond. The planned engagement programme includes:

- **Sport, cultural and educational initiatives** in schools and sport clubs that share Paris 2024’s vision of Olympism in action and generate enthusiasm amongst the nation’s youth.
- **An ambitious Sport 2024+** plan that actively promotes regular sport participation for a healthy life for all – particularly focused on those who currently lack access to sport activities.
- **Leveraging French sport, cultural, educational and research institutions** and their networks to gather athletes, artists, inventors, and thinkers to spread Olympism.
- **Showcasing French art de vivre**, capability and innovation in festivals and events, gastronomy and tourism sectors through programmes to promote the best of each city and region in France.
- **Inspiring Olympic and Paralympic Torch Relays** through the City of Light’s flame to every French citizen.
- **A far-reaching volunteer effort**, beginning today with encouraging community volunteerism and culminating with the launch of the Games-time volunteer programme.
- **Innovative use of digital media and new technologies** to engage all generations and to create unique spectator experiences.
- **Celebrations, festivals and live sites across the country**, extending the magic of the Olympic and Paralympic Games to everyone.
6. A client experience designed to inspire

The 2024 Games will be the first Games entirely conceived and delivered in the era of Olympic Agenda 2020. As such, Paris 2024 aspires to involve each client group in delivering on a shared vision of Olympism in action. Throughout the journey, Paris 2024 will engage with the IOC, the IPC, the International Federations (IFs) and representatives from each client group to ensure that the Games both meets their needs and places sport at the service of society.

Games designed by athletes for athletes

From its inception, the Paris 2024 Games concept has been designed to optimise the athlete experience. From the choice of competition venues to the design of the Village to the plans for Games celebrations, Paris 2024 has sought the involvement of Olympians and Paralympians to ensure the athlete perspective is foremost.

Results of this approach include:
- An Olympic and Paralympic Village concept that is unique - a peaceful environment for focus, recreation and connection along the River Seine
- A compact Games, with athletes at the centre - 85% of athletes are within 30 minutes of their competition venue, ensuring athletes have more time to train, compete, or relax
- World-class venues in which to compete: in existing, proven venues; in new venues driving long-term sport legacy; or amongst some of the world’s most famous landmarks
- A priority on the athlete experience outside of competition, including involvement in public celebrations and sport demonstrations, priority access to tickets for athletes and their families, customised entertainment and other special touches.

Ideal working conditions for the media

The decisions by Paris 2024 to locate the Main Media Centre in a venue renowned for its quality and to develop an adjacent Media Village offering convenient, cost-effective accommodations were driven by the objective to provide high-quality services tailored to the varied needs of the media. Fully focused on ensuring media productivity, specific measures will be implemented to accommodate changing media work practices, including extensive use of technology and prolonged operating hours of venue media centres.

A celebration for all

Beyond experiencing the amazing venues, celebrations and joie de vivre spirit that Games in Paris will bring, Paris 2024 will further ensure spectators are delighted through strategies such as:
- Long-term engagement plans before, during and beyond the Games
- Bringing sport, and athletes, into public spaces to connect with spectators, visitors and residents
- Free, unlimited public transport in the Paris Region for ticketholders on the day of competition
- Innovative, omnipresent digital and interactive services
- A warm welcome through OCOG and city volunteer corps fully trained to help.

7. Additional Games concept features that delight

A wealth of training venue options

The Paris 2024 concept anticipates excellent training venues which ensure athletes can prepare for competition in the best possible conditions. Key features of the Paris 2024 training venue plan include:
- An outdoor track and field training site as well as 12,000 m² of indoor studios for training and recreational use at the Village
- Miryad training venue options nearby – for example, more than 480 sports facilities within 30 minutes of the Village – ample choices from which to select the most appropriate sites
- A strong legacy from investments made in upgrading and refreshing training venues that are in line with ongoing community needs
- Clever solutions to leverage expenditures on temporary venues for long-term benefit, such as the Volleyball and Badminton warm-up and training areas at Le Bourget which will be built as a permanent facility for community use.

Hospitality and showcasing in amazing settings

The City of Light offers Marketing Partners, NOCs and other clients an unrivaled opportunity to provide hospitality, promotion or connections with Games visitors and local residents. The Paris 2024 concept foresees spectacular locations in public spaces adjacent to live sites and competition venues such as the Champs de Mars, the Champs-Elysées, the Grand Palais and the Esplanade des Invalides for these activities. Private functions and hospitality centres can be hosted in a range of charming reception halls, mansions and exhibition centres throughout the city.

85% of athletes are within 30 minutes of their competition venue

1.1.3. Venue Concept

Demonstrable capability and convenience

The compact Paris 2024 concept ensures every stakeholder, particularly the competing athletes, will enjoy inspired performances and world-class facilities and services conveniently linked to an efficient transport network and their places of stay.

Further, the Paris 2024 venue concept reflects the culmination of many strengths: the unique national sports system; years of investment and focus on sports, cultural and entertainment venues already proven on the international stage, perfect symmetry of planned capital expenditures with long-term development plans; and quintessential landmarks and public spaces showcasing the beauty and history of Paris.

Responsible venue selection

Venues selected for Paris 2024 embody the spirit of Olympic Agenda 2020 and its emphasis on legacy and sustainability by maximising use of existing facilities and temporary venues where no long-term venue legacy need exists. Of the 36 proposed Olympic competition venues, only one additional permanent venue needs to be built for the Paris 2024 Olympic and Paralympic Games - the Aquatics Centre, located in the immediate vicinity of the Stade de France, the Olympic Stadium.

All Paris 2024 venues are fully aligned with and integrated into the city’s and region’s existing long-term development plans and strategies. Paris 2024’s venue concept ensures sustainable legacies and reflects a strong commitment to minimise environmental impacts and to develop feasible funding and operating models that guarantee the long-term viability of venues, both new and existing.

Geographic and operational simplicity

Paris 2024’s venue concept is very compact, with more than 80% of competition venues conveniently located within a 10 km radius of the Olympic and Paralympic Village. The selection of venues, and in particular the Olympic and Paralympic Village, provides athletes with exceptional convenience, as 85% will be less than 30 minutes from their competition venue.
Offering the best possible athlete experience is a key driving principle for both the Olympic and Paralympic Games, as is full compliance with the requirements of the IOC, the IPC and the IFs.

Within the 10 km radius of the Village, two thematic and operational zones, the Paris Centre Zone and the Grand Paris Zone, sensibly encompass a large number of competition and non-competition venues.

The Paris Centre Zone, at the core of a vibrant, beautiful metropolis, showcases French culture, heritage and joie de vivre across ten competition venues along the River Seine.

The Grand Paris Zone includes six competition venues, the Athlete and Media Villages, the Main Media Centre and the Olympic Stadium. The Grand Paris Zone represents the focal point for sustainable returns on investments in sport, housing and transport infrastructure in this up-and-coming area of Grand Paris.

Existing competition venues

Priority has been given to the use of existing venues: of the total of 36 proposed competition venues, 26 venues (70%) already exist, including eight which will benefit from planned renovations and improvements in these key assets in the coming years as part of the long-term development plans. These eight venues are the Water-Polo Arena, Water Sports Centre, BMX Track, Elancourt Hill, Grand Palais, Stade Yves-du-Manoir, Roland-Garros, and the Marina.

The high number of existing, competition-ready venues ensures organisers can focus resources on delivering outstanding experiences for athletes.

Temporary competition venues

Paris 2024 is in full alignment with IOC guidelines and Olympic Agenda 2020 recommendations, using a number of temporary venues where no venue legacy can be justified.

Each temporary venue will be located in iconic or historic locations, showcasing Paris’s world-class architectural heritage, including the Eiffel Tower, Esplanade des Invalides, Champs-Elysees, Chateau de Versailles, and Champs de Mars.

Permanent competition venues to be built

Among the 36 proposed Olympic competition venues, only two (5%) permanent venues need to be built by 2024, and only one of those specifically for the Games, with the other planned irrespective of the outcome of the bid.

The Aquatics Centre will be built in close proximity to the Stade de France, providing an undisputed sports legacy for the Paris Region. With a capacity of 15,000 spectators during the Games, the Aquatics Centre will host Swimming, Diving and Synchronised Swimming.

After the Games, the venue will become a competition and leisure aquatics centre with a reduced capacity of 2,500 seats, meeting the needs of both the French Swimming Federation and the local community.

Adjacent to the existing Bercy Arena, a second and complementary multipurpose arena will be built by 2021 with a permanent capacity of 8,000 seats. Bercy Arena II will host Basketball preliminaries and Wrestling competitions.

Non-competition venues

The Olympic and Paralympic Village exemplifies the Paris 2024 concept. Built on the riverbanks of the Seine, the Village is fully aligned and integrated with local urban strategies and long-term development plans while showcasing the magnificent Cite du Cinema at the heart of the Village, to be used as the Main Dining Hall.

The Main Media Centre, comprised of the International Broadcast Centre and the Main Press Centre, will be hosted in the existing exhibition centre of Paris Le Bourget, providing 80,000 m² of indoor exhibition areas and 250,000 m² of outdoor areas. As part of an existing refurbishment plan, the indoor capacity will be further expanded with the extension and renovation of an existing exhibition hall.

8. Map A – Olympic Games Concept

Please refer to Map A.

9. Map B – Paralympic Games Concept

Please refer to Map B.

10. Competition & Non-Competition Venues

Please refer to Table 10 on pages 24-25.

11. Photographic file

Please refer to the Photographic File.

12. Viable new venues meeting long-term needs

Aquatics Centre

The Aquatics Centre, the only permanent venue to be built specifically for the Paris 2024 Games, will be a major sports legacy, developing and promoting swimming in France. The long-term viability of the Aquatics Centre features:

- Being the right size for post-Games use thanks to the Paris 2024 venue concept
- Its establishment as a national training centre
- Robust school and community training programmes, in an area full of young people
- Regular hosting of national and international events
- A role as home of the French Swimming Federation
- Innovative solutions to significantly reduce energy-related operational costs
- Operating as a delegated public service.

Bercy Arena II

The construction of a second venue, Bercy Arena II, is already planned and will be completed by 2021, irrespective of the bid. At 8,000 seats, it responds to an existing and long-term need for mid-size arenas in Paris. This multipurpose sports arena will strengthen the core of Paris’s event-hosting capability and address the deficit in “right-sized” arenas for a range of national and international events as well as for local professional sports clubs. Bercy Arena II will be operated as a delegated public service.

13. An Olympic Village along the River Seine: a captivating experience for all athletes

The Paris 2024 Olympic and Paralympic Village, located 7 km north of the Paris city centre on the banks of the River Seine, will be the heart of the Games. The Village will create a unique and unforgettable experience for all athletes in a welcoming environment. The river itself, which weaves its way through the Village, will embrace athletes with the beauty of France and create a tranquil atmosphere for optimal concentration and relaxation with its gentle roll.

Remarkably connected

The Paris 2024 venue concept positions the Village in close proximity to the Olympic Stadium and the Aquatics Centre. The two venues, representing around 30% of the total number of athletes, will connect to the Village in under 5 minutes via the Games route network.

The Village will be well-served by the public transport network. Existing metro lines 3, 5 and newly extended line 14 (the latter being fully accessible) will provide a direct link to the heart of Paris within 15 minutes. The Village will be steps away from the archetypal Saint-Denis Pleyel metro station of the new Grand Paris Express, a major transport hub (connecting metro lines 13, 14, 15, 16 and 17) contributing to the economic development of the area and connecting the residents of Grand Paris.

Travel times between Paris-Charles de Gaulle airport and the Village will be optimised due to the establishment of priority lanes on the A1 motorway.

In Marseille, a satellite Olympic Village will be established less than 3 km from the Sailing venue in the coastal area of the city and adjacent to the Stade Velodrome. Both Sailing and Football athletes will be housed in news hotels in the Marseille Chanot Exhibition Park next door, which is available as part of the Village during the Games. These hotels are already planned within the Exhibition Park development plan.

In Football cities, athletes and officials will be accommodated in existing hotels near their training and competition venues.
An elegant concept for Games and in legacy

The Village is conceived as an exemplary urban regeneration project for this area of Grand Paris, prime for redevelopment. This new Olympic district will remain as a prominent legacy of the Paris 2024 Games and will set a new benchmark for sustainable development and best practices.

The Village extends over an area of 50 hectares at an altitude of 37 m above sea level. The new district features 3,500 apartments with moderate density and an average of 7-storey buildings. The Olympic Village will accommodate up to 17,000 athletes and team officials.

The design of the Village has carefully considered the needs of the resident athletes, providing a compact and efficient operational layout. The Village is contained within a 500 m radius, taking only 14 minutes to walk the full length of this compact site.

The Cite du Cinema, an exceptional heritage building which will be maintained as a focal point in the redevelopment, underpins the new district and is the centre around which various facilities and services have been designed. The Village consists of three residential areas along with the transport mall, the operational zone and the Village Plaza.

The residential zone covers the majority of the site and extends over 35 hectares. Village residents will enjoy a peaceful environment along the River Seine, creating pleasant conditions for recovery and wellness thanks to the creation of both rest areas and activities along the riverbanks.

The main dining hall will be located in the nave of the 220 m x 24 m Cite du Cinema. With a ceiling height of 18 m, the large nave has been brilliantly restored, celebrating the building’s industrial past as a power generating facility. Located 150 m across from the athlete transport mall on the east side of the Village, it will be complemented by two supplementary casual dining halls with a panoramic view of the river.

The Village includes a fitness centre, a gymnasium and numerous training facilities such as a 400 m athletics track and sport courts.

The Village Plaza is located north of the residential zone and extends over 2 hectares on the riverfront. The team welcome ceremonies stage will be the centre of this zone and will include a café, snack and retail outlets, as well as the main entry to the Village for Games Family, guests and the media.

The operational zone has been positioned to allow for efficient vehicle access to the priority lanes in the Games route network. This zone, covering 7 hectares, is located in the eastern part of the Village and includes the athlete transport mall, NOC/NPC parking areas and the Welcome Centre.

The Facility Services Centre is located on the southern end of the site. It has been positioned away from the accommodation buildings (to minimise disruptions for residents), and close to main arterial roads, for efficient resupply and access.

Paris 2024 will impose the highest standards of sustainability and accessibility on both the construction and the legacy implementation of the Village.

A guaranteed path for securing the site

The majority of land utilised in the Village concept is already owned and controlled by public and semi-public entities that have confirmed their interest and support for the Village project. The semi-public development agency Plaine Commune Development has already purchased all required land on the island, while the Caisse des Depots, the first public financial institution in France, is the owner of land surrounding the Cite du Cinema and in the north area of the Village.

Public authorities will continue to purchase plots of land in the area and offices and private businesses will be relocated with the support of the developer and a public real estate institution to other nearby sites. The French government guarantees the construction and the delivery of the Village. Procedures available under French law will be utilised if required to guarantee acquisition and control of the lands.

Medium-density residential housing

The Village will have the capacity to accommodate 17,000 residents. The accommodation will be provided in new residential buildings which will be converted to private residences after the Games. No temporary housing will be needed. The height of buildings will vary from 3 to 11 floors and feature high-speed elevators. NOC/NPC offices will primarily be located on the ground level of the buildings, while NOC/NPC storage and workshop spaces will be available in basements and car parks.

Ideal Paralympic Games use

The Paralympic Village will occupy a portion of the Olympic Village, taking no more than 10 minutes to walk its full length. 8,000 beds will accommodate NPC athletes and team officials. An additional 1,000 beds could be made available for other Games officials.

All buildings and services will be fully accessible. Gradients of pathways will not exceed 4%. An accessible internal shuttle service will be provided.

An outstanding legacy

The Paris 2024 Olympic and Paralympic Village concept combines contemporary urban planning, innovative architecture, and impressive landscape design, all within a framework of sustainability.

After the Games, the site will be fully integrated into its surroundings; the new public spaces, the Seine riverbanks and new facilities will serve the local neighbourhood and will provide a unique quality of life. This sustainable exemplary urban project will be a commercially successful development providing a revitalised area of Grand Paris with a significant new residential district and extensive leisure, commercial, community and educational facilities. Located close to a new metro station and other transport links, future residents will have direct access to the Paris city centre and beyond. The accommodation legacy created from the Village is perfectly aligned with the long-term development of the Paris Region.

14. Financing the Village: public and private funding

The Village will be financed through public and private funding, depending on each project’s long-term use. It is particularly attractive due to the long-term demand for additional housing in the region.

The construction of private housing for ownership or lease will be funded by private developers and any social housing units will be funded by public entities, under the traditional arrangements of urban development projects in France. Transport and other public infrastructure, such as roads, riverbanks, open areas and public facilities will be funded by the state, the region and local authorities, in accordance with the usual split of responsibilities.

Developing a housing project of 3,500 units in this area is perfectly aligned with the current urban development plans of the city and the region. There continues to be a high demand for housing in the Grand Paris area the objective of Plaine Commune, the territory in which the Village will be located, is to build 4,200 units per year over the 2016-2021 period (of which 35-40% is planned for social housing). The current housing construction rate is strong with good stock absorption in the market. Over the past 10 years, approximately 1,500 new private homes were sold each year in Plaine Commune.

The urban project of Paris-Batignolles, the Village site proposed by the Paris 2012 bid, was a bid legacy successfully realised through public and private funding, providing an eco-friendly precinct of 3,500 new housing units and a large parkland to the great benefit of the Paris Region.
1.1.5. IBC / MPC

15. An exceptional site for the Main Media Centre

The International Broadcast Centre (IBC) and the Main Press Centre (MPC) will be co-located as a Main Media Centre (MMC) in an exceptional venue - the Paris Le Bourget exhibition centre.

Proven capacity and capable of hosting worldwide events

This existing venue is a regular host to key events, including the biannual International Paris Air Show, the world’s largest event dedicated to the aerospace industry with more than 350,000 visitors at its 2015 edition. In December 2015, it hosted the United Nations Conference on Climate Change (COP21), receiving high praise for its performance (90,000 visitors over 10 days, including over 150 heads of State).

Combining modern features with architectural traditions, this highly flexible venue offers 80,000 m² of indoor halls surrounded by 25 hectares of outdoor exhibition spaces. The entire site will be made available for exclusive Games use. Planned upgrades include an indoor hall extension to be delivered for the 2023 air show. Just 300 metres away, a Media Village will offer 4,000 beds — a convenient, comfortable and cost-effective accommodation solution.

Solid support from stakeholders

The Paris Le Bourget site and the buildings, including the planned exhibition hall revamping, are owned by Aeroparts de Paris which provide the land to the French Aerospace Industries Association. The exhibition centre is managed by Viparis, which operates ten leading exhibition centres including the biannual International Paris Air Show, the world’s largest event dedicated to the aerospace industry with more than 350,000 visitors at its 2015 edition. In December 2015, it hosted the United Nations Conference on Climate Change (COP21), receiving high praise for its performance (90,000 visitors over 10 days, including over 150 heads of State).

A highly effective centre for the media

During the Games, the venue will comfortably host the MMC, with 72,000 m² for the IBC (including approximately 40,000 m² with a ceiling height of 9 m), 30,000 m² for the MPC and 18,000 m² for the OCOG six months prior to the Games in February 2024.

Legacies well beyond 2024

After the Games, Paris Le Bourget will resume its regular role as the premier exhibition centre in the region. Modernisation efforts, including the planned hall extension, will support its ability to attract worldwide and recurring events, set new standards in terms of sustainability and accessibility, and create new opportunities for hosting well into the future.

The exterior areas surrounding the MMC offer abundant space to place temporary compounds, a 20,000 m² transport mall and other Games support requirements. The site is easily secured and can accommodate efficient movement of pedestrians and vehicles safely in and out of the venue.

Media will enjoy round-the-clock services in the common areas including shops, restaurants, fitness training facilities, travel agencies, electric car rental, medical services, etc.

The MMC is located at the core of the Paris 2024 venue concept, less than 10 minutes from the Olympic Stadium, the Aquatics Centre and the Olympic and Paralympic Village, and 15 minutes from Paris-Charles de Gaulle airport via the A1 motorway.

1.1.6. Dates of the Games

16. Dates of the Games

Paris 2024 proposes to host the Games of the XXXIII Olympiad from Friday, 2 August 2024, through Sunday, 18 August 2024. The Paralympic Games will be held from Wednesday, 4 September 2024, through Sunday, 15 September 2024.

These proposed dates will result in:

- Ideal weather conditions for extraordinary athlete performances and for all visitors to the Games to enjoy, with mostly sunny days and pleasant average daytime temperatures
- No interference from other major international events, as these dates are in line with sport federation calendars
- A calendar compatible with the French holiday period to maximise participation and to lower the pressure on public transport and road traffic. These dates ensure optimal availability for volunteering and attending the Games, as schools and universities will be on summer break. During the proposed period, road traffic and the use of public transport are at their lowest levels of the year, easing Games operations.

1.1.7. Meteorology

17. Attractive weather conditions contributing to athlete excellence

Paris in summer is an idyllic setting in which to experience major sporting events, celebrations and visits to unparalleled cultural, historic and recreational spots. The weather conditions during the Games period will ensure athletes can perform at their absolute best, with little rain, average daytime temperatures of 23.5°C, and an average humidity of 53%.

In Marseille, Sailing competitors can reliably enjoy warm, sunny days with constant winds and calm waters. Please refer to Tables 17a and 17b.

Table 17a (Temperature, Humidity, Wind)

<table>
<thead>
<tr>
<th>City</th>
<th>Time (City Time)</th>
<th>Temperature (°C)</th>
<th>Humidity (%)</th>
<th>Wind (general tendencies)</th>
</tr>
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<tr>
<td></td>
<td>Minimum</td>
<td>Maximum</td>
<td>Average</td>
<td>Minimum</td>
</tr>
<tr>
<td>Paris</td>
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<td>17.9</td>
<td>27.9</td>
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</tr>
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<td>17.6</td>
<td>25.7</td>
<td>24.5</td>
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</table>

Source: Meteo-France (average over the last 10 years from 2 to 18 August)

Table 17b (Precipitation and Altitude)

<table>
<thead>
<tr>
<th>City</th>
<th>Precipitation</th>
<th>Altitude (m)</th>
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<tbody>
<tr>
<td></td>
<td>(number of days)</td>
<td>(number of days)</td>
</tr>
<tr>
<td>Paris</td>
<td>100</td>
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<tr>
<td>Marseille</td>
<td>120</td>
<td>12</td>
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</table>

Source: Meteo-France (average over the last 10 years from 2 to 18 August)
# Vision & Games Concept

## Table 10 (Competition and Non-Competition Venues)

<table>
<thead>
<tr>
<th>Olympic sport / discipline</th>
<th>Paralympic sport / discipline</th>
<th>Name of competition or non-competition venue (number on Map A and Map B)</th>
<th>Venue construction status</th>
<th>Gross capacity (standing)</th>
<th>Ownership public, private, joint</th>
<th>Permanent works</th>
<th>Post-Olympic use</th>
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</thead>
<tbody>
<tr>
<td><strong>Aquatics</strong></td>
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<td></td>
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<td>Swimming</td>
<td>Swimming</td>
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<tr>
<td>Triathlon</td>
<td>Triathlon Eiffel Tower</td>
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<td>-</td>
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<tr>
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<td>Archery</td>
<td>English Archery</td>
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</tr>
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<td><strong>Athletics</strong></td>
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<td>03/2021</td>
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<tr>
<td>Tennis</td>
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<td>-</td>
<td>-</td>
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<td><strong>Berdéry</strong></td>
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<tr>
<td><strong>Boating</strong></td>
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<tr>
<td><strong>Cycling</strong></td>
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<td>Equestrian (Dressage) Chateau de Versailles</td>
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<tr>
<td><strong>Field Hockey</strong></td>
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<tr>
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<td>Tennis</td>
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<td>03/2021</td>
</tr>
</tbody>
</table>

28 - PARIS 2024
1.2 Legacy & Long-Term Plan Integration & Alignment

The Paris 2024 Games will deliver real legacies benefitting everyone: the sports movement; the people of Paris and of France; and the future. The Games are perfectly synchronised with long-term plans and France’s leading role in sustainability and equality.
1.2 Existing City/Region Long-Term Plan Alignment

18. A fully integrated long-term development strategy

The Paris Region’s long-term development strategy is underpinned by several prospective urban planning documents developed through close cooperation of all stakeholders. This strategy establishes key development principles and planning tools for implementation of remarkable urban projects by local authorities.

The Paris Region masterplan adopted in 2013 defines a strategic masterplan for 2030, shared by the governments of France, Paris Region and all relevant local authorities. The three territories that are mainly impacted by Games-related urban development projects (Plaine Commune, Le Bourget and the City of Paris) also have complementary long-term urban planning schemes. These schemes, along with the Grand Paris development initiatives, ensure an intelligent, sustainable and equitable approach to the future development of Paris and its environs.

These strategies define the following outcomes:

- Vital growth in the supply of housing, with construction of 70,000 units targeted each year for the Paris Region, with the additional goal of integrating mobility services and leisure activities around key transport hubs.
- Transport focused on multimodal mobility with significant upgrades to regional and urban networks to meet evolving mobility needs, including improved national and international access from the region and an optimised transport logistics network. The Paris Region Urban Mobility Plan (POLU), approved in June 2014, sets objectives to be reached by 2020, promotes public transport and active transport modes and coordinates stakeholder mobility policies. Further, the planned Grand Paris Transport Plan sets out a delivery schedule for upgrading the existing network, extending current lines and creating new metro lines 15, 16, 17 and 18.
- Significant advances in sustainable development and in the environment, through focus on energy, climate change, resource efficiency, biodiversity, risk management and other initiatives in line with French legislation and commitments.
- An improved quality of life, enhancing in particular the River Seine and the canals of Paris and its region.
- A demonstration of sport at the service of society, through the regular hosting of major international sport events, supported by renovation and construction of sports and other public infrastructure; and embracing sport for its positive impacts on health and well-being.
- A robust economy powered by creativity and innovation, with digital technology as a major driver of public engagement, learning and sharing. Paris is implementing an ambitious programme to develop business incubators to create companies and jobs. Plaine Commune has positioned itself as a centre of culture and creation. Le Bourget is a global hub for aeronautics and event management.
- Retaining the title of world’s most popular tourism destination, through enhancement of business tourism venues and increasing the region’s hotel inventory by 20,000 rooms by 2020.
- A public fully engaged in the urban development process, through an extensive consultation process for any project as well as canvassing public opinion for setting project priorities.

These plans will contribute to a more sustainable, diverse and attractive metropolis - one that is guided by outstanding and innovative urban developments. Please refer to the separate document for further information.

19. A Games concept perfectly aligned with Paris and the Paris Region’s strategic development plans

The Paris 2024 Games vision has been developed in close cooperation with the national government, the Paris Region, the City of Paris and the local authorities directly affected by Games-related development. The Olympic and Paralympic Games are directly addressed in the plans of each level of government and the Games will provide an added boost to their urban and economic development strategic plans, including in key areas such as housing, adaptation to climate change, environmental quality and economic attractiveness.

A Games concept aligned with urban, economic and residential planning

The Games concept enhances the Paris landscape, particularly along the River Seine. It also relies on integrated urban development between the neighbouring departments of Paris and Seine-Saint-Denis. This coordination is essential to long-term regional urban planning and their relationships are embedded in the Grand Paris initiative to develop an inclusive metropolis.

- Grand Paris Zone

North of Paris, the Olympic and Paralympic Village is designed as an outstanding urban renewal project. It will create a new residential district located on the banks of the River Seine, in the vicinity of the new Pleyel transport hub. It will become a major benchmark for sustainability and urban renewal. After the Games, its legacy will include 3,500 new housing units, improved public facilities, upgraded riverbanks and a centre for companies in the culture and creation sectors.

Hosting the Main Media Centre in Paris Le Bourget confirms the Le Bourget economic area as a leading centre for business activities and large trade fairs, complementing its history as a key player in the aeronautics industry. The Olympic and Paralympic Village and the Media Village locations have been chosen to meet needs identified in long-term development strategies: located in the vicinity of new transport lines and public facilities, these 5,000 new homes will serve a wide range of needs and feature the latest sustainability standards.

- Paris Centre Zone

The Games are aligned with the City of Paris’s goals to host major international sport events, to increase sport participation, to enhance its unique heritage, and to refine the tourism experience. The Games concept features iconic monuments and cultural and sports facilities primarily located on the banks of the Seine. The Games will also accelerate city projects such as the possibility to swim in the river and canals and the development of sport in public areas.

Infrastructure that serves sport

Major sports facilities have been part of the development objectives of the City of Paris and the Paris Region for many years.

Current projects such as the renovation of Roland-Garros, the transformation of the swimming pool at the Marlie sports complex and the Vaires-sur-Marne leisure and water sports centre will create state-of-the-art infrastructure enabling regular hosting of major events and supporting the sport development goals of national federations and other stakeholders.

Two new venues will be built to meet the needs clearly identified by the sports movement and local authorities. The Aquatics Centre addresses the lack of swimming facilities within the Paris Region. It will host major events and improve the access to swimming participation and education for the comparatively young population of the surrounding areas.

The planned Bercy Arena II in Paris will perfectly complement its existing adjacent indoor sports facilities and will provide optimal conditions for professional sports clubs and hosting a range of national and international events.

Games strengthened by strategic transport plans

The Paris 2024 transport concept leverages the existing transport network and the New Grand Paris Transport Plan. Grand Paris initiatives include promoting public transport, upgrading and extending the public transport network, and accessibility improvements, in accordance with long-term needs.

Priority is given to extending metro line 14 and building lines 16 and 17, all of which are arranged for under existing plans.

The new permanent venues, the additional housing legacy from the Athlete and Media Villages and the upgraded facilities in Le Bourget have been proposed taking into account the best possible access to the public transport network. Most of the above-ground public transport services will be disabled-friendly by 2024.

In addition to public transport, the Games will accelerate ambitious plans for increasing active mobility such as walking and cycling.
The Games accelerates actions toward a sustainable city

Games-related infrastructure projects will have a significant impact on the development of a sustainable metropolis, as they will contribute to:

- Increased urban density of districts around the future rail stations of the Grand Paris initiative: the Olympic and Paralympic Village around Pleyel station and the Main Media Centre and the Media Village around Le Bourget stations.
- Renovation and construction of sports facilities that meet real needs in the community.
- Urban innovation, with strong commitments to areas such as renewable energy, resource efficiency, recycling, waste management, construction management, sustainable mobility, green and blue belts and increased citizen participation.

Games developed with citizen engagement

The Olympic and Paralympic Games will support local authorities’ strong desire to foster engagement with the citizenry to be active contributors to the land development process, with initiatives inspired by successful experiences in online polling for priorities and calls for ideas concerning development projects.

A funding scheme structured by the State-Region Planning Contract

Signed in 2015, the State-Region Planning Contract is a major enabler in implementing the Paris Region’s development strategy for 2015-2020. Focusing on improving the region’s competitiveness and attractiveness, the State-Region Planning Contract is fully aligned with the Games concept.

For transport developments, more than EUR 7 billion will be invested jointly by the national government and the Paris Region. The Société du Grand Paris, which is the prime contractor for the automated metro network of the Grand Paris Express (new metro lines 15-18 and the extension of line 14), receives specially designated tax revenues that secure the funding of the entire project.

1.2.2. Benefits for the Olympic/Paralympic Movement

20. Olympism in action

A new Olympic heritage

The Paris 2024 Games will provide sport and the Olympic Movement with a dynamic and powerful demonstration of Olympism in action.

Paris 2024 will honour France’s deep Olympic heritage by staging Games that will renew the original meaning of Olympism: to create a better world through sport.

One hundred years after France last hosted the Olympic Games, Paris 2024 will demonstrate, in a new era, how sport remains relevant to societies everywhere as a bridge to achieving crucial social and public policy goals.

The Games will show how sport participation can play a key role in bringing positive change in areas ranging from education and health to social inclusion.

At a time when the value of investing in sport, and especially major sporting events, is in question, the legacy of Paris 2024 will serve everyone involved in the global sports movement – and all who believe in sport as a force for good.

Beyond Inspiration

The emphasis of Paris 2024 will be on active healthy living. Paris 2024 will build on the inspiration and social legacy achievements of recent Games by focusing on an area in which Paris and France are uniquely positioned to deliver: grassroots participation.

The 2024 Olympic Games will be the key to unlock the unique tools and assets of France’s national sport system in support of the Olympic Movement and its Olympic Agenda 2020 vision.

The French Sports Ministry and the sports movement oversee a network of more than 180,000 sports clubs, covering every Olympic sport in addition to a wide range of emerging sports and disciplines.

This system is deeply embedded in the life of communities all across France. There are, on average, 40 facilities for every 10,000 people, and 86% of the nation’s sports infrastructure is publicly owned.

This physical infrastructure is aligned with significant human capacity. Sport is France’s number one sector for volunteering. More than 17 million active sport licences are in circulation.

Paris 2024, with the support and engagement of the national government and the sports movement, will use the Olympic Games as a catalyst to deliver the full potential of this unique sports network.

Paris 2024 will activate the tools and assets of the system at every stage of the Games life cycle and beyond, to engage people of all ages and backgrounds, encouraging and enabling everyone to discover the transformational benefits of sport and physical activity.

The growth capacity of sport infrastructure to increase participation in every Olympic sport in France will be harnessed. And Paris 2024 will also prioritise partnerships with a range of public and private organisations to deliver new sport-led social programmes targeting areas as diverse as workplace safety, obesity and mental health.

Paris 2024 is already engaging with millions people in the French sports system to canvas ideas for innovative and meaningful projects using sport as a social tool. The first of these initiatives will build on the French Sports Ministry’s Citizens of Sport plan which seeks to use sport as a primary platform to deliver citizenship education.

Paris 2024 will also engage with the world’s first start-up incubator dedicated to sport and innovation, created and supported by the City of Paris to help drive a national sports economy which already provides more than 300,000 jobs.

Overall, the aim is to achieve regular participation in sport for 80% of the French population, while also shining a global spotlight on the many significant ways in which sport can serve society.

New public homes for sport

In line with this vision, the Sport 2024+ plan, inspired by the Olympic and Paralympic Games, will focus on establishing new spaces and facilities for sport within the public domain.

The primary example will be the River Seine. The City of Paris has committed to use the Games as a catalyst to achieve a centuries-old dream of public swimming in the river – one that continues to resonate strongly in the French imagination.

Aerobic sports will also benefit from a new world-class centre in Seine-Saint-Denis, one of the only two new competition venues within the Games concept. The Aquatics Centre will respond to a public need within the Paris Region, which currently has the fewest swimming pools per capita in all of mainland France.

After the Games, the centre will provide a state-of-the-art competition and training venue for elite athletes, as well as a facility for recreational swimming in this fast-growing area of the capital.

Connecting Olympism with the world

Paris 2024’s compelling and important story of Olympism in action will be shared worldwide using France’s unique network and connections.

From today, and throughout the seven years of the Games hosting period, Paris 2024 will share its vision with more than 80 million people from all around the world who visit France each year.

Paris 2024 will leverage France’s links to other French-speaking nations to spread the message of Olympism, in their own language, to people in fast-developing and often hard-to-reach areas including Sub-Saharan Africa. The world’s largest network of foreign embassies and consulates will be activated to engage communities around the globe with the social potential of the Olympic Games and Olympic sport.

Together France, the world’s most visited nation, and Paris, the world’s capital of sharing, will deliver unprecedented social amplification of the Olympic Movement and its core vision: a better world through sport.
21. Games for a new era

The Paris 2024 Games will renew and reinforce the Olympic brand for a new era.
Paris 2024 will combine the unique power of the Olympic rings with a dynamic and inspirational city brand and a Games narrative based on humanity, creativity and partnership.
Paris 2024 will support the momentum of Olympic Agenda 2020 by emphasising public partnership in the promotion of the Olympic brand, and by seeking ways to embed Olympism in the everyday lives of the French people and its communities.

A brand built on beauty and values

The Games will benefit from Paris’s status among the most aspirational city brands in the world. Paris is the number one “dream destination” for people all around the world, including in the world’s fastest-developing countries.
Paris 2024 will harness the world-leading recognition of the Olympic rings and ally it with the unique iconography of Paris. Olympic sport will take place against backdrops that are deeply rooted in the world’s imagination. Olympians will compete in a landscape symbolising liberty, equality and fraternity as well as fantasy, romance and joy.
These images will be shared worldwide in an optimal broadcast time zone. Paris will guarantee prime time access to nearly 2 billion viewers and also favourable slots for audiences in the eastern time zones of the Americas.
The Paris 2024 Games vision, focused on sport in society, will build coherently from other modern Games, helping to consolidate a narrative of social development led by Olympic sport. The story of Paris 2024 will support and showcase the core proposition of the Olympic Movement. It will demonstrate to the world the true value of having an Olympic dream.

Supporting new-era promotion

Paris 2024 will work closely with the IOC, its partners, and with initiatives such as the Olympic Channel, to maximise the platform for the Olympic Brand over a seven year period.

The Games will offer for the first time ever a hosting track record, with the emphasis on existing venues and infrastructure; and the overwhelming and unified support of the French public, all levels of government and the French sports movement will allow us to prioritise activation and amplification from the start of the Games life cycle.
Paris 2024 will support efforts to make Olympism a reality for people in France, embedding Olympic sport and its values in everyday life, all year round.
The pillars of this approach will include:
- A progressive model of collaboration with national and civil society partners to integrate sport and the Olympic brand into other areas of public policy
- A commitment to delivering a superb Cultural Olympiad, using the extraordinary cultural assets of the City of Light to engage the broadest possible cross-section of society, including more than 80 million international visitors to France each year
- Leveraging the power of athletes to spread the message of Olympism, in line with the goal to help elevate the role of athletes in society.
Paris 2024’s overall vision, focused on active and healthy communities, will also support the Olympic brand, because it is those communities that will create the next generations of Olympic fans.

22. Games that strengthen the Paralympic Movement

Paris 2024 will partner with the International Paralympic Committee to support and promote its strategic goals for the Games and the Paralympic Movement. Paris 2024’s vision and Games plans are ideally suited to helping drive these important growth objectives in the following ways:

Consolidating the Paralympic Games as a premier sporting event

Paris 2024 will deliver new attendance records for the Paralympic Games, with innovative promotional and ticketing programmes, large venue capacities and competitions held in outstanding locations such as the Champs-Elysees, the Champ de Mars and Roland-Garros.
The Games will benefit from France’s status as the world’s most visited country, attracting spectators with direct flights and rail connections from hundreds of destinations and boasting countless options for accommodation.
Unprecedented media coverage of Paralympians and their stories will be encouraged by affordable accommodation solutions in a dedicated Media Village.
Paris 2024 will seek to curate and build knowledge for the benefit of future para-sport organisers through a programme of forums and education.
Paris 2024 will also deliver for the Paralympic Games in legacy, thanks to its transformational agenda, which will bring improvements in both accessible infrastructure and awareness of people with an impairment throughout society.
In addition, the Games will offer a gateway to the world’s wider French-speaking population as the first summer Paralympic Games to be staged in a Francophone country. Paris 2024 will speak directly to hundreds of millions of people worldwide, including in some of the fastest-growing regions of Africa and South-East Asia.

Empowering para-athletes and supporting the development of para-sports

The vision for the Paralympic Games is underpinned by a strategy to drive participation, focused on improving accessibility and education with the support of the national government.
The Games will also deliver for para-athletes outside France. Paris 2024 will offer unprecedented pre-Games training access to Paralympians, enabled through emphasis on existing, operational facilities.
Paris 2024 will work with the Agitos Foundation on common initiatives for organisational capacity-building among National Paralympic Committees.
France will make its sports science facilities available to Paralympic-specific research, which will deliver long-term benefits to the Paralympic Movement and also provide a legacy of para-sport researchers in the region.

Improving the recognition and value of the Paralympic brand

Paris will offer optimal conditions for broadcasters around the world. Paralympic sport will be broadcast live at prime viewing times in a maximum number of key markets.
Such broadcast exposure will be allied to spectacular competition backdrops, ensuring the Agitos enjoy a maximum of memorable photo moments.
The OCOG digital platforms, to be developed in close collaboration with the IPC and the French National Paralympic Committee (CSPF), will act as a major portal for Paralympic sport, especially in the Francophone world. Language is another barrier that Paris 2024 seeks to help take down with the aim of further expanding the reach of the Paralympic Movement.
23. France, a nation moving towards environmental excellence

The success of the recent COP21 and the negotiations resulting in a historic climate agreement demonstrate France’s leading role in the global fight against climate change. France pursues a long-term, dynamic strategy for sustainability supported by legislation – the latest being the 2015-2020 National Strategy for Ecological Transition towards Sustainable Development (SNTEDD) – along with ambitious action plans. In line with this framework, the Paris 2024 Games will accelerate the development of programmes with positive impacts on the environment, society and biodiversity.

Aiming to become Europe’s first sustainable ecoregion

The Paris Region is following a sustainable strategy which outlines its approach to societal responsibility through long-term development plans and an Agenda 21 plan addressing urban planning, energy, climate, waste, biodiversity, ecological corridors, public means of transport, etc.

The Agenda 21 plan defines ambitious objectives: a 20% reduction in secondary school further consumption; a 30% reduction in paper consumption; a “zero phyto” policy (eliminating use of pesticides) on all public lands in the region; integration of organic products in school canteens; and application of sustainable methods and guidelines meeting BREEAM standards in planning and construction of all regional buildings (secondary schools and research, learning, leisure centres).

The Paris Region Agenda 21 plan has received the French Local Agenda 21 award and has been ISO 26000 certified since 2013.

The proposed venues in the region all follow a local Agenda 21 plan which guarantees their sustainable management.

Paris, a smart and sustainable city

For over a decade, the City of Paris has been working on an ambitious and global approach to sustainability, bringing together public and private stakeholders to achieve its objectives, including:

- Reducing greenhouse gas (GHG) emissions by 25% in 2020 as compared to 2004
- Enhancing natural areas within the city by 2020 with 100 new hectares of green roofs and walls, 30 new hectares of green spaces, and planting of 20,000 trees
- Supporting the circular economy, resulting in a 7% reduction in waste and an 11% increase in selective sorting over a six-year period
- Urban mobility enhancements by reducing car traffic, promoting active mobility and developing innovative, shared and free-access services such as bikes (286,000 Velib’ subscribers), cars (3,000 electric cars and 1,000 Autolib’ stations) and electric charging terminals (1,000 Belib’ charging points by the end of 2016).

French sport: a leading player in sustainability

Following the 2003 French Sport Agenda 21 plan and the 2008 Charter of Sport for Sustainable Development, the French National Olympic Committee (CNOSF) developed its own recognition programme in 2010 to highlight and support the actions implemented by sport organisations. The Sports Ministry adapted national policies on sport activities and developed pragmatic tools. The latest tool is Optimou2, a software which aims to reduce by 15% the distance of trips generated by the 2.5 million sport meetings organised annually in France. Large-scale international sports events are also a driving force for new sustainability actions, as demonstrated by ISO 20121-1 certifications for the FFT Tennis French Open and UEFA EURO 2016. This ambition for sustainability in sport is also shared by the City of Paris, which in January 2016 adopted a charter for sustainable events in the city.

24. Outstanding economic, social, environmental and sport benefits

The Paris 2024 Olympic and Paralympic Games will maximise the potential of sport to be a powerful catalyst for participation and legacy. The Paris 2024 bid is a first step towards that objective of a better world through sport. Creating a unique impact and leaving a lasting legacy, the Games will help build the France of tomorrow, leading it to become:

- An evolving, dynamic and innovative country
- A nation based on equality and social inclusion
- A nation setting new standards in terms of sustainability.

Real benefits from bidding

The Paris 2024 bid is already delivering tremendous benefits for both sports and society regardless of the hosting outcome. The bid is driving efforts such as:

- Articulating plans for urban renewal including in the Dugny/Le Bouget area and for restoration of the River Seine
- Placing the sports movement in front, as the main shareholder of the Bid Committee and confirming its impact on society
- Showcasing the capacity to transform the public domain into innovative places for sport through a call for public ideas
- Accelerating the construction of a new multipurpose arena in Paris, strengthening the city’s event-hosting capability
- Developing pride and national unity around sport and Olympism.

Transformative benefits from hosting the Games

The Paris 2024 Olympic and Paralympic Games will transform neighbourhoods, particularly in the Grand Paris Zone, creating new districts particularly attractive for residents and companies through the delivery of accommodation facilities and transport infrastructure.

The Games will improve the lives of residents and visitors alike by providing barrier-free experiences such as fully accessible above-ground public transport and multi-lingual passenger information system.

The Games will intensify the sense of belonging to one of the world’s great cities while encouraging teamwork and collaboration on key projects amongst a variety of stakeholders and communities.

Hosting the Games will be an exceptional opportunity to generate economic activity and showcase France, its people and its capability, contributing to France’s international position. Companies will be able to export expertise and know-how which will be proven and implemented during the Games. Demonstration of operational excellence will further boost France’s economic attractiveness for foreign direct investments.

Paris 2024 will accelerate the evolution towards a sustainable society which preserves its natural capital. The vast experience of the French people will be called upon by Paris 2024 in programmes that turn the Games into an exceptional laboratory for sustainable innovations, including:

- The rehabilitation and enhancement of the River Seine and its canals that leave a lasting legacy, including enabling swimming again in its waters
- The protection of new natural spaces and endangered wildlife within the protected Georges-Valbon parkland (a Natura 2000 site)
- The construction of the Olympic and Paralympic Village, as well as the Media Village, which will be living examples of how to conceive and create a smart city.

The Paris 2024 Games will achieve important social legacies through initiatives leading to a better society through sport based on the principles of inclusion, civic responsibility and engagement. With the Games, France will unleash the energy and the talent of its young and multi-cultural population. Games preparation and organisation will also drive public interest in para-sports and will further improve the engagement and social inclusion of people with an impairment, ensuring a strong legacy.

The Sport 2024+ plan will deliver significantly increased regular sport participation for a healthy life for all, particularly focusing on those who currently lack access to sport activities. New training facilities, equipment and curricula will ensure greater access to para-sport. Paris 2024 will capitalise on the unique power of the Games and on the athletes’ influence as role models to raise awareness and encourage positive behaviours. The Games will also improve athlete career opportunities and provide special assistance in accomplishing their goals.
25. Full engagement with all stakeholders regarding sustainability

Sustainability is a core priority of the Paris 2024 concept. All public stakeholders, civil society and the private sector have been working together for over a year to build an exemplary Games concept which stimulates sustainable innovations. In line with ISO 2012–1 standards, the Bid Committee’s engagement plan aims to understand stakeholders’ needs and expectations, to build an ongoing dialogue and to anchor the project with a continuous improvement approach.

Throughout 2014, a series of 12 workshops gathering more than 250 personalities from the Olympic and Paralympic Movements, the business world, non-governmental organisations (NGO), media and institutional partners were conducted to study the opportunity of a Paris bid. Their work evaluated the benefits of bidding for and hosting the Games. One of these workshops was specifically focused on sustainability and defined the bid’s initial approach on the topic.

After the official announcement of the candidature, work was accelerated with the setup of a Sustainability Working Group to support the Bid Committee in building a sustainable technical concept that will leave a lasting legacy for the host cities. This working group is comprised of public institutions and organisations directly involved in the Games (the CNOSF, the City of Paris, the Paris Region and the national government) and is coordinated through the Impact and Legacy Department of the Bid Committee.

An Environmental Excellence Advisory Group gathering experts from civil society (NGOs, private sector organisations, etc.) has been launched to broaden the discussion and define innovative solutions in sustainability. Several Paris 2024 Marketing Partners, recognised for their expertise in sustainability, also collaborate on the development of the Games concept by providing their inputs.

This advisory group is part of an overall Paris 2024 stakeholder engagement programme, summarised in the table below:

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Advisory Group</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>Host Cities &amp; Communities</td>
<td>Engage local authorities and municipals, develop shared policy and plan for legacy</td>
</tr>
<tr>
<td>Priority audiences</td>
<td>Athletics, International Sport Engagement, Generation 2024 (Youth)</td>
<td>Inform and engage with priority groups regarding the Games and promote sport objectives</td>
</tr>
<tr>
<td>Games impact</td>
<td>Environmental Excellence</td>
<td>Maximize the economic, social, environmental and sport impacts and legacy of Paris 2024</td>
</tr>
<tr>
<td></td>
<td>Economic Development</td>
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<tr>
<td></td>
<td>Sport &amp; Society</td>
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</tbody>
</table>

I Respecting Natural and Cultural Environments and Building Sustainably

26. A distinct focus on biodiversity

The Games concept and its placement of venues help establish and preserve biosphere reserves and environmental protection zones. Hosting the Games will enhance the Natura 2000 zone of the Park Georges-Valbon located close to the Water Polo Arena, the venues at Le Bourget and the Media Village.

Please refer to the Environment Map on pages 38-39.

Very limited and controlled potential risks

The Paris Region is exposed to very limited and controlled risks, whether of natural origin or related to industrial activities. Since the 1910 Great Flood of Paris, flood control measures such as barriers, floodways and other river defences have been implemented. Risk prevention plans have also been developed to control urbanisation of higher risk areas.

A risk of flooding remains at certain times of the year in some urbanised areas in the region, but risks are properly identified and monitored in real time. The Games will be held during a time of year in which the risk of flooding is negligible.

There is no risk of landslides or seismic activity affecting areas hosting Games activities.

27. Energy and environmental excellence in all construction

French laws concerning sustainable construction are among the most stringent in Europe. To meet all legal requirements, the competition and non-competition venues to be built or renovated for Paris 2024 will respect the strictest standards of energy use, health and safety, environment and biodiversity. The most recently built competition venues are already certified or are currently working towards certification: High Environment Quality (HQE) for Arena 92, Velodrome National, Bercy Arena I and Stade de Nice; Golf Environment Organisation (GEO) certification for Golf National; BREEAM and ISO 2012-1 for Roland-Garros; ISO 2012-1 for Le Bourget, etc.

The new Aquatics Centre and Bercy Arena II will be designed as net positive energy and high environmental performance buildings and will be low carbon during their entire life cycle.

New standards will be set by capitalising on recent innovative projects (e.g., the most recent sports facilities opened in Paris are designated HQE and use renewable energy) and on existing references (the renovation of the Vaires-sur-Marne Water Sports Centre respects the Paris Region’s Guide on Leisure Centres Sustainable Planning and Construction). Recycled construction materials will be used for temporary venues.

The Olympic and Paralympic Village will become a showcase of French innovation towards a sustainable city. As part of the Ile-Saint-Denis fluvial eco-district, its construction and use will generate positive impacts on the environment, biodiversity and social diversity. Buildings will target the highest standards in energy performance, with heat production utilising renewable energy (RE) and cooling systems (such as green roofs). More than 30% of the site will be dedicated natural spaces.

28. Limited and organised displacement of existing businesses and housing

Games infrastructure will mainly be developed on land belonging to the national government or local authorities. A small number of land plots that will be used for the Olympic and Paralympic Village and the developments at Le Bourget are currently occupied by private entities. In such situations, there are several possibilities under French Law:

- Leasing the land and buildings through contractual arrangements with financial covenants including rental costs, loss of use or of operations and restoration to initial state
- Mutual agreement for acquisition of the plots as they are already designated for urban development
- Expropriation for public use if necessary.

The expropriation code defines the legal and regulatory procedures for land acquisition and development by public authorities, generally by mutual agreement and when it is in the public interest.

For the few residents impacted by the development of new venues, French legislation outlines the identification of each individual’s needs and proposes appropriate relocation solutions adapted to the specific situation. It gives priority to rehousing within the same city. Any companies impacted by the development of the Olympic and Paralympic Village will benefit from specific measures implemented in 2014 to help them relocate nearby.
26. A distinct focus on biodiversity (Environment Map)
29. Impacts assessed throughout the process to ensure positive outcomes

All Paris 2024 venues have been selected after an initial sustainability review. Priority was given to proposed venues offering positive social and environmental legacies. The Games concept maximises use of existing venues, ensures sustainable construction that will contribute to biodiversity, supports alternative transport modes, and follows ISO 2012-1 standards. Thus, the impact of the Paris 2024 Games will be significantly reduced and in the end will generate positive benefits and long-term legacy.

In 2016, Paris 2024 will conduct a preliminary impact assessment of the Games concept in order to:
- Identify the issues related to each venue's current state
- Integrate the principles of avoidance, reduction and compensation
- Initiate a continuous improvement approach.

An impact study detailing environmental, social and economic impacts will be conducted during the planning phase for each venue, according to French legislation and best practice. It will be strengthened by local resident consultation.

I Managing Air and Water Quality and Resources

30. Improving ambient air quality

Since 2001, the fight against air pollution has been a priority for the City of Paris. Stringent policies put in place have already generated a significant pollution reduction that will continue through 2020, including a 25% reduction in car traffic over 10 years, a circulation ban in the city for the most polluting vehicles by 2020, the restoration of the banks along the River Seine, and the creation of 700 km of cycling tracks.

The Region Atmosphere Protection Plan (PPA), renewed in 2013 and again in 2016, defines concrete measures to be implemented by 2020 in addition to its commitment to developing alternative transport modes.

Air quality monitoring in the Paris Region is assessed by an independent body approved by the French government (AIRPARIF) and relies on a network of 70 measurement stations scattered across 100 km around Paris.

In France, 15 air pollutants are regularly monitored. For most of them (sulphur dioxide, lead, carbon monoxide, etc.), concentrations measured in the Paris Region have long conformed to regulatory requirements through rigid policies and enforcement.

The overall situation, including for these pollutants, has been significantly improving for the past ten years and concentrations for each pollutant are decreasing.

31. Excellent water quality across France and concrete measures planned for Paris

Bathing water quality is controlled by the Regional Health Authorities (ARS) and is a major priority for the Health Ministry, which establishes regulations following EU and WHO directives.

The Water Sports Centre (Vaires-sur-Marne) and the waters of Marseille Marina have recently been evaluated as having “excellent water quality” according to these regulations.

Water quality of the River Seine (competition venue for Triathlon and Aquatics – Marathon swimming) is tested monthly. The significant decrease in pollution over recent years has resulted in the reappearance of aquatic plants and fish species (18 new species between 1990 and 2013). The city and its partners oversee an ongoing plan of action to improve the Seine’s water quality, based on three pillars: a Rain Plan for soil re-permeabilisation; an improvement in the filtering processes of the sanitation networks upstream from the city; and a reduction in pollutants discharged by ships. Hosting the Games will accelerate these measures and leave a tangible legacy of swimming areas accessible to all.

32. Sufficient, safe water supplies

Drinking water in both Paris and the Paris Region fully complies with standards defined by the European Public Health Code, which is the world's highest water quality standard. There is no drinking water quality risk to public health.

In the areas around proposed Games venues, the average demand for water is approximately 1.3 million cubic meters per day and the production capacity is 2.6 million cubic meters per day. This significant production surplus is available throughout the region as a result of network capacity, omnipresent local grids and interconnections between production plants. These production plants are equipped with state-of-the-art treatment facilities. They produce water from the three rivers flowing across the Paris Region (Seine, Marne and Oise) and from groundwater collection. More than 700,000 analyses are conducted each year, ensuring constant control of water quality.

Concrete action plans define the Paris Region’s priorities for 2020 including minimising energy consumption, improving building energy performance, developing urban heating powered by RE, and a 20% reduction in GHG emissions related to car traffic.

The City of Paris demonstrates its engagement in the fight against climate change through a range of initiatives, particularly the Energy Climate Plan and the Anti-Pollution Plan. These plans include a EUR 500 million investment by 2020 for innovative projects selected by Parisians, the application of the eco-district approach to all urban projects, the development of energy recovery systems and efforts toward zero waste city-wide.

City and regional sustainability reports document annual achievements with ad hoc indicators and are widely available to the public.
1.2

I Building Human Capacity

34. Generation 2024

The Olympic and Paralympic Games offer Paris, the Paris Region and all of France a transformative opportunity to inspire and cultivate a new generation of talent through a range educational, sport development and work initiatives.

France is home to one of the largest populations of youth under age 25 in the European Union. This young generation, Generation 2024, will benefit from innovative programmes delivered through educational institutions across the country, leveraging the Games to focus on entrepreneurial, sport, civic and humanitarian learning opportunities.

The Games creates thousands of job opportunities, most of which require specialised skills. Paris 2024 will implement extensive training, internship and other work programmes to maximise skills development and work experience for Generation 2024. Further, more than 50,000 volunteers will support the Games, many of which will be from Generation 2024. Paris 2024 will ensure that each volunteer develops useful lifetime skills through a robust training programme and engagement with the Games.

I Promoting Sport and the Olympic Values in Society

35. A Long-term national sporting strategy focused on participation

Over the past several decades, the national government of France has committed to an ambitious national sporting strategy to develop sport in all its diversity, for everyone and everywhere by supporting all sports (Olympic, Paralympic and others) and all types of activities (competition, recreation, healthy lifestyle, etc.).

This strategy relies in particular on a highly developed sports community: 96 national sport federations; 37 million active licences; 180,000 sport associations; a deep network of regional and local committees under the CNOSF; 3.5 million volunteers; and numerous sports facilities in communities across France. It also benefits from the strong support of local authorities and the national government. This strategy is leading to results – according to 2014 Eurobarometer results, 43% of French people over age 15 practice sport at least once a week.

The primary objective of this strategy is to develop sport participation for everyone, all over the country, particularly focusing on youth and those who currently lack access to sport activities such as women, residents of disadvantaged neighbourhoods and rural areas, persons with an impairment, etc.

Youth sport participation is prioritised through physical and sport education classes – an integral part of the academic programme from elementary through high school (students from 6 to 18 years old). In addition, nearly 3 million students practice sport in their school’s sports associations. To promote citizenship, more than 150,000 young educated officials serve as judges, referees or managers for school sport competitions.

The CNOSF has recently strengthened its collaboration with the French Education and Sports Ministries to develop new bridges between school sport and club sport as well as to implement educational resources for teachers and students.

France understands the inspiring role that sport champions can play in driving sport participation and positive lifestyles. To maximise the benefit of these sport role models in society, an active effort led by the national government is in place, including:

- A programme to empower high-performance athletes, providing them access to educational, financial and other forms of government support, including social benefits
- Pursuing the hosting of large-scale sports events, with more than 40 world or European Championships in summer Olympic sports hosted in France since 2000
- Providing sport infrastructure at the world’s highest standards in order to ensure the best facilities and equipment for athlete success.

36. Promoting sport and Olympic value

A national plan to leverage the planning and staging of the Games, called Sport 2024+, developed in close collaboration between the sport community, local authorities, the national government and private companies, will be implemented to ensure a legacy beyond 2024.

This plan aims to fully embed sport in French society and achieve regular practice of sport by 80% of the population by 2024.

The plan establishes three main objectives:

1. No one too far from sport – offer the opportunity for each resident to have access to a community sports club, facility or fitness trail, and create the conditions for high-performance training without financial barriers
2. Everyone is a sport citizen – Olympism, already closely aligned with French values, will be at the core of public policy in terms of education, citizenship, engagement of youth, social inclusion and integration
3. Sport-driven, sustainable growth – sport and major events, building on the success of the recent COP21, will be at the forefront of sustainable economic growth, in particular by creating a fully-formed sports sector.

To promote sport and the Olympic values amongst youth, a specific school-based programme will be launched before the Games and continued beyond 2024, focusing on three priority actions:

- A national education curriculum based on Olympic values to promote citizenship, health, living together, equality and diversity, this includes participation of Olympians and Paralympians to promote these values within schools
- A national contest promoting Olympism, the Olympic and Paralympic Games and the Youth Olympic Games with participation of all French schools
- A national plan to promote the Olympic values on specific days such as Olympic Day and School Sports Day, as well as during school competitions and at large-scale sports events hosted in France.

To reach beyond the school audience, a national call for projects on promoting Olympism and its values will be made to all members of the sports community and the general public. The best initiatives will be selected and extended nationwide, in close collaboration with all partners in the sport and Olympic and Paralympic communities.

To promote sport and its benefits toward a healthy lifestyle, Paris 2024 will implement a programme that contributes to improved health and well-being of the French people and a reduction in healthcare expenditures. This programme benefits from legislative recognition of sport as a lever for improved public health. It will also capitalise on the “Feel Sport” initiative launched by the CNOSF in advance of the European Week of Sport.

Regarding sport infrastructure, the Sport 2024+ plan will help renovate numerous community facilities, support construction of new facilities in underserved areas and prepare them for the practice of sport for decades to come. Paris is committed to define a new model for a sporting city, where sport is fully embedded in society and extended to new homes in the public domain.

Finally, the development of volunteerism and civic participation, particularly with France’s youngest generation, will produce a strong legacy from the Games. An active programme encouraging engagement in sport-related and other associations will also be integrated within the high-school and university curriculums. In parallel, civic service programmes, currently offered as a 6 to 12-month volunteer public service experience for people aged 16 to 25, will be extended to include Olympic values’ promotion and sport participation for those who currently lack access.
1.3

General Infrastructure & Capacity Analysis

Everything is in place to stage the 2024 Olympic and Paralympic Games — abundant accommodation, efficient transport, ample energy and telecommunications capacity, and some of the world’s best health services. Paris, a truly global city, will go beyond these basics to deliver magic moments of sport and celebration for everyone.
1.3.1. Population statistics

37. Stable population growth

Paris is the largest metropolis of France and one of the five largest cities in Europe. It is characterised by its density, its dynamism and its diversity with more than 200 different nationalities amongst its residents.

The Paris Region has one of the youngest populations in the European Union, with 33% of its 12 million residents under the age of 25.

France has the second largest population in Europe with 66.5 million inhabitants today and an estimated population of 69.2 million in 2024, due to one of the highest birth rates in Europe.

38. Abundant supply of existing and planned hotel rooms

Paris has substantial existing accommodation capacity with a total of 133,909 rooms, 70% of which are located within 10 km radius of the Paris centre. This inventory will continue to grow with 7,864 additional rooms planned for construction. The Paris 2024 concept will continue to grow with 7,864 additional rooms within a 10 km radius of the Paris centre. This inventory with a total of 133,909 rooms, 70% of which are located near the Olympic and Paralympic Village and Main Media Centre.

39. Ample alternative accommodation to suit every need

Paris offers 98,256 rooms in alternative accommodation, including 26,259 rooms in student accommodation and 14,769 rooms in tourist residences such as apart-hotels and guest houses. Paris is the global capital of the new sharing economy, where about 50,000 furnished apartments are currently listed on Airbnb, representing a unique opportunity for visitors to exchange with Parisians and experience the Games in an even more authentic way. Please refer to Table 39.

40. Media Village

In addition to the numerous existing hotel rooms in the Paris Region, a Media Village will be developed on a site adjacent to Paris Le Bourget, the host of the Main Media Centre. The Media Village will provide additional accommodation options focused on comfort and convenience, with reduced transport times and extended stay opportunities for members of the media prior to the Games.

The Media Village will be built on a nine-hectare site owned by the Department of Seine-Saint-Denis in a pleasant environment close to the Georges-Valbon parkland, a 400-hectare Natura 2000 protected area. The new neighbourhood that will be created on the site will be part of the Paris 2024 Olympic Park, with a park area of 1.2 km².

The Media Village will be near the Olympic and Paralympic Village and Main Media Centre. It will provide 4,000 additional accommodation units, including 26,259 student accommodation and 14,769 rooms in tourist residences such as apart-hotels.

41. Development plan

Due to the extraordinary existing and planned accommodation capacity in Paris and host cities, no new accommodation is needed for the Olympic Games. Planned accommodation growth, particularly for large 4 star and 5 star hotels, is fully aligned with the Metropolitan Hotel Plan 2008-2020 which will be completed irrespective of the Games and provide hotels in key areas of the Games concept, particularly near the Olympic and Paralympic Village and Main Media Centre.

Table 39 (Alternative Accommodation)

<table>
<thead>
<tr>
<th>City</th>
<th>Type of accommodation</th>
<th>Star rating or equivalent</th>
<th>Current capacity (rooms)</th>
<th>Planned expansion (rooms)</th>
<th>Distance from City Centre (0-10 km &amp; 10-50 km)</th>
<th>Anticipated Games client/workforce use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paris</td>
<td>Furnished apartment</td>
<td>1 to 5</td>
<td>26,259</td>
<td>0</td>
<td>0-10 km &amp; 10-50 km</td>
<td>Media, Host ODOS, etc.</td>
</tr>
<tr>
<td></td>
<td>University dormitory</td>
<td>1 to 5</td>
<td>55,899</td>
<td>0</td>
<td>0-10 km &amp; 10-50 km</td>
<td>Media, Host ODOS, etc.</td>
</tr>
<tr>
<td></td>
<td>Student residence</td>
<td>1 to 5</td>
<td>26,199</td>
<td>1,840</td>
<td>0-10 km &amp; 10-50 km</td>
<td>Media, Host ODOS, etc.</td>
</tr>
<tr>
<td></td>
<td>Camp</td>
<td>1 to 4</td>
<td>6,226</td>
<td>0</td>
<td>0-10 km &amp; 10-50 km</td>
<td>Media, Host ODOS, etc.</td>
</tr>
<tr>
<td></td>
<td>University dormitory</td>
<td>1 to 5</td>
<td>4,909</td>
<td>0</td>
<td>0-10 km &amp; 10-50 km</td>
<td>Media, Host ODOS, etc.</td>
</tr>
<tr>
<td></td>
<td>Student residence</td>
<td>1 to 5</td>
<td>2,211</td>
<td>66</td>
<td>0-10 km &amp; 10-50 km</td>
<td>Media, Host ODOS, etc.</td>
</tr>
<tr>
<td></td>
<td>Furnished apartment</td>
<td>1 to 5</td>
<td>3,626</td>
<td>14</td>
<td>0-10 km &amp; 10-50 km</td>
<td>Media, Host ODOS, etc.</td>
</tr>
<tr>
<td></td>
<td>University dormitory</td>
<td>1 to 5</td>
<td>431</td>
<td>11</td>
<td>0-10 km &amp; 10-50 km</td>
<td>Media, Host ODOS, etc.</td>
</tr>
<tr>
<td></td>
<td>Student residence</td>
<td>1 to 5</td>
<td>2,028</td>
<td>79</td>
<td>0-10 km &amp; 10-50 km</td>
<td>Media, Host ODOS, etc.</td>
</tr>
<tr>
<td></td>
<td>Furnished apartment</td>
<td>1 to 5</td>
<td>38,255</td>
<td>1,569</td>
<td>0-10 km &amp; 10-50 km</td>
<td>Media, Host ODOS, etc.</td>
</tr>
<tr>
<td></td>
<td>University dormitory</td>
<td>1 to 5</td>
<td>917</td>
<td>37</td>
<td>0-10 km &amp; 10-50 km</td>
<td>Media, Host ODOS, etc.</td>
</tr>
<tr>
<td></td>
<td>Student residence</td>
<td>1 to 5</td>
<td>7,864</td>
<td>7,864</td>
<td>0-10 km &amp; 10-50 km</td>
<td>Media, Host ODOS, etc.</td>
</tr>
</tbody>
</table>

Table 38 (Existing Hotel Rooms - Marseille)

<table>
<thead>
<tr>
<th>Hotel Rating</th>
<th>Number of hotels</th>
<th>Number of rooms</th>
<th>Number of hotels</th>
<th>Number of rooms</th>
<th>Total number of hotels</th>
<th>Total number of rooms</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 star</td>
<td>6</td>
<td>6,079</td>
<td>2</td>
<td>517</td>
<td>78</td>
<td>6,596</td>
</tr>
<tr>
<td>4 star</td>
<td>25</td>
<td>32,045</td>
<td>97</td>
<td>12,614</td>
<td>407</td>
<td>45,658</td>
</tr>
<tr>
<td>3 star</td>
<td>704</td>
<td>18,125</td>
<td>141</td>
<td>17,012</td>
<td>171</td>
<td>35,138</td>
</tr>
<tr>
<td>2 star</td>
<td>105</td>
<td>14,314</td>
<td>124</td>
<td>6,303</td>
<td>231</td>
<td>20,617</td>
</tr>
<tr>
<td>1 star</td>
<td>42</td>
<td>2,211</td>
<td>56</td>
<td>4,345</td>
<td>98</td>
<td>6,197</td>
</tr>
<tr>
<td>Total</td>
<td>2,028</td>
<td>133,909</td>
<td>456</td>
<td>29,283</td>
<td>1,569</td>
<td>135,719</td>
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</tbody>
</table>

Table 38 (Planned Hotel Rooms - Paris)

<table>
<thead>
<tr>
<th>Hotel Rating</th>
<th>Number of hotels</th>
<th>Number of rooms</th>
<th>Number of hotels</th>
<th>Number of rooms</th>
<th>Total number of hotels</th>
<th>Total number of rooms</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 star</td>
<td>10</td>
<td>701</td>
<td>1</td>
<td>910</td>
<td>11</td>
<td>1,611</td>
</tr>
<tr>
<td>4 star</td>
<td>30</td>
<td>1,849</td>
<td>10</td>
<td>2,394</td>
<td>11</td>
<td>2,593</td>
</tr>
<tr>
<td>3 star</td>
<td>3</td>
<td>1,050</td>
<td>6</td>
<td>1,499</td>
<td>9</td>
<td>2,998</td>
</tr>
<tr>
<td>2 star</td>
<td>2</td>
<td>201</td>
<td>4</td>
<td>513</td>
<td>6</td>
<td>911</td>
</tr>
<tr>
<td>1 star</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>32</td>
<td>5,254</td>
<td>14</td>
<td>4,438</td>
<td>19</td>
<td>9,692</td>
</tr>
</tbody>
</table>

Table 38 (Existing and Planned Hotel Rooms - Marseille)

<table>
<thead>
<tr>
<th>Hotel Rating</th>
<th>Number of hotels</th>
<th>Number of rooms</th>
<th>Number of hotels</th>
<th>Number of rooms</th>
<th>Total number of hotels</th>
<th>Total number of rooms</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 star</td>
<td>10</td>
<td>701</td>
<td>1</td>
<td>910</td>
<td>11</td>
<td>1,611</td>
</tr>
<tr>
<td>4 star</td>
<td>30</td>
<td>1,849</td>
<td>10</td>
<td>2,394</td>
<td>11</td>
<td>2,593</td>
</tr>
<tr>
<td>3 star</td>
<td>3</td>
<td>1,050</td>
<td>6</td>
<td>1,499</td>
<td>9</td>
<td>2,998</td>
</tr>
<tr>
<td>2 star</td>
<td>2</td>
<td>201</td>
<td>4</td>
<td>513</td>
<td>6</td>
<td>911</td>
</tr>
<tr>
<td>1 star</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>32</td>
<td>5,254</td>
<td>14</td>
<td>4,438</td>
<td>19</td>
<td>9,692</td>
</tr>
</tbody>
</table>
1.3.3. Airport

42. A warm welcome at the one of the world’s busiest airports

The Paris-Charles de Gaulle (Paris-CDG) airport will be the main international gateway for Paris 2024. As the second-busiest airport in Europe and the eighth-busiest worldwide, Paris-CDG welcomed 63.8 million passengers in 2014 through its direct connections with 319 cities around the world. It is located just 13 km from the Main Media Centre and Media Village, 19 km from the Olympic and Paralympic Village and 28 km from the main hotel area.

A third airport, Paris-Le Bourget, is a convenient option used as a secondary entry point for international flights serving Paris and its region.

43. Robust secondary airports

In addition to Paris-CDG, the Paris-Orly airport will be used as a secondary entry point for international flights serving Paris and its region. Paris-Orly Airport

Located 17 km south of Paris’s city centre, the Paris-Orly airport has three runways, handling up to 1,100 aircraft movements in 24 hours and serving 150 cities around the world. The two terminals, equipped with a total of 70 gates, can accommodate 27 million passengers per year.

Paris-Orly airport is well connected to Paris by the existing road and rail networks, including the A6 motorway, the RER line B and RER line C as well as the tramway T7. As part of the Grand Paris Express, the fast and efficient metro line 14 will be extended to Paris-Orly airport by 2024, significantly improving accessibility.

44. Capacity and convenience across the airport network

Paris-CDG Airport

The Paris-CDG airport exceeds Games requirements, operating 24 hours a day with capacity to handle 72 million passengers each year, expanding to 80 million by 2020. With 226 gates and two independent sets of two runways each adapted to super-widebody aircraft, Paris-CDG can handle up to 2,000 aircraft movements over 24 hours.

The 30 km journey to Paris’s city centre benefits from excellent and fast road and rail connections:

- High capacity motorways A1 and A3
- Efficient public transport using RER line B
- A high-speed “TGV” train station
- Taxis, ride sharing and frequent shuttle services.

In 2024, the metro line 17 will link the Paris-CDG airport to Saint-Denis-Pleyel, a prominent new station near the Olympic and Paralympic Village, to complement the RER line B service. In addition, a direct, dedicated and quick railway shuttle, the CDG Express, will connect Paris-CDG to the Paris Est train station by 2023.

Paris-Orly Airport

Located 17 km south of Paris’s city centre, the Paris-Orly airport has three runways, handling up to 1,100 aircraft movements in 24 hours and serving 150 cities around the world. The two terminals, equipped with a total of 70 gates, can accommodate 27 million passengers per year.

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45. Development plan focused on customer services

As part of a long-term strategic plan, Aeroports de Paris, owner and manager of all civil airports within the Paris Region, has already begun a vast and ambitious programme to renovate both Paris-CDG and Paris-Orly airports to meet projected growth in passenger demand and increase quality of service, productivity and competitiveness. Focused upgrades between now and 2020 build on the tremendous improvements achieved in the past four years in service quality and customer experience.

EUR 3 billion in investments between 2016 and 2020 are planned at the three main airports to renovate airline terminals, improve accessibility and deploy the latest technology in upgrades of runways and support facilities. Specific innovations include EUR 136 million for automatic baggage drop-off, self-boarding gates, and other improved customer services.

46. Flight connections to everywhere

Each week, the Paris-CDG and Paris-Orly airports connect with 113 countries and 469 cities through 10,005 international flights. Planned growth through operational efficiencies and terminal renovations should increase overall capacity by 19% at Paris-CDG and 32% at Paris-Orly by 2024, leading to additional country and city connections and greater convenience for all Games visitors.

Please refer to Table 46.

Table 46 (Flight Network)

<table>
<thead>
<tr>
<th>Continent</th>
<th>Countries served</th>
<th>Main airport (Paris-Charles de Gaulle)</th>
<th>Secondary airport (Paris-Orly)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td></td>
<td>731</td>
<td>715</td>
</tr>
<tr>
<td>America</td>
<td></td>
<td>885</td>
<td>174</td>
</tr>
<tr>
<td>Asia</td>
<td></td>
<td>807</td>
<td>14</td>
</tr>
<tr>
<td>Europe</td>
<td></td>
<td>5,285</td>
<td>1,523</td>
</tr>
<tr>
<td>Oceania</td>
<td></td>
<td>16</td>
<td>0</td>
</tr>
</tbody>
</table>

A high-speed “TGV” train station
Efficient public transport using RER line B
High capacity motorways A1 and A3
A high-speed “TGV” train station
Taxis, ride sharing and frequent shuttle services.

In 2024, the metro line 17 will link the Paris-CDG airport to Saint-Denis-Pleyel, a prominent new station near the Olympic and Paralympic Village, to complement the RER line B service. In addition, a direct, dedicated and quick railway shuttle, the CDG Express, will connect Paris-CDG to the Paris Est train station by 2023.

Paris-Orly Airport

Located 17 km south of Paris’s city centre, the Paris-Orly airport has three runways, handling up to 1,100 aircraft movements in 24 hours and serving 150 cities around the world. The two terminals, equipped with a total of 70 gates, can accommodate 27 million passengers per year.

Paris-Orly airport is well connected to Paris by the existing road and rail networks, including the A6 motorway, the RER line B and RER line C as well as the tramway T7. As part of the Grand Paris Express, the fast and efficient metro line 14 will be extended to Paris-Orly airport by 2024, significantly improving accessibility.

Paris-Le Bourget Airport

Located just 5 km from the Stade de France and within walking distance of the Main Media Centre and several competition venues, Paris-Le Bourget airport is specialised in corporate and private aviation. Europe’s premier corporate aviation airport, it offers high-quality services provided by industry-leading operators and will operate during the Games.

A high-speed “TGV” train station
Efficient public transport using RER line B
High capacity motorways A1 and A3
A high-speed “TGV” train station
Taxis, ride sharing and frequent shuttle services.

In 2024, the metro line 17 will link the Paris-CDG airport to Saint-Denis-Pleyel, a prominent new station near the Olympic and Paralympic Village, to complement the RER line B service. In addition, a direct, dedicated and quick railway shuttle, the CDG Express, will connect Paris-CDG to the Paris Est train station by 2023.
General Infrastructure & Capacity Analysis

1.3.4. Transport

47. Comfort, safety and convenience in transport for all Games clients

The Paris 2024 Games transport strategy is based on the principles of comfort, safety and convenience for all Games clients whilst accommodating the ongoing transport demands of a large metropolis. The strategy builds on a compact venue concept, abundant connections to a highly advanced transport network, and prudent investments in transport infrastructure which will serve both the Games and the community.

The Games transport strategy specifically includes:
- Providing quick, reliable and secure transport services tailored for each client group, with athlete transport as the number one priority.
- Continuity for the public’s daily movements throughout the region by leveraging dynamic traffic management and regulation systems and concerted efforts to minimise Games impact.
- Ensuring the most sustainable projects and the best legacy for the region when deciding on investments and implementing transport solutions and mobility management.

Transport services meeting every need

The Games transport plan relies on innovative and pragmatic solutions, including high-quality services tailored to each client group:
- For athletes and officials, a dedicated, coach-based transport system will provide on-schedule transfer services to all competition and training venues quickly and safely.
- For media, a dedicated, coach-based transport system will provide 24-hour services efficiently connecting all competition and non-competition venues to the Main Media Centre and the adjacent Media Village.
- For the Olympic and Paralympic family, a dedicated car fleet will provide friendly, personalised transport.
- For Marketing Partners and guests, a specific programme will be offered to provide flexibility and optimal services.

48. Full alignment in transport strategies

Sustainable mobility has been a priority in the Paris Region for many years, embedded in Urban Transportation Plans (PDU). The Paris Region PDU for 2010-2020 aims to:
- Increase by 20% the trips made via public transport.
- Increase by 10% the trips made by active modes of transport, particularly bicycles.
- Decrease by 300,000 the number of daily journeys made by personal cars and motorcycles.

These objectives also contribute to reducing greenhouse gas emissions and pollution levels. Efforts will be extended beyond 2020 with an urban development agenda focused on compactness, urban diversity and ambitious development of public transport.

49. High utilisation of public and shared transport

In 2015, the motorisation rate in Paris was 252 vehicles per 1,000 inhabitants. This extremely low rate reflects the quality and the efficiency of Paris public transport system. The share of public transport journeys will continue to increase despite expected growth in population. Also contributing are innovative, sustainable transport solutions such as Velib’. Only 7% of the trips made in Paris are carried out in a car.

Velib’

In 2015, nearly 22 million trips were made on Velib’, the Parisian bike sharing system. In place since 2007, the use of Velib’ is booming, with 1,800 stations in Paris and a major contributor to sustainable mobility.

Please refer to Table 49.

50. Transport infrastructure ready to serve

Existing transport infrastructure

The City of Paris and the Paris Region own a highly sophisticated network of rail and road transport infrastructure, regularly upgraded and enhanced to deliver quality services.

Paris and its region benefit from a dense road network with more than 1,150 km of motorways and dual carriageways connecting all Games venues, including the motorway A1 and the city ring road.

Public transport is the primary means of transport for the region’s residents. Nearly 8.5 million trips are made each day on public transport in the region, relying on the density and efficiency of an existing network which includes:
- 13 suburban lines including five regional lines (RER) serving 448 stations.
- 17 metro lines serving 305 stations.
- 9 fully accessible tramway lines with 184 stops.
- A fully accessible bus network comprised of 1,500 lines and more than 32,000 stops.

<table>
<thead>
<tr>
<th>Table 49 (Motorisation Rate and Public Transport Share)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motornisation rate</td>
</tr>
<tr>
<td>Paris Region</td>
</tr>
<tr>
<td>France</td>
</tr>
<tr>
<td>Automobiles motorisation rate (cars per thousand people)</td>
</tr>
<tr>
<td>Share of public transport journeys in relation to all authorised journeys</td>
</tr>
<tr>
<td>Paris Region</td>
</tr>
<tr>
<td>France</td>
</tr>
<tr>
<td>16%</td>
</tr>
</tbody>
</table>
### Table 50a (Existing Transport Infrastructure)

<table>
<thead>
<tr>
<th>Type of transport infrastructure (motorways, major urban arterial network, suburban rail, subway, light rail public transport systems)</th>
<th>Length (km) + capacity (number of traffic lanes or tracks)</th>
<th>Construction / upgrade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motorways</td>
<td>6</td>
<td>1,150 km (plus to 2x6 traffic lanes)</td>
</tr>
<tr>
<td>Rivers</td>
<td>26</td>
<td>500 km (2x4 to 2x6 traffic lanes)</td>
</tr>
<tr>
<td>Ring roads (tunnelled and/or viaducts)</td>
<td>2</td>
<td>80 km (2x4 to 2x6)</td>
</tr>
<tr>
<td>Other roads</td>
<td>2</td>
<td>187 km / 2 traffic lanes before 1900 constant upgrade</td>
</tr>
</tbody>
</table>

### Table 50b (Existing Transport Infrastructure - Permanent Works Required)

<table>
<thead>
<tr>
<th>Type of transport infrastructure (motorways, major urban arterial network, suburban rail, subway, light rail public transport systems)</th>
<th>Current length (km) + capacity (number of traffic lanes or tracks)</th>
<th>Construction / upgrade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motorways, major urban arterial network</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A86: laying of Pleyel interchange</td>
<td>2 km of one traffic lane access roads</td>
<td>State 1989 2023 Public</td>
</tr>
<tr>
<td>A14: roundabout of Aulnay</td>
<td>40 km of one traffic lane access roads</td>
<td>State 1989 2023 Public</td>
</tr>
<tr>
<td>A15: roundabout of Aulnay</td>
<td>100 km of one traffic lane access roads</td>
<td>State 1990 2020 Public</td>
</tr>
<tr>
<td>CDG: new roadlinks</td>
<td>1 km</td>
<td>CDG 2023 Public</td>
</tr>
</tbody>
</table>

### Table 50c (Planned Transport Infrastructure)

<table>
<thead>
<tr>
<th>Type of transport infrastructure (motorways, major urban arterial network, suburban rail, subway, light rail public transport systems)</th>
<th>Length (km) + capacity (number of traffic lanes or tracks)</th>
<th>Construction / upgrade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motorways</td>
<td>3</td>
<td>extension: 8 km</td>
</tr>
<tr>
<td>Line 14: extension North (Saint-Denis - Saint-Denis Pleyel)</td>
<td>10</td>
<td>extension: 8 km</td>
</tr>
<tr>
<td>Line 14: extension South (Massy - Palaiseau - Puteaux-OH</td>
<td>10</td>
<td>extension: 2 km</td>
</tr>
<tr>
<td>Line 11: Porte de Choisy (Porte de Choisy)</td>
<td>22</td>
<td>extension: 10.6 km</td>
</tr>
<tr>
<td>Line 13: Porte de Choisy (Porte de Choisy)</td>
<td>22</td>
<td>extension: 10.6 km</td>
</tr>
<tr>
<td>Line 15: Puteaux - Porte de Choisy</td>
<td>22</td>
<td>extension: 10.6 km</td>
</tr>
<tr>
<td>Line 12: extension East (Massy - Reuil-en-Yvelines)</td>
<td>10</td>
<td>extension: 3 km</td>
</tr>
<tr>
<td>RER: Line E: extension West (Massy - Dorigny - Saint-Herblain)</td>
<td>3</td>
<td>extension: 4.6 km</td>
</tr>
</tbody>
</table>

### 51. Enhanced transport infrastructure benefitting everyone

No additional transport infrastructure is required to host the Games. The Games concept is perfectly aligned with existing strategies, development plans and construction timelines of projects such as the Grand Paris Express, which will serve both the Games and the community over the long-term.

Already planned and financed transport developments will bring the following long-term benefits:

- Economic development, employment and social inclusion across Paris outer ring
- Sustainable mobility enhancements
- Full accessibility in new and renovated infrastructure
- Considerable improvements in access to the city’s main airports, thanks to the CDG Express
- New and better services for key neighbourhoods, particularly those in the Grand Paris Zone.

### 52. A fully connected Games concept

The Games transport plan is served by the extensive and well-connected road network of the Paris Region, including key routes such as:

- The A1 motorway leading to the Paris-Charles de Gaulle airport and serving the Grand Paris Zone
- The city ring road connecting all Paris Centre Zone venues
- Motorways A4, A12, A13 and A14 as well as regional ring roads A104 and A86 to access all other competition and non-competition venues.

Meeting every Games need, the extensive public transport network will conveniently connect all Paris 2024 competition and non-competition venues, as summarised below:

- **Grand Paris Zone**
  - Existing suburban lines RER B and RER D, as well as metro line 13
  - Planned extensions of metro lines 12 and 14
  - New, automated metro lines 15, 16 and 17 of the Grand Paris Express in place by 2023.

- **Paris Centre Zone**
  - Myriad metro lines, buses and tramways in the Paris city centre.

- **Other venues**
  - National rail connections with dedicated shuttles from nearby stations for access to venues outside the city.
  - The Tram Express Ouest between Saint-Cyr and Saint-Germain-en-Laye supporting competitions at the Chateau de Versailles.

### 53. Short distances and quick journeys

To offer an enjoyable experience to all client groups, and athletes in particular, the Paris 2024 concept focuses on short distances between venues and travel via high-capacity roads. Based on current (2015) average conditions, nearly 80% of travel times between the Village and the competition venues are under 30 minutes.

Please refer to Table 53, noting that significant reductions in travel times brought about by the Grand Paris Express and Games-time traffic management measures are anticipated.
### Distances and Travel Times

<table>
<thead>
<tr>
<th>All distances in km and travel times in minutes by bus in 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Table 53</strong></td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Paris-Charles de Gaulle Airport</strong></td>
</tr>
<tr>
<td>Athlete accommodation</td>
</tr>
<tr>
<td>Football (Nice)</td>
</tr>
<tr>
<td>Football (Bordeaux)</td>
</tr>
<tr>
<td>Football (Saint-Etienne)</td>
</tr>
<tr>
<td>Football (Lyon)</td>
</tr>
<tr>
<td>Football (Marseille)</td>
</tr>
<tr>
<td>Football (Lille)</td>
</tr>
<tr>
<td>Football (Paris)</td>
</tr>
<tr>
<td>Football (Marseilles)</td>
</tr>
<tr>
<td>Footbal (Angers)</td>
</tr>
<tr>
<td>Footbal (Toulouse)</td>
</tr>
<tr>
<td>Footbal (Brest)</td>
</tr>
<tr>
<td>Footbal (Dijon)</td>
</tr>
<tr>
<td>Footbal (Dijon)</td>
</tr>
</tbody>
</table>

### Distances and Travel Times Outside the Host City

<table>
<thead>
<tr>
<th>All distances in km and travel times in minutes by bus in 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Table 62</strong></td>
</tr>
<tr>
<td><strong>Olympic Village</strong></td>
</tr>
<tr>
<td>Football (Nice)</td>
</tr>
<tr>
<td>Football (Bordeaux)</td>
</tr>
<tr>
<td>Football (Saint-Etienne)</td>
</tr>
<tr>
<td>Football (Lyon)</td>
</tr>
<tr>
<td>Football (Marseille)</td>
</tr>
<tr>
<td>Football (Lille)</td>
</tr>
<tr>
<td>Football (Paris)</td>
</tr>
<tr>
<td>Football (Marseilles)</td>
</tr>
<tr>
<td>Footbal (Angers)</td>
</tr>
<tr>
<td>Footbal (Toulouse)</td>
</tr>
<tr>
<td>Footbal (Brest)</td>
</tr>
<tr>
<td>Footbal (Dijon)</td>
</tr>
<tr>
<td>Footbal (Dijon)</td>
</tr>
</tbody>
</table>

### Energy

54. A reliable and high-capacity national electricity network

The French power grid is one of the lowest emitters of greenhouse gases in the world. France is engaged in an energy transition aiming to reduce the share of nuclear energy to 50% of the total production by 2025 while continuing to increase the share of renewable energies.

55. Strong support and ambitious objectives towards renewable energy

The French government supports responsible production (by supporting investment, incentives on purchase prices, etc.) and responsible consumption (through financial aid for individuals investing in RE systems). It finances research in the field such as spreading the use of RE in buildings (especially in new construction in accordance with current regulations) as well as developing RE heat networks. For individuals investing in RE systems, it finances local energy recovery systems.

### Distribution networks focused on high levels of service

Electricity distribution is controlled by local authorities. Nearly 95% of the Paris metropolitan area, the Electricity Distribution Network of France (ERDF) is the sole operator appointed by these authorities to manage their electricity distribution networks; the remaining 5% is entrusted to authorised local distributors. ERDF currently serves 35 million customers and operates 1.3 million km of lines, 750,400 distribution substations and 2,240 production stations. ERDF has a substantial annual investment plan (EUR 3.1 billion in 2013) in order to constantly improve the quality of the networks, fostering in particular the integration of renewable energies.
56. Domestic energy regulator

The Energy Regulatory Commission (CRE) is an independent administrative authority responsible for controlling electricity and gas markets in France. In compliance with the objectives of the national energy policy defined by the Ministry of Ecology, Sustainable Development and Energy, the actions undertaken by the CRE contribute to the development of a free and fair market for the benefit of end consumers, while guaranteeing high standards of service through strong, reliable and efficient networks.

57. Sufficient utility energy supply system

Thanks to its position within the 400 kV Paris Region loop, the existing electricity distribution system is already capable of reliably and securely handling the expected demand during the Paris 2024 Games and serving the competition and non-competition venues.

The power supply of Paris is based on:
- Very high voltage radial circuits connected to the Paris Region loop (400 kV) supplying 3 stations each
- Redundant arteries fully securing the system
- Voltage transformer stations connected to the high voltage network by a double link.

Each year, RTE adopts a rolling ten-year network development plan covering key electricity transport facilities to be built or modified in order to support consumption increases, energy source transitions and network balance between the French regions.

1.3.6. Telecommunications

58. A dynamic and competitive market

In 2013, the French Information and Communications Technology (ICT) sector included nearly 120,000 companies employing 660,000 people. It generated revenue of EUR 95 billion, representing 4.5% of the national GDP.

Innovative and competitive telecommunications services

The national ICT market has been a free market since 1998 and new operators can access the market by simply registering with the competent authorities. Nearly 1,800 operators share the market today. This liberalisation contributes to a steady decline in prices and the diversification of customer services.

Telecommunications operators regularly invest – nearly EUR 7 billion in 2014 – in the deployment of fibre-optic and state-of-the-art networks (4G, 4G+, etc.).

In September 2015, the customer base of fixed-line and mobile subscription operators was composed of:
- 36.4 million fixed-lines
- 71.8 million mobile subscriptions, with more than half covered by 4G networks and around 200 billion messages (SMS and MMS) sent each year
- 26.6 million high-speed and very high-speed (nearly 15%) fixed-internet subscriptions.

Operators already capable of supporting the Games

The four major French telecommunications operators are already capable of meeting all Games requirements and demands for services.

Efficient and proven regulatory bodies

The French market relies on two regulatory bodies, guaranteeing quality, price-competitive telecommunications services for all Games clients:
- The French Electronic Communications and Postal Regulatory Authority (ARCEP) is an independent administrative authority responsible for overseeing the telecommunications sector and ensuring network integrity and security, effective competition, and spurring of innovation and competitiveness. The ARCEP also issues all licences and other authorisations for the sector.
- The French National Frequencies Agency (ANFR) is an agency of the Ministry of Economy, Industry and Digital (MEIN), solely responsible for the allocation, management and enforcement of the overall radio frequency spectrum. The ANFR has extensive recent expertise in planning and hosting major international events.

59. A strong and reliable telecommunications infrastructure

The Paris Region has one of the highest-density telecommunications networks in Europe. All Paris 2024 proposed venues are connected to the networks of the major telecommunications operators, with secured and redundant lines guaranteeing continuous service and reliability. The existing network infrastructure is built entirely with fibre-optic and can carry all types of traffic (voice, video and data) using the very latest technology. It is fully capable of supporting Games operational needs and connections to international networks.

60. ICT initiatives reinforcing France as a leader in telecommunications

The national government seeks to make the development and spread of technology and advances, in digital an economic, driver and a source of social progress. To achieve this goal, the Digital Republic Project was adopted on 26 January 2015, defining objectives such as:
- Foster the extension of fixed and mobile very high-speed infrastructures to improve national coverage
- Support the development of start-ups by creating a research tax credit and a specific young innovative enterprise status
- Attract investors and foster international development of French start-ups through a new public initiative entitled "French Tech".

France Very High Speed Network Plan

Defined in 2013, it aims to give very high speed internet access to 100% of the French population by 2022. An investment of approximately EUR 20 billion over ten years is expected, to be shared between private operators and local authorities. The plan ensures that all Games venues will benefit from complete very high speed coverage – ensuring connectivity, interactivity and innovation.

61. Mobile services and technologies ready for the Games

France’s wireless penetration rate reaches nearly 150%. In 2014, mobile operators served over 71.8 million mobile subscriptions (including 46.6 million 3G cards) and 10 million machine-to-machine data plans. These operators can easily accommodate service for a significantly higher number of subscribers during the Games.
The Paris Region benefits from optimal 3G and 4G coverage, including 100% 3G and 4G coverage in the city. Operators offer complete coverage of competition and non-competition venues, as well as along major transport routes across the country.

Operators have already extensively deployed 4G very high speed mobile technology, with more than 70% of the French population covered by the end of 2014, and expected coverage of 98% by 2024. The recent assignment of the 700 MHz frequency (also used for 5G technology) will accelerate this development.

### 64. Public health programmes

The French health system is based on free and equal access to basic healthcare for every citizen in public facilities. The general health condition of the French population is comparatively better than other countries with similar living standards.

French public health policy targets numerous programmes to maintain and improve the population’s health, to prevent public health threats and to ensure high quality of care and equal access to the healthcare system. For example, the Sport, Health & Well-being Programme, launched in 2012, aims to develop physical and sports activities for seniors and persons with impairments or chronic disease.

#### 1.3.7. Medical services & emergency response

### 62. Balanced coverage and heavy density

France has one of the world’s highest standards of medical care and state-of-the-art healthcare infrastructure.

<table>
<thead>
<tr>
<th>Health facilities</th>
<th>Hospital beds</th>
<th>Ratio (beds per 1,000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paris Region</td>
<td>473</td>
<td>8.810</td>
</tr>
<tr>
<td>City of Paris</td>
<td>140</td>
<td>21,000</td>
</tr>
<tr>
<td>Source: Direction Regional pour la Santé (DRS)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Marseille, hosting Sailing and Football preliminaries, has the most important teaching hospital in southern France.

### 63. Hospitals well-positioned to support the Games

Accredited Games clients, and particularly athletes, will have convenient access from Games venues to expert care. Other foreign visitors will be provided emergency care by public authorities while in France. At Games venues, first-aid and emergency care and transport to hospitals will be provided free of charge.

Please refer to Table 63.

### 65. Coordinated surveillance, monitoring and management to counter epidemiological risks

Any epidemiological threat identified at national borders is immediately investigated by port and airport medical authorities. Within the operations centre that regulates health and social emergencies, the Health Emergencies Department coordinates potential threats and manages any needed response to the risk of infectious disease, relying in particular on:

- The National Institute for Health Monitoring, responsible for surveillance, vigilance and raising alerts.
- National expert operators such as the French Blood Service.
- Additional expert personnel activated by the Health Emergency Preparedness and Response Agency in severe cases.
- Regional health agencies.

### 66. Emergency management based on rapid response and coordination

A national emergency response plan (called ORSAN) is in place to coordinate emergency services, manage the healthcare system response and direct resources as needed within each region.

If a natural disaster occurs, the national government leads the response, in collaboration with the police prefecture for Paris and its region, and with local prefectures for the rest of France.

When needed, specific emergency plans are activated, such as the Civil Security Response Organisation Plan (ORSEC) triggered in case of major disaster, and other plans covering extreme weather conditions, floods, heat waves, etc.

Local contingency plans include the Red Plan, focused on providing emergency disaster relief to affected people, and the White Plan, mobilising all available means for transport and hospitalisation of victims.

There are 93 emergency services and 84 intensive care units in the Paris Region. Land and air emergency transport needs are ensured by eight emergency services, 72 emergency and intensive care mobile services, local fire and emergency services and private ambulance services.

### Table 63 (Hospitals)

<table>
<thead>
<tr>
<th>Hospital name</th>
<th>Hospital type (main, teaching, specialist)</th>
<th>Distance From the Olympic Village (in km)</th>
<th>Public or private</th>
<th>Number of beds</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Cardiovascular Centre</td>
<td>Clinic</td>
<td>0</td>
<td>Private</td>
<td>168</td>
</tr>
<tr>
<td>Sandy Clinic</td>
<td>Clinic</td>
<td>4</td>
<td>Private</td>
<td>107</td>
</tr>
<tr>
<td>Bichat – Diderot Hospital</td>
<td>Teaching hospital</td>
<td>6</td>
<td>Public</td>
<td>182</td>
</tr>
<tr>
<td>Montpellier Hospital</td>
<td>Teaching hospital</td>
<td>9</td>
<td>Public</td>
<td>205</td>
</tr>
<tr>
<td>Avicenne Hospital</td>
<td>Teaching hospital</td>
<td>9</td>
<td>Public</td>
<td>600</td>
</tr>
<tr>
<td>Saint-Denis Hospital</td>
<td>Teaching hospital</td>
<td>9</td>
<td>Public</td>
<td>907</td>
</tr>
<tr>
<td>Victor Duplay Hospital</td>
<td>Hospital</td>
<td>9</td>
<td>Public</td>
<td>718</td>
</tr>
<tr>
<td>Hopitaux Bichat Hospital</td>
<td>Clinic</td>
<td>9</td>
<td>Private</td>
<td>220</td>
</tr>
<tr>
<td>Louis Mourier Hospital</td>
<td>Teaching hospital</td>
<td>9</td>
<td>Public</td>
<td>462</td>
</tr>
<tr>
<td>Saint-Pierre Hospital</td>
<td>Teaching hospital</td>
<td>9</td>
<td>Public</td>
<td>567</td>
</tr>
<tr>
<td>Notre-Dame Hospital</td>
<td>Teaching hospital</td>
<td>9</td>
<td>Public</td>
<td>563</td>
</tr>
<tr>
<td>Rene-Dubos Pontoise Hospital</td>
<td>Hospital</td>
<td>10</td>
<td>Public</td>
<td>770</td>
</tr>
<tr>
<td>Jean Macé Hospital</td>
<td>Clinic</td>
<td>10</td>
<td>Private</td>
<td>131</td>
</tr>
<tr>
<td>Paris hospitals international clinics</td>
<td>Clinic</td>
<td>16</td>
<td>Private</td>
<td>677</td>
</tr>
<tr>
<td>Bichat – Diderot Hospital</td>
<td>Teaching hospital</td>
<td>20</td>
<td>Public</td>
<td>619</td>
</tr>
<tr>
<td>Mont-Blanc Clinic</td>
<td>Clinic</td>
<td>25</td>
<td>Private</td>
<td>172</td>
</tr>
<tr>
<td>Hotel-Dieu Hospital</td>
<td>Teaching hospital</td>
<td>25</td>
<td>Public</td>
<td>119</td>
</tr>
<tr>
<td>Paris Saint-Denis Hospital</td>
<td>Hospital</td>
<td>12</td>
<td>Public</td>
<td>209</td>
</tr>
<tr>
<td>American hospital of Paris</td>
<td>Teaching hospital</td>
<td>13</td>
<td>Public</td>
<td>146</td>
</tr>
<tr>
<td>Antoinette Pine University clinics</td>
<td>Clinic</td>
<td>13</td>
<td>Private</td>
<td>467</td>
</tr>
<tr>
<td>Etrelle-Ile-de-France</td>
<td>Teaching hospital</td>
<td>14</td>
<td>Public</td>
<td>1,770</td>
</tr>
<tr>
<td>Victor Hugo Surgery Clinic</td>
<td>Clinic</td>
<td>14</td>
<td>Public</td>
<td>1,420</td>
</tr>
<tr>
<td>Hopitaux Private Hospital</td>
<td>Hospital</td>
<td>14</td>
<td>Public</td>
<td>103</td>
</tr>
<tr>
<td>Georges-Pompidou European Hospital</td>
<td>Teaching hospital</td>
<td>15</td>
<td>Public</td>
<td>1,089</td>
</tr>
<tr>
<td>Alfred Paturet Private Hospital</td>
<td>Hospital</td>
<td>15</td>
<td>Private</td>
<td>123</td>
</tr>
<tr>
<td>Pitie Salpetriere Surgery Clinic</td>
<td>Clinic</td>
<td>16</td>
<td>Private</td>
<td>370</td>
</tr>
<tr>
<td>Renier – Saint-Louis hospital</td>
<td>Teaching hospital</td>
<td>16</td>
<td>Public</td>
<td>144</td>
</tr>
<tr>
<td>Mont-Louis hospital</td>
<td>Teaching hospital</td>
<td>16</td>
<td>Public</td>
<td>1,300</td>
</tr>
<tr>
<td>Saint-Joseph hospital</td>
<td>Hospital</td>
<td>16</td>
<td>Private</td>
<td>620</td>
</tr>
<tr>
<td>Saint-Antoine hospital</td>
<td>Teaching hospital</td>
<td>18</td>
<td>Public</td>
<td>87</td>
</tr>
<tr>
<td>Jean Verdier Hospital</td>
<td>Teaching hospital</td>
<td>18</td>
<td>Private</td>
<td>312</td>
</tr>
<tr>
<td>Saint-Germain hospital</td>
<td>Teaching hospital</td>
<td>18</td>
<td>Private</td>
<td>460</td>
</tr>
<tr>
<td>Jacques Viller – Saint-Cyr hospital</td>
<td>Teaching hospital</td>
<td>18</td>
<td>Private</td>
<td>284</td>
</tr>
<tr>
<td>St. Joseph hospital</td>
<td>Hospital</td>
<td>19</td>
<td>Public</td>
<td>76</td>
</tr>
<tr>
<td>Philippines clinic</td>
<td>Clinic</td>
<td>19</td>
<td>Private</td>
<td>230</td>
</tr>
<tr>
<td>Saint-Bernard hospital</td>
<td>Teaching hospital</td>
<td>20</td>
<td>Private</td>
<td>62</td>
</tr>
<tr>
<td>Le Rocas – Montmorency International hospital</td>
<td>Hospital</td>
<td>22</td>
<td>Public</td>
<td>622</td>
</tr>
<tr>
<td>Paul Brousse hospital</td>
<td>Teaching hospital</td>
<td>23</td>
<td>Public</td>
<td>160</td>
</tr>
<tr>
<td>Bicetre hospital</td>
<td>Hospital</td>
<td>23</td>
<td>Public</td>
<td>87</td>
</tr>
<tr>
<td>Paul Brousse hospital</td>
<td>Hospital</td>
<td>23</td>
<td>Private</td>
<td>106</td>
</tr>
</tbody>
</table>

Table 63: Total number of hospitals: 66

Departments by specialty:
1. Cardiology
2. General surgery
3. Internal medicine
4. Ophthalmology and trauma surgery
5. Orthopaedics and trauma surgery
6. Thoracic and pulmonary surgery
7. Infectious disease
8. Neurology
9. Nephrology
10. Otorhinolaryngology
11. Oncology
12. Neonatology
13. Emergency medicine
14. Dermatology
15. Endocrinology
16. Gastroenterology
17. Radiology
18. Pathology
19. Immunology
20. Psychiatry
21. Obstetrics and gynaecology
22. Neuropathology
23. Psychiatry
24. Rheumatology
25. Oncology
26. Gastroenterology
27. Endocrinology
28. Radiology
Paris 2024 enjoys overwhelming support in its ambition to host the Games – from an enthusiastic public, from a unified political spectrum, and from the entire sports movement. All are eager to see safe, secure and memorable Games bring life to new public homes for sport and a shared vision for urban renewal in Grand Paris.
1.4.1. Political & Governance Framework

67. The French Republic

The French constitution organises national institutions through three independent powers: executive, legislative and judicial. Its first Article states the following principles: “France shall be indivisible, secular, democratic and social Republic. It shall ensure the equality of all citizens before the law, without distinction of origin, race or religion.”

Executive power is exercised by the President of the Republic, who is elected for a period of five years by direct universal suffrage. The President appoints the Prime Minister and members of the government. The President promulgates acts voted on by the parliament and negotiates and ratifies international treaties. The Prime Minister determines and oversees the policy of the nation.

Legislative power is exercised by the Parliament which is composed of two chambers: the National Assembly (deputies elected by direct universal suffrage every five years) and the Senate (senators elected by indirect universal suffrage through a constituency of elected representatives every six years).

Judicial power is exercised by various independent entities: the Constitutional Council rules on the constitutional conformity of Acts of Parliament and on the proper conduct of electoral proceedings; the High Council of the Judiciary ensures the independence of magistrates.

France has several administrative subdivisions—regions, departments, metropolises and communes (cities). At each level, institutions are governed freely by elected councils with six-year terms.

According to the principle of decentralisation, national and local institutions are granted responsibilities defined by the French Constitution and supporting law. The administration of the country relies on intergovernmental collaboration that is enabled through representative bodies or contracts.

68. A stable political environment

Since the election of President François Hollande in 2012, the French government is run by a left and centre-left parties’ coalition, built around the Socialist Party (main left-wing party). From 2002 to 2012, a right and centre-right parties’ coalition ran the government. This coalition had been built around the Union pour un Mouvement Populaire (main right-wing party), that is now known as the Republicans.

Since 2001, the City of Paris has been led by a coalition gathering left, centre-left and green party representatives. The Paris Region was led by a coalition of left, centre-left and green parties between 1998 and 2015. After the regional elections held in December 2015, the Region is now led by a coalition of right and centre-right parties.

69. Political parties

The Paris 2024 bid benefits from broad and underpinning political support. It is fully supported by all of the main political parties. Please refer to Table 69.

70. Election schedules

Taking into account the enthusiastic support expressed across the political spectrum for the Paris 2024 bid, future election results will not influence the preparation and hosting of the 2024 Olympic and Paralympic Games.

Year | Month | Position on the staging of the Games in 2024
---|---|---
2017 | May | Presidential
2019 | June | National Assembly
2020 | March | Municipal
2021 | March | Departmental
2022 | May | Regional
2022 | June | Presidential

71. Coordinated planning and delivery

The Games are supported by both the Government of France and local authorities. All of the following authorities will have a major role in the planning and delivery of the Games: the national government, through its administration (ministries in charge of sports, urban development, environment, transport, etc.), the Paris Region, the City of Paris, as well as all the cities, departments and regions involved in the Games, the French National Olympic Committee (CNOSF) and the French National Paralympic Committee (CPSF).

National, regional and local governments, in close cooperation with the future OCOG, will be part of a single Games delivery structure specifically created to handle the planning, coordination and delivery of the Olympic and Paralympic Games venues.

72. Clear responsibilities for the achievement of legacy

Paris 2024 and its stakeholder partners have set the achievement of real, lasting legacy at the core of the Games concept. Planning and delivery of legacy programmes is bolstered by existing responsibilities and expertise embedded in different French institutions, such as:

- Sport legacies through the national sports ministry and the unique sports network of France in close cooperation with the CNOSF, CPSF, national federations and local associations
- Positive economic impacts delivered through programmes coordinated by public authorities at each level of government
- Grand Paris-related initiatives in urban development, social inclusion, housing, and the environment will be integrated with the Games delivery structure in coordination with relevant public authorities and private sector providers
- Initiatives such as sustainable client transport systems and inclusive volunteer programmes led by the OCOG in close cooperation with transport providers and educational institutions
- Society-wide support from NGOs and the private sector according to areas of interest and expertise.

73. A proven governance model for hosting events

Since 2000, France has hosted more than 40 world or European championships in summer Olympic disciplines. A number of additional major sport events are already on the calendar, including: the UEFA EURO 2016, the 2017 IHF Men’s World Handball Championship, the 2017 IHF Ice Hockey World Championships, the 2017 ICF Canoe World Championships, the Ryder Cup 2018 and the 2019 FIFA Women’s World Cup.

In addition, prestigious sports events are also held annually in France such as Roland–Garros and the Tour de France.

Depending on the event’s complexity and stakeholder objectives, there are a range of governance arrangements available in France for hosting the event, including:

- Directly by the national federation – For example, the 2015 UCI Track Cycling World Championships were organised directly by the French Cycling Federation, implementing a successful approach based on close cooperation with local authorities and with venue owners/operators. The success of this structure for smaller events demonstrates the benefits of engaging various stakeholders throughout the planning phases, regardless of governance type.
- Non-profit association – Events such as the 2015 FISA Rowing World Championships and 2009 FIS Alpine World Ski Championships were successfully organised as an association, taking advantage of the simple, flexible governance structure commonly used by French sports clubs and community and social organisations. In addition to enabling cooperation with public agencies, an association provides flexibility in fundraising and favourable tax rates.

### Table 69 (Political Parties)

<table>
<thead>
<tr>
<th>Political Party</th>
<th>Percentage of seats held (National Assembly)</th>
<th>Percentage of seats held (Regional Council)</th>
<th>Percentage of seats held (Paris)</th>
<th>Position on the staging of the Games in 2024</th>
<th>Principle reasons for support/rejection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Socialist</td>
<td>55%</td>
<td>37%</td>
<td>24%</td>
<td>Support</td>
<td></td>
</tr>
<tr>
<td>Republicans</td>
<td>26%</td>
<td>18%</td>
<td>14%</td>
<td>Support</td>
<td></td>
</tr>
<tr>
<td>Left parties</td>
<td>6%</td>
<td>5%</td>
<td>11%</td>
<td>Mixed</td>
<td>Majority support</td>
</tr>
<tr>
<td>Group UDI - MoDem</td>
<td>5%</td>
<td>5%</td>
<td>10%</td>
<td>Mixed</td>
<td>At individual discretion</td>
</tr>
<tr>
<td>Green parties</td>
<td>5%</td>
<td>2%</td>
<td>10%</td>
<td>Mixed</td>
<td>At individual discretion</td>
</tr>
<tr>
<td>National Front</td>
<td>3%</td>
<td>1%</td>
<td>1%</td>
<td>Mixed</td>
<td>At individual discretion</td>
</tr>
<tr>
<td>Independent</td>
<td>2%</td>
<td>1%</td>
<td>1%</td>
<td>Support</td>
<td></td>
</tr>
</tbody>
</table>
### 1.4.2. Economic Analysis

#### 74. Promising economic prospects

France is ranked 6th worldwide in total GDP, according to World Bank rankings for 2014. France has one of the world’s most important economies thanks to increasing demographic growth, a proven ability to attract international investment, and its academic excellence and advanced infrastructure. Among the leading economies in the world, France has more than sufficient economic means to host the Games.

An initial Games economic impact study, prepared by the Centre for the Law and Economics of Sport (CDES) and submitted along with this Candidature File, finds that hosting the Games in France would produce additional economic benefits of up to EUR 10.7 billion. These additional benefits include up to EUR 3.5 billion from infrastructure investments directly related to the Games. Further, up to 25,000 new jobs could be created as a result of the Games. Please refer to Table 74.

### 1.4.3. Safety & Security

#### The Government of France, the Paris Police Prefecture and the City of Paris are fully committed to ensuring the safety and security of the Games family and all residents and visitors. The OCOG will work closely with all levels of government to provide a safe environment for the Games of the XIXII Olympiad.

Ultimate responsibility for securing the Games is vested in the national government, which will provide the IOC with all the necessary guarantees. The Prefect of Police will be the commander of Games security and will fully commit the entirety of resources available in the Paris Region zone of defence, and if necessary, all national resources (civil and military police units and military forces).

France has an extraordinary record of successfully delivering safe and secure international events such as the 1998 FIFA World Cup, the 2007 IRB Rugby World Cup and the annual Tour de France. Over 30,000 police recently delivered a complex security operation for the COP21 involving over 150 world leaders and 90,000 visitors over 10 days. International major events in France are characterised by spectator-friendly but, nevertheless, efficient and effective security.

#### Civil Disobedience

As a progressive democratic nation, France permits peaceful protests. However, the national intelligence services anticipate and prepare for protests with potential public security implications. The law requires authorities to be informed of planned demonstrations, and the timing and route must be negotiated with them. Specially trained and equipped police forces maintain peaceful protests. The risk is assessed as low.

#### Fire (buildings, industry, forests)

This risk analysis was completed in collaboration with the Ministry of the Interior, Internal Security and Local Rights. It is consistent with ISO 31000 (risk management) guidelines.

<table>
<thead>
<tr>
<th>Year</th>
<th>Nominal GDP (EUR billions)</th>
<th>Nominal GDP per capita (EUR)</th>
<th>Annual inflation rate</th>
<th>Annual GDP growth rate</th>
<th>Source of Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>1,653</td>
<td>21,500</td>
<td>1.6</td>
<td>4.5</td>
<td>INSEE / Eurostat</td>
</tr>
<tr>
<td>2007</td>
<td>1,945</td>
<td>25,520</td>
<td>0.5</td>
<td>2.5</td>
<td>INSEE / Eurostat</td>
</tr>
<tr>
<td>2008</td>
<td>1,994</td>
<td>26,450</td>
<td>2.9</td>
<td>2.6</td>
<td>INSEE / Eurostat</td>
</tr>
<tr>
<td>2009</td>
<td>2,277</td>
<td>29,400</td>
<td>2.1</td>
<td>1.7</td>
<td>INSEE / Eurostat</td>
</tr>
<tr>
<td>2010</td>
<td>2,127</td>
<td>25,200</td>
<td>0.9</td>
<td>1.4</td>
<td>INSEE / Eurostat</td>
</tr>
<tr>
<td>2011</td>
<td>2,293</td>
<td>30,900</td>
<td>1.2</td>
<td>1.5</td>
<td>INSEE / Eurostat</td>
</tr>
<tr>
<td>2012</td>
<td>2,574</td>
<td>36,000</td>
<td>1.3</td>
<td>1.6</td>
<td>INSEE / Eurostat</td>
</tr>
<tr>
<td>2013</td>
<td>2,313</td>
<td>31,500</td>
<td>0.5</td>
<td>0.8</td>
<td>INSEE / Eurostat</td>
</tr>
<tr>
<td>2014</td>
<td>2,408</td>
<td>34,600</td>
<td>0.1</td>
<td>1.3</td>
<td>INSEE / Eurostat</td>
</tr>
<tr>
<td>2015</td>
<td>2,393</td>
<td>35,600</td>
<td>1</td>
<td>1.5</td>
<td>FM / OCDC</td>
</tr>
<tr>
<td>2016*</td>
<td>2,234</td>
<td>30,200</td>
<td>1.5</td>
<td>1.6</td>
<td>FM / OCDC</td>
</tr>
<tr>
<td>2017*</td>
<td>2,077</td>
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<td>1.2</td>
<td>1.7</td>
<td>FM / OCDC</td>
</tr>
<tr>
<td>2018*</td>
<td>2,018</td>
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<td>1.9</td>
<td>FM / OCDC</td>
</tr>
<tr>
<td>2019*</td>
<td>2,362</td>
<td>34,600</td>
<td>1.7</td>
<td>1.9</td>
<td>FM / OCDC</td>
</tr>
</tbody>
</table>

* Percentage

---

### Intrusion into Olympic Facilities

The risk is assessed as low.

Existing procedures have been recently strengthened and all Games competition and non-competition facilities will have a risk-based security overlay protecting them through:

- A security search of all venues prior to the Games operations phase
- Deployment of public and private security on a 24 hours/7 days per week basis at all venues
- An array of active measures (access control, screening and police patrols, including on the River Seine) and passive measures (alarms and video surveillance) at all venues
- Venue design and overlay based on the international principles of Crime Prevention through Environmental Design (CPED)
- Specialist rapid response forces to augment venue security when required.

---

### Table 74 (Economic Data)

<table>
<thead>
<tr>
<th>Year</th>
<th>Nominal GDP (EUR billions)</th>
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</tr>
</tbody>
</table>

* Percentage
Crime
The risk is assessed as medium.
Criminal activity levels in the Paris Region are comparable to other sophisticated global cities. Action plans are regularly developed or updated to ensure effective preventive and deterrent measures against crime (e.g., security plan for tourists). The police can also rely on a state-of-the-art video surveillance network. As a result of these measures, the statistics show a significant drop in crime in recent years. Homicides declined by almost 25% between 2005 and 2015. Moreover, armed robbery declined by 12% and property destruction and degradation by 18% over the past five years. In Paris, the 2015 monthly average number of homicides was under 4 (excluding the 2015 terrorist attacks), which is stable and a low number considering Paris has 2.2 million residents and welcomes more than 30 million tourists annually. Targeted police strategies will be used during the Games to mitigate the risk of criminal activities impacting the Games and Games visitors.

Telecommunication/Technology
The risk is assessed as low.
All essential services and logistics required to support the successful delivery of the Games have been identified: telecommunications, foodstuffs, water, healthcare, power supply, financial services and emergency services. Each of these sectors has detailed plans to maintain reliable supplies. Furthermore, in the event of any unexpected crisis affecting one or more sector there are special emergency response plans already in existence, and these will be augmented with Games-specific business continuity planning. These emergency response plans are tested regularly and will be implemented immediately if any serious disruption to supply is anticipated or realised.

Terrorism
The risk is assessed as high.*
Terrorist threats have been a serious concern for all nations hosting Olympic Games for more than 30 years. The threat posed by terrorist groups is assessed as a serious risk across Europe and touches virtually all parts of the globe.

France is a safe and peaceful nation, but it has endured several terrorist attacks and therefore remains vigilant to thwart further conspiracies. Over the past several years, key reforms have significantly strengthened the legal framework as well as introduced new prevention and enforcement measures to fight against this threat. In 2014, the creation of a new agency, the General Directorate for Internal Security (DGSI), helped to streamline counter-terrorism operations. The DGSI is responsible for gathering intelligence and coordinating the fight against terrorism in France, in collaboration with a national prosecution team dedicated to anti-terrorism.

The strategic response to managing terrorism risk is led by the Prime Minister under the authority of the French President and implemented locally by prefects. To do so, the Prime Minister relies on the Interministerial Crisis Management Unit (IOC), gathering together all ministries to guarantee a coordinated response from the government and all public authorities. All agencies, along with the OCOG and the IOC, will be provided with counter-terrorism awareness and threat information before and during the Games.

Following the November 2015 attacks, counter-terrorism capabilities are being further enhanced. Counter-terrorism procedures at events in Paris, as demonstrated by security preventing terrorists from gaining access to the Stade de France, significantly mitigate the risk of terrorism, and this risk will be further minimised by security operations at all Games venues.

Traffic
The risk is assessed as low.
Automobile traffic causes relatively few problems in the Paris area. This is due to the continuous development and upgrading of road and motorway infrastructure as well as the use of key traffic management tools, which coordinate effectively the actions of the police forces and road operators, inform road users and activate special plans when circumstances change.

Furthermore, Paris has a mature and user-friendly public transport system which will be further enhanced before 2024. A comprehensive public awareness campaign will be launched to communicate Games traffic management strategies. The Prefect of Police is responsible for coordinating the local transport police.

Major Traffic Accidents
The risk is assessed as low.
Major traffic accident prevention and emergency response procedures are regularly updated through monitoring and continuous improvement exercises. Existing action plans specify responsibility for command operations based on accident type and location.

There are 35 major tunnels in the Paris Region with CCTV and special measures for evacuation in place for all of them.

Taking into account the potential impact of any major traffic accident during the Games, Paris 2024, in consultation with relevant agencies, will develop a plan that will limit the access of particular vehicles (oversized vehicles and those carrying certain types of cargo) on the Olympic road network and on roads adjacent to Games sites. This plan will ensure vehicles of increased risk are re-routed via non-critical roads and their deliveries will be scheduled at off-peak times during the Games period.

Proposed Football and Sailing host cities do not present traffic risks equivalent to Paris. Nevertheless, similar Games traffic management strategies will be applied in those cities.

Natural Catastrophes
The risk is assessed as low.
The Paris Region faces virtually no risk of natural disaster due to its geographic location; however, any risk is managed by dedicated prevention and emergency response systems.

A tried and proven flood warning system exists for the River Seine and its tributaries and there are well-planned measures in place to protect nearby buildings and infrastructure.

Other Catastrophes
Risk | Assessment
--- | ---
Natural Disaster | Low
Major Industrial Accident | Low
Major Aircraft Accident | Low
Chemical or Biological Dispersion (non-terrorist) | Low

Critical industrial facilities are spread evenly across the country and there is a regime of regulatory inspections of all major facilities. Moreover, there are programmes of continuous upgrades to equipment and procedures for those facilities aimed at deliberately reducing the risk of any man-made catastrophes. Finally, at each facility, a specific emergency action plan is regularly maintained and tested.

The Paris airspace plan, coupled with future Games-specific airspace planning, significantly mitigates the risk of any aviation incident adversely affecting the Games.

National and provincial authorities have a series of regulations and capabilities in place to minimise the risks associated with any potential biological or chemical accidents.

In addition to policing responsibilities, the Prefect of Police is the ultimate decision-making authority regarding accidents or emergencies affecting the civilian population.

76. Sufficient human resources to meet Games requirements
The operational structures of French public safety services allow for rapid activation of additional resources and cross-regional support in emergency situations depending on the need.

Civil and military police resources, as well as firefighters, are professional teams in service 24 hours a day, 7 days a week, all year round. They are provided with regular physical and on-the-job training as well as the latest equipment in order to ensure they perform at the highest levels possible in a changing environment.
1.4.4 Support for the Olympic Games

77. Full support of all stakeholders

Government support assured
The French National Olympic Committee (CNOSF), the French National Paralympic Committee (CPSP), the City of Paris, the Paris Region and the Government of France are the founding members of the Paris 2024 Bid Committee. They fund and unequivocally support Paris’s ambition to host the Games. To illustrate this support, strong majorities of representatives of the City of Paris officially voted on 13 April 2015 in favour of the Games and representatives of the Paris Region overwhelmingly expressed their support to the bid on 7 May 2015.

Further, all local councils hosting a proposed Paris 2024 venue have passed official resolutions giving their full support to the bid. Please refer to the Guarantees File for related commitment letters.

More than 70% in favour of the Games
Based on a public opinion poll conducted by TNS Sofres in January 2016, Paris 2024 enjoys the enthusiastic support of most Parisians, and more broadly, the people of France. Asked if they support Paris’s ambition to host the Games. To illustrate this support, strong majorities of representatives of the City of Paris officially voted on 13 April 2015 in favour of the Games and representatives of the Paris Region overwhelmingly expressed their support to the bid on 7 May 2015.

Further, all local councils hosting a proposed Paris 2024 venue have passed official resolutions giving their full support to the bid. Please refer to the Guarantees File for related commitment letters.

78. No opposition
There is no organised opposition to Paris’s bid to host the 2024 Olympic and Paralympic Games.

The decision to submit a bid was the result of a long and participative process and capped by a comprehensive feasibility study. This study closely involved more than 250 participants over a period of several months, engaging representatives of the sport community (athletes and sport industry leaders), civil society, public institutions and the business sector. This successful effort demonstrates the powerful unity that organisation of the Games could create across French society.

Paris 2024 and its founding members actively engage with the public to receive their input and to educate the French people on the real and lasting value of the Games in creating a better world.

79. No referendum
There is overwhelming public support for the bid. There will be no referendum organised by the Bid Committee or its founding members. Further, a referendum on the Games cannot be forced by any legal mechanism.

Paris 2024 has an active engagement programme, integrating organisations and citizens with different perspectives across French society in helping to shape the project and ensure that the Games deliver real value to the city and its people.

1.4.5. Legal Framework

80. No legal obstacles
The legal framework of France encourages hosting of major events, and there are no legal obstacles to the organisation of the Games.

81. Enabling legislation under a unified code
Since 2006, all sport-related legislation in France has been combined under the French Sports Code. This Code is derived from the presidential order n°2006-596 of 23 May 2006, the governmental decree n°2007-1133 of 24 July 2007, and the ministerial decree of 28 February 2008.

The Code’s introductory article emphasises France’s vision for sport: “Physical activities and sport are an important part of education, culture, social integration and society. They contribute to prevention of failure in school, reduction of social and cultural inequalities, and promotion of healthy lifestyles. Promoting and developing physical activities and sport for all, notably for disabled people, are a matter of general interest.”

The Code defines the legal framework of sport organisation in France, including: stakeholders’ roles and responsibilities (government, federations, the sport community, etc.); professional sport regulations; sports event organisation; construction and operation of sports facilities; anti-doping measures; and other related matters.

France meets all requirements of the World Anti-Doping Code. Ordinance n°2015-1207 – which adopts into French Law the measures required to respect the World Anti-Doping Code – was published on 30 September 2015. Two supporting decrees to be issued by 18 March 2016 will fully complete this implementation.

On 29 December 2014, France passed the Amended Finance Law n°2014-1655, which exempts large-scale sport competitions hosted in France from paying taxes.

The Paris 2024 Olympic and Paralympic Games, along with five other major events to be hosted in France, will benefit from this exemption.

82. Government commitment to meet Games needs
No major legislative amendment is required to host the Olympic and Paralympic Games in France. However, the national government is committed to adopt any supplementary legislative or statutory provisions which could be useful to deliver the Games smoothly.

83. Accessibility firmly embedded in French law
Accessibility for people with an impairment has been a national priority for France for many years. The Government disability policy drives three main objectives:

- to build a society more inclusive of persons with an impairment
- to design tailored solutions and care services to the specific needs of each individual
- to simplify their daily lives.

The legal framework, defined by the Law n° 2005-102 of 11 February 2005 and the decrees n°2006-1657 and n°2006-1658 of 21 December 2006, embeds new accessibility ambitions for all by legislating accessibility across the mobility chain as a whole (buildings, roads, public areas, public transport, etc.). It sets higher accessibility standards for new construction and establishes precise deadlines for existing infrastructure to be made fully accessible.

Under the provisions of Article L. 141-5 of the French Sports Code, the CNOSF is legally recognised in France as the owner of the Olympic emblems and holder on trust of the Olympic Motto, Anthem, Symbol and the terms Jeux Olympiques (Olympic Games) and Olympiade (Olympiad).
1.5 Financing Analysis

The Paris 2024 Games are feasible, affordable, and financially sound. Investments in the Games will deliver lasting returns for generations to come in new sustainable communities that inspire and connect.
1.5.1. Financing Strategy

84. Financially responsible Games and secured funding

The Paris 2024 Olympic and Paralympic Games concept minimises Games-dependent capital works and therefore mitigates financial and delivery risk. By utilising existing world-class venues, temporary venues in iconic locations, and limited investments in new infrastructure that can be placed in service to the community after the Games, the Paris 2024 financing strategy is fully aligned with Olympic Agenda 2020. Projected expenditures for Games-dependent competition and non-competition venues are at EUR 3 billion, with more than half of that amount allocated to the construction of the Olympic and Paralympic Village and the Media Village. The Villages will be funded through public and private funding, depending on each project’s long-term use. It is a proven method in France for projects of this type, particularly given their expected legacy as urban residential areas helping to create a vibrant new district, minutes north of the centre of Paris. Strongly supported by new transport links and planned commercial activities, the post-Games demand for these housing units is expected to be high. Both Villages will be backed by a guarantee of delivery from public authorities.

The construction of the Aquatics Centre will be publicly funded. Bercy Arena II, a multipurpose venue and host of Basketball preliminaries and Wrestling competitions, will be built irrespective of the outcome of the bid and its funding is already fully secured through the Paris 2015-2020 Investment Programme. Venue owners or operators are responsible for planned renovations in existing venues such as the Main Media Centre, Roland–Garros or the Grand Palais. Public transport infrastructure improvements, such as those related to Grand Paris initiatives, are planned regardless of the outcome of the bid. Transport accessibility improvements will be provided through public funding. Minor Games-dependent transport improvements such as a pedestrian bridge and a new A1 – A86 interchange will also be publicly financed.

85. Financing of the Games assured

The OCGO budget for the Olympic Games will be financed entirely by private sector funds, whereas the Paralympic Games could attract government contributions subject to the IOC/IPC Agreement.

In addition to the IOC financial contribution, Paris 2024 estimates OCGO revenue at USD 2.48 billion (EUR 2.05 billion) from hosting the Olympic and Paralympic Games.

The OCGO revenue sources listed below were primarily generated in Euros at current prices and converted to USD with EUR 1 = USD 1.207. (Given that the foreign exchange rate of the Euro to the US dollar has fluctuated considerably in recent years, the following budgetary information is based on the two-year average exchange rate as of 1 February 2016.)

<table>
<thead>
<tr>
<th>Revenue source</th>
<th>Estimated revenue (millions)</th>
<th>USD (millions)</th>
<th>EUR (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Licensing/merchandising</td>
<td>145</td>
<td>117</td>
<td>120</td>
</tr>
<tr>
<td>Local sponsorship / supplier</td>
<td>1,086</td>
<td>892</td>
<td>900</td>
</tr>
<tr>
<td>Ticketing</td>
<td>1,147</td>
<td>950</td>
<td>1,000</td>
</tr>
<tr>
<td>Other sources</td>
<td>97</td>
<td>80</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2,475</td>
<td>1,950</td>
<td>2,050</td>
</tr>
</tbody>
</table>

The revenue estimate is believed to be conservative and feasible based on France’s recent experience in organising major international sports events.

Local sponsorship/suppliers

France is home to more Fortune Global 500 companies than any other European nation. Domestic sponsorship revenue has been estimated on the basis of a three-tier programme, taking into account 2015 advertising investment data and sponsorship revenue projections, as well as the current success of the Paris 2024 candidature marketing programme.

Ticket sales

Recent international competitions have always played in full stadia, highlighting the French general public’s passion for sports, as evidenced by the success of the 2007 IRB Rugby World Cup, the 2010 FIE Fencing World Championships, and the 575,000 tickets sold at the 2014 FEI World Equestrian Games. World-class hotel capacity and a central location in Europe drive considerable international demand for the upcoming UEFA EURO 2016 (demand outstripped ticket supply by a factor of ten in the first draw). Furthermore, France hosts annual international championships with recurring success such as Roland–Garros and the Paris Judo grand slam.

Licensing/merchandising

As a large capital with a population of 12 million and receiving approximately 30% of France’s total annual influx of more than 80 million overseas tourists, the Paris Region can expect a strong demand for licensed products.

Other sources

Other planned sources of revenue will include coin and stamp programmes, donations, asset disposal and lotteries.

86. Candidature budget supported by private and public sectors

The candidature budget has been approved by the Paris 2024 Board of Directors and anticipates a balanced revenue and expenditure budget of USD 72.4 million (EUR 60.0 million). The bid will be financed with revenue secured on an equal basis from the private and public sectors.

The City of Paris, the Paris Region and the national government have each committed USD 12.1 million (EUR 10.0 million) in funding, totalling USD 36.2 million (EUR 30.0 million).

The private sector will also contribute USD 36.2 million (EUR 30 million). Businesses show great support for the candidature and Paris 2024 has already signed up a number of partners. Private sector also includes contributions from the French sports movement including donation programmes and crowd-funding.

This reasonable budget allows Paris 2024 to carry out mission critical activities such as consultation and engagement with the French population and thorough technical studies.

The breakdown of projected candidature expenditures by bid phase is shown below:

<table>
<thead>
<tr>
<th>Stage</th>
<th>Projected expenditure (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage 1 (3/17-6/18)</td>
<td>17.1</td>
</tr>
<tr>
<td>Stage 2 (7/18-2/20)</td>
<td>20.7</td>
</tr>
<tr>
<td>Stage 3 (3/20-12/20)</td>
<td>21.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>59.3</td>
</tr>
</tbody>
</table>

The candidature budget anticipates a level of funding for transition to an OCGO over the period until 31 December 2017, should Paris be successful in its aspiration to host the 2024 Olympic and Paralympic Games.