

REPORT
OF THE IOC
2024
EVALUATION
COMMISSION

LOS ANGELES

PARIS



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INTRODUCTION



THE EVALUATION PROCESS



The Candidate Cities for the Olympic Games 2024 are the first to receive the full benefits of the significant changes that resulted from Olympic Agenda 2020, the IOC's strategic roadmap for the future of the Olympic Movement.

The result was a much more collaborative relationship between the IOC and the candidates, increased transparency and a stronger emphasis on sustainability and legacy, while providing more flexibility for cities to design Games that meet local needs — all of which contributed to excellent proposals from the two cities.

The IOC reduced the cost of the candidatures by providing more technical expertise, with help from the Summer Olympic International Sports Federations, the IOC's TOP sponsors and independent organisations such as the International Union for the Conservation of Nature for issues related to sustainability. The IOC also assumed expenses related to the Evaluation Commission's working visits, reduced the number of formal presentations expected of the candidates and contributed to travel and accommodation expenses they incurred for presentations.

Here are some of the most significant changes that took effect with the 2024 evaluation process:

A New Invitation Phase

This new non-committal phase gave cities potentially interested in hosting the Games an opportunity to learn about the process and ways to maximise the benefits of a candidature and hosting the Games. Cities were invited to individual workshops on Games planning and organisation to better assist them in making more informed decisions about whether to put forward a candidature and how to benefit from the procedure.



A Progressive Three-Stage Evaluation Process

Splitting the process into three stages eased the workload on Candidate Cities and provided opportunities for feedback that further helped them increase their individual value propositions.

Each stage followed a logical sequence that focused on a different topic:

- Stage 1** focused on the vision behind the Games proposal, the Games concept and the alignment with existing city and regional sports, economic, social and environmental long-term plans.
- Stage 2** focused on governance, legal issues and venue funding.
- Stage 3** focused on Games delivery and the Games experience.

During each stage, the IOC held individual workshops with the cities to help them prepare their Candidature Files. After each submission, as part of the continuous dialogue, the IOC provided individual feedback, including suggestions on cost reductions, and gave the Candidate Cities an opportunity to further improve their proposals and develop their best individual value propositions.

Candidates were invited to send observer teams to the Olympic Games Rio 2016, where they learnt first-hand from Games organisers, and also attended the Official Debrief of the Olympic Games Rio 2016.

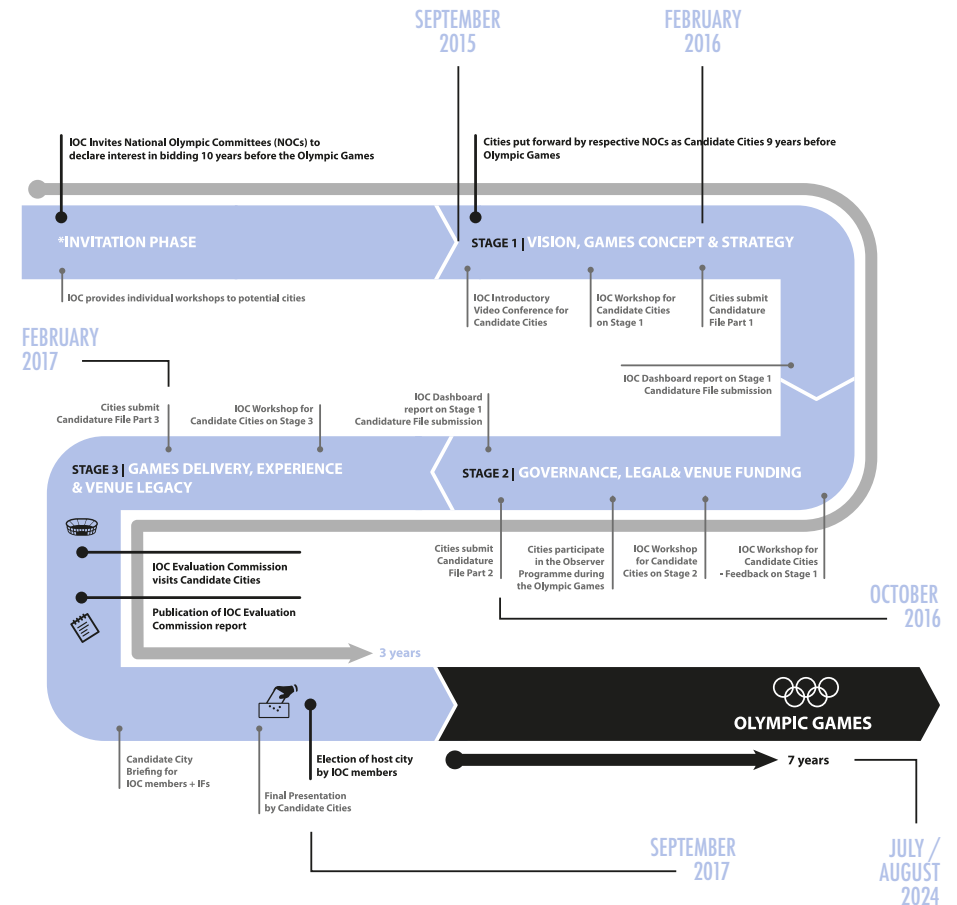
Both Candidate Cities fully embraced the spirit of Olympic Agenda 2020 in preparing their proposals and in their approach to the evaluation process.

Their submissions for each of the three stages are available here:

- Los Angeles** www.la24.org/home
- Paris** www.paris2024.org/en



A Progressive Three-Stage Evaluation Process



*Introduced in 2015 as a result of Olympic Agenda 2020; applied for the first time to the Candidature Process 2024

Source: www.olympic.org/host-city-election



Shortly after the Stage 1 submissions in February 2016, IOC President Thomas Bach appointed the IOC Evaluation Commission 2024, chaired by Patrick Baumann, an IOC member and Secretary General of the International Basketball Federation (FIBA). For a full list of the Evaluation Commission members, please see Annex A.

Before the Evaluation Commission's working visits to the two Candidate Cities, IOC technical experts conducted a number of pre-visits focused on issues related to venue infrastructure, transport, sustainability and finance. Their visits helped the cities further refine their proposals and allowed the Evaluation Commission to focus on the key remaining issues.

The Commission's visits took place on the following dates:

Los Angeles	10 to 12 May 2017
Paris	14 to 16 May 2017

The format for both visits was identical, starting with detailed discussions on the candidate's proposals on the first day, followed by venue visits on the second day and concluding with wrap-up discussions on the final day.

The Evaluation Commission reconvened in Lausanne in late May for a final review of all the information it had gathered over the previous 15 months. The report that follows is a consensus document that reflects the collective view of the Commission's membership on a wide range of issues. It was approved by the full Evaluation Commission on 15 June 2017.



The Evaluation Commission Report is presented in three parts:
a video, a written report and a series of annexes

- The video describes the value proposition of the two candidatures and highlights key features of each proposal.
- The written report provides an assessment of essential elements for planning and delivering successful Games, grouped within four broad categories: Games Concept, Games Experience, Sustainability and Legacy and Games Delivery. Unless otherwise noted, all assessments in the report apply to both the Olympic Games and the Paralympic Games. A section on the Paralympic Games covers issues not addressed in the rest of the report.

In keeping with Olympic Agenda 2020, this assessment identifies opportunities and challenges in each city. In many cases, there are few or no challenges – this is primarily because the three-stage process encouraged adjustments that resolved potential challenges before the report was finalised.

- The annexes include photographs of and key information on proposed competition and non-competition venues in each Candidate City, as well as additional details on a wide range of issues that the Evaluation Commission considered. This section of the report provides reference material for IOC Members and other interested individuals who want more detail on a particular aspect of the candidature or want to see technical data on the wide range of issues considered by the Commission.

LIST OF THIRD PARTY EXTERNAL REPORTS



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

- **Economy**
Economic country reports (Economist Intelligence Unit)
- **Public Support**
Opinion Poll (Sports Marketing Surveys)
- **Protected areas**
Biodiversity Aspects (International Union for Conservation of Nature)
- **Sustainability**
- **Air quality**
- **Security**
- **Transport**
- **Venues**
- **Finance**
- **Legal Matters**
- **Telecom**
- **Energy**
- **Human Rights**

GENERAL MATTERS



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

1. This report was drafted in English. Consequently, in the event of a discrepancy between the French and English texts, the English text shall prevail.
2. Terminology / Language: Unless specifically stated, “Games” refers to the Olympic and Paralympic Games. “Athletes” refers to both Olympic and Paralympic athletes.
3. A glossary of terms and abbreviations can be found in Annex B.
4. Public opinion: As additional background information, the IOC commissioned opinion polls in the Candidate Cities (and respective region and country) that were carried out in February 2017. The results of these polls can be found in Annex F.
5. Finance: The Candidate Cities were requested to present budgets in US dollars and the local currency (where applicable) in both 2016 and 2024 values. Where not specified otherwise, all figures mentioned in the report are in USD 2016 values.
6. For budgeting purposes (OCOG revenue), the IOC advised the Candidate Cities to include figures of USD 855 million for the IOC contribution and USD 453.5 million for The Olympic Partner (TOP) programme contribution (2024 values) and to discount values to appropriate 2016 equivalents. The cities have approached discounting in different manners taking into account various inflation assumptions, which has resulted in different figures in USD 2016 in each city’s budget.
7. The IOC confirmed to the Candidate Cities that the IOC would assume the responsibility and operational costs of the Olympic Broadcasting Organisation (OBO) through its fully owned subsidiary, OBS SA.
8. Travel Times: All travel times represent average 2024 travel times by bus, unless otherwise specified, as provided by the Candidate Cities in their Candidature Files.
9. Rounding of figures: As a general rule, figures in the report have been rounded. Where percentages do not add up to 100 per cent, this may be due to rounding.

KEY FEATURES OF THE CANDIDATURE PROCESS 2024 AND THE LOS ANGELES AND PARIS PROJECTS



Video on key features of the Candidature Process 2024 and the Los Angeles and Paris Projects with explanation given by the **Chairman of the Evaluation Commission, Patrick Baumann, IOC Member**, on behalf of all members of the IOC Evaluation Commission 2024.



KEY FEATURES OF THE CANDIDATURE PROCESS 2024 AND THE LOS ANGELES AND PARIS PROJECTS (VIDEO SCRIPT)



Hello and welcome to our video summary of the two Candidate Cities for the Olympic Games 2024, Los Angeles and Paris.

As Chair of the IOC Evaluation Commission, I am delighted to tell you that the Olympic projects of both Candidate Cities are, in a word, outstanding.

The quality of the two Olympic projects is a direct reflection of both candidature teams, which are staffed by highly motivated, experienced and passionate people at all levels. It became immediately clear to our Commission that they are working with the best interests of their cities and the Olympic Movement in mind.

With both Los Angeles and Paris, the Olympic Games are in very good hands.

Over the course of our evaluation, these two world-class cities proved their ability to host exceptional Olympic Games. And they did so in a way that clearly reflects the unique circumstances and flavours each city has to offer to the world.

Members of the Evaluation Commission have used the terms “forward-looking,” “innovative,” “vibrant,” and “cool” to describe the Los Angeles candidature and “historical,” “cultural,” “iconic” and “amazing backdrops” for that of Paris.

However, whatever the description, it truly is a tale of two great Olympic cities. The two projects are different in nature, but each city presents a proposal which is genuinely authentic and reflects the best of what each has to offer.

Their outstanding projects grew directly out of the reforms contained in Olympic Agenda 2020, the IOC’s strategic roadmap for the future of the Olympic Movement, which both candidatures fully embraced.

VIDEO SCRIPT



In particular, both cities developed proposals that are aligned with existing city and regional sports, economic, social and environmental development plans. And by incorporating a record number of existing and temporary venues into their plans, the candidatures have reduced costs and significantly simplified Games delivery.

In addition to an increased focus on transparency, sustainability and legacy, Olympic Agenda 2020 led to much closer collaboration staged in three phases over 15 months between the IOC and Candidate Cities, providing Los Angeles and Paris with greater flexibility to design Games that meet their local needs.

As a result, the candidatures are low risk and high reward — both for the Olympic Movement and for the cities.

As you will see in the written report that accompanies this video, the approach taken by the Evaluation Commission for the Olympic Games 2024 was an Olympic first. That’s because the reforms also changed the way we conducted our evaluation, our interactions with the cities and the format of our final report.

Details of the three distinct phases of the evaluation process can be found in the written portion of our report along with some key facts on each topic area, and, in keeping with the mandate of Olympic Agenda 2020, the opportunities and challenges we identified for each city.

You may notice that our report has fewer challenges than in the past. There are two reasons for this:

1. Los Angeles and Paris began with very strong proposals; and
2. The 3-stage process offered the cities multiple opportunities to address any challenges along the way and refine their candidatures.

This video will focus on the main points of each candidature, while also giving you some insight into what we experienced during our visits and the Olympic dream both cities harbour, albeit differently, in an equally strong way.



We'll start with Los Angeles, in keeping with the order that was determined by a drawing of lots, and briefly highlight its vision, concept and the way it intends to deliver the Games:

When discussing the main differentiators of both candidatures, the two words the Evaluation Commission often attributed to LA2024 were “dynamic” and “futuristic.”

Los Angeles is prepared to put its story-telling skills, creative energy and cutting-edge technologies to good use in delivering what it proposes will be a transformative Olympic Games that will thrill and inspire the world, just as some Hollywood masterpieces have done over the generations.

The city is blessed with world-class sports venues and expertise in hosting major sports events, including the Olympic Games 1932 and 1984.

Los Angeles has a vision for the Games that builds on the many positive legacies of the Olympic Games 1984 and promotes sport participation and social inclusion, making sure in particular that all Angelenos will benefit from it for years to come.

The city also wants to increase the number of citizens who use public transportation by accelerating planned transport expansions and actively promoting their use during the Games.

As for Los Angeles' Games concept, it's all about inclusion. LA 2024 has proposed four self-contained Sports Parks that would extend the Games' celebration across the entire city.

Each Park would feature multiple venues, live sites, common domains, hospitality zones and sponsor showcase areas, yet they would all have their own unique identities. One is to be geared toward families, one is to showcase sustainability, another is to be located on the beach, while the main Park is to be centred in the high-energy LA Live entertainment complex. All of them host events every week with large crowds.



Los Angeles would have very little to do in the way of venue construction, as existing and temporary structures make up almost the entire venue proposal.

The Opening Ceremony would be staged in the new LA Stadium at Hollywood Park, currently being built as the new home for two American football teams irrespective of the Games.

While the Opening Ceremony is in full swing at LA Stadium, a Hollywood-produced celebration showcasing the history of the Olympic Games would take place at the LA Memorial Coliseum, a heritage venue from the Olympic Games 1932 and 1984.

At the end of the Games, the Coliseum and LA Stadium would reverse roles. Both venues would also host sports events during the Games – archery at LA Stadium and athletics at the Coliseum.

Los Angeles is home to many professional sports teams, which compete in state-of-the-art venues, including the Staples Center, Honda Center and LA Galaxy Stadium. These world-class venues would also play integral roles during the Games.

Another already existing facility, the student housing at the University of California, Los Angeles, would act as the Olympic Village, just as it did in 1984. During our Commission's visit to UCLA, we found the proposed Olympic Village outstanding in all aspects, from exceptional accommodation and high-quality training and athletic facilities, to award-winning food, an experienced workforce and a beautiful setting. Nothing short of the best for the best athletes of the world.

As the Evaluation Commission witnessed, Los Angeles has everything in place to successfully deliver the Games.

LA 2024 has offered a credible plan to address the city's well-known traffic issues. It includes new transport options for Games' spectators and workforce, strategies to reduce non-Games traffic, steps to increase use of public transport and the creation of a coordinated traffic management system.



The proposed funding and governance models are sound, with a strong reliance on private venues and the responsibility for delivery sitting squarely with the local organising committee. This is a tried and tested and efficient model for the United States.

Let's now take a look at the Paris candidature and, here too, briefly highlight in 3 parts its vision, concept and the way it intends to deliver the Games.

Paris, one of the world's most iconic cities, has a long and storied history. And part of that history and culture is of course Olympic-related, Paris having hosted the Games in 1900 and 1924. Paris 2024 wants to continue building on the city's heritage as the birthplace of the modern Olympic Movement and its founder, Pierre de Coubertin, by staging a Games that will showcase the River Seine, French culture and the city's stunning landmarks. Its proposal takes full advantage of existing high-quality and well-used venues as well as a strong national sports culture.

Their vision for the Games is steeped in Olympism and reflects a desire to use the Games as a catalyst for increased sports participation at national level, as well as social and economic development for the City of Paris.

With so many world-famous landmarks in Paris, it comes as no surprise that Paris 2024's candidature features a Games concept built around the River Seine, with the Louvre, Notre Dame Cathedral, the Musée d'Orsay and other sites providing stunning backdrops.

Two primary Olympic zones have been proposed, one straddling the Seine in the historic heart of the city and the other less than 10 kilometres away in the Saint-Denis district.

The Paris Centre Zone would bring the Games' celebration to both banks of the river, with 13 competition venues, a live site, hospitality barges, and other activities. Current efforts to make the water suitable for swimming would be greatly aided should the Games be awarded to the city, as Paris 2024 intends to host the marathon swimming and triathlon events in the Seine.



The Paris 2024 venue plan also intends to make the most of well-known locations, including Roland-Garros and the Stade de France. Temporary venues at world-famous sites, meanwhile, have been proposed for other sports. They include beach volleyball at the Eiffel Tower, equestrian at the Château de Versailles and road cycling and marathon passing the Arc de Triomphe.

Games-related investments in Saint-Denis would contribute to economic and social development in one of the youngest, most diverse areas of the city – a central feature of the Games vision. The proposed Olympic Village in the Grand Paris Zone would be converted into much-needed housing after the Games.

The Olympic Village would feature a riverfront promenade, two floating restaurants, leisure pools, and training facilities in adjacent buildings. Athletes could unwind in cafes, chat with friends in shaded spots along the river, or watch a movie in the Village cinema.

Paris has all that it takes and more to deliver outstanding Games. In addition to a nation passionate about sports and Olympic sports in particular, Paris has at its disposal a deeply rooted sports movement, vast experience hosting events for all Olympic sports, and decades of expertise as one of the leading tourist destinations in the world.

As one example of this knowledge and expertise, the Paris 2024 transport plan would ensure high-capacity public transport within 400 metres of every venue in Paris – an amazing feat in such a huge metropolis.

The proposed funding and governance models are sound and fully aligned with the way sport is organised in the country, including a structure that involves the full and enthusiastic participation of public entities at all levels. Responsibility for delivering the Games and its legacy would be shared by the local organising committee, a Games delivery authority and a legacy delivery entity.

In conclusion, the Evaluation Commission firmly believes that both Los Angeles and Paris are more than capable of hosting outstanding Olympic and Paralympic Games. Their candidatures have put the Olympic Movement in a win-win situation,



with very little to separate the two projects. In other words, we have two projects which are great for the respective cities and two cities which are great for the Olympic Games.

Of course, Los Angeles and Paris differ in many ways, and these differences have shaped their plans and goals for hosting the Olympic Games, making their candidatures unique to each city. And this is precisely the outcome envisaged by Olympic Agenda 2020.

Which leads us to the essential takeaway from our evaluation: We have two very different cities with two great proposals that truly fit their own unique circumstances, promising legacies that will benefit the local populations and the Olympic Movement long into the future.

Los Angeles is one of the most entertaining sports and leisure destination on the planet; Paris has a history second to none. On any given day, people around the globe enjoy Hollywood offerings of great story telling and showcasing technology, while at the same time they dream of visiting Paris, one of the world's most dazzling tourist destinations. With the support, enthusiasm and passion of their citizens and athletes, Los Angeles and Paris have presented the best of their cities: And their best is as good as it can possibly get for the Olympic Games.

To learn more about the candidatures, please consult the IOC Evaluation Commission 2024 Report and the candidature proposals, both of which are available on Olympic.org.

I wish the candidature teams the best of luck and I thank you all for watching.

Patrick Baumann, IOC Member,
on behalf of the IOC Evaluation Commission 2024



IOC Evaluation Commission visit to Los Angeles — 10 to 12 May 2017



IOC Evaluation Commission visit to Paris — 14 to 16 May 2017



LOS ANGELES

2024

REPORT OF THE IOC EVALUATION COMMISSION 2024



LOS ANGELES 2024

OLYMPIC GAMES AND PARALYMPIC GAMES

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1.

GAMES CONCEPT

GAMES PROJECT FULLY ALIGNED WITH LONG-TERM DEVELOPMENT PLANS OF THE CITY AND THE REGION

- Promotion of the use of public transport
- Development of recreational and green spaces across the city
- Increase in sports participation and greater social inclusion

97%

**EXISTING OR TEMPORARY
COMPETITION VENUES**

ALIGNMENT WITH CITY / REGION'S DEVELOPMENT PLAN



LA 2024's Games project focuses on sustainability, promoting the use of public transport and youth sports development in the city.

These focus areas align well with existing long-term city and regional sports, economic, social and environmental plans, including:

- The Metropolitan Transportation Authority's Long-Range Transportation Plan (a 30-year plan released in 2009)
- The LA Sustainable City plan (a 20-year plan released in 2015)
- The General Plan (a comprehensive development initiative)

The Games would benefit from USD 88 billion in transportation projects scheduled for completion by 2024 irrespective of the Games as part of the 30-year USD 300 billion municipal transportation plan.

As is the case in most of the US, Los Angeles has a car-dependent culture. LA 2024 intends to **actively promote the use of public transport** before and during the Games. The candidature also looks to support planned improvements in transportation-demand management, increased ridesharing and better pedestrian pathways.

Increased participation in sports and greater social inclusion are another strong focus of the LA 2024 candidature. To advance these goals, a Youth Sport Committee would be established to collaborate with youth sports organisations and other partners. A separate Games legacy organisation, modeled on the successful LA84 Foundation from the Olympic Games Los Angeles 1984, would focus on youth sports programmes as well as other social and environmental initiatives after the Games.

Private **investment in the city's sports venues / facilities and in the entertainment, clean technology and tourism industries would also receive a boost** from the hosting of the Games and the exposure to a global audience.

OPPORTUNITIES / STRENGTHS

- Games concept is aligned with planned transport infrastructure improvements, as well as long-term goals for sustainability, technological innovation and environmental stewardship
- All new and upgraded venues and infrastructure would comply with 'green building' standards required by the LA Sustainability City Plan
- LA 2024 could be an important driver for accelerating development of recreational and green spaces across the city

KEY FACTS AND FIGURES

LA 2024 is aligned with the city's long-term development plans:

- The Metropolitan Transportation Authority's Long-Range Transportation Plan: USD 88 billion allocated to transport infrastructure projects by 2024 (as part of a USD 300 billion plan over the next 30 years)
- The LA Sustainable City Plan: to transition to renewable energies and green infrastructure
- The General Plan: covers multiple development areas over 20 years

The LA 2024 venue concept would help promote inclusion by sharing the Games with neighbourhoods across the city, including new areas that did not witness the 1932 or 1984 Games. The extensive use of existing and temporary venues would reduce the complexity of delivering the Games.

The **four Sports Parks** are to be located in the Sepulveda Basin (Valley Sports Park), downtown (Downtown Sports Park), south of downtown (South Bay Sports Park) and fronting the Pacific Ocean in Long Beach (Long Beach Sports Park).

Each Sports Park would be within a secure perimeter and include multiple sports venues, live sites, sports-showcasing opportunities, marketing partner activation opportunities and numerous dining and retail options, offering convenience and a full Olympic experience in each park. The proximity of venues within the parks would simplify security, transportation and other operational Games' needs.

The **Olympic Village would be located at the University of California, Los Angeles (UCLA)**, which also housed the Village for the Olympic Games 1984. The site would offer the advantages of excellent existing accommodation, a large and well-experienced workforce and a wide range of high-quality training facilities.

The International Broadcast Centre (IBC) would be housed in a new NBCUniversal facility at the company's studio complex in Universal City. The Main Press Centre (MPC) would be conveniently located next to the Media Village at the University of Southern California, within the secure perimeter of the Downtown Sports Park.

The transport concept builds on the city's long-term plans to expand public transport and traffic management systems. Public transport enhancements planned irrespective of the Games would add about 32 km of rail lines and 24 additional metro stations by 2024.

OPPORTUNITIES / STRENGTHS	CHALLENGES
<ul style="list-style-type: none"> ● Extensive use of world-class existing and temporary venues would reduce the complexity and cost of delivering the venues ● Proximity of venues within Sports Parks would facilitate efficiency in security, operations and transportation and contribute to a celebratory atmosphere ● Inventory of high-quality venues in the Los Angeles area exceeds Games' needs ● Games concept features a number of world-class venues with high-calibre operators and experience in hosting major events ● Use of legacy competition venues from Olympic Games Los Angeles 1932 and Los Angeles 1984 (e.g. LA Memorial Coliseum) 	<ul style="list-style-type: none"> ● Track Cycling: Extensive planned upgrades at existing Velodrome to remove inside pillars and increase seating capacity would require further discussions between all relevant parties (OCOG, IOC, Olympic Broadcasting Services, International Cycling Union) to find the most cost-effective solution with the best legacy outcome

KEY FACTS AND FIGURES

OLYMPIC GAMES DATES: 19 JULY TO 4 AUGUST 2024
(school holidays)

COMPETITION VENUES: 31
(excluding preliminary football stadia)

- 30 competition venues would be either existing or temporary (see breakdown on page 21)
- 22 competition venues would be in one of four Sports Parks:
 - 3 venues Valley Sports Park
 - 10 venues Downtown Sports Park
 - 4 venues South Bay Sports Park
 - 5 venues Long Beach Sports Park
- 9 venues would be outside of the Sports Parks but within the Los Angeles region

NON-COMPETITION VENUES

- Olympic Village located at the University of California, Los Angeles (UCLA) Campus
- 23 competition venues within 30 minutes of the Olympic Village at UCLA
- Lake Perris (rowing, canoe sprint) venue within 30 minutes of the Olympic Village at the University of California, Riverside (UCR). The proposal is in accordance with IOC requirements: where Olympic venues are more than 60 minutes' drive from the Olympic Village, additional Olympic Village(s) shall be provided
- The International Broadcast Centre (IBC) would be located in a new studio complex at Universal City
- The Main Press Centre (MPC) would be located at the University of Southern California (USC) campus, within the Downtown Sports Park

USE OF EXISTING AND TEMPORARY VENUES



COMPETITION VENUES

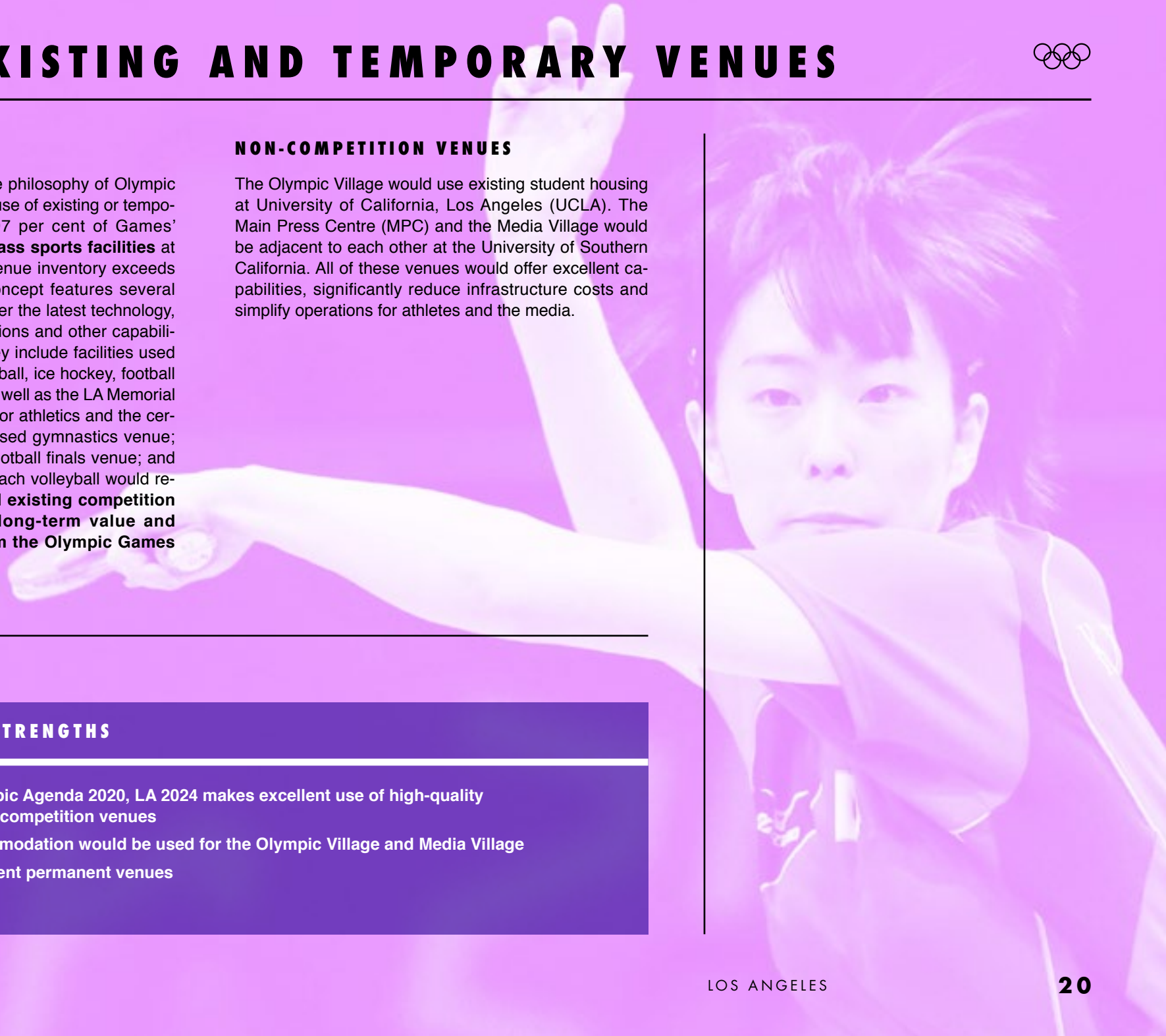
LA 2024 has fully embraced the philosophy of Olympic Agenda 2020 by proposing the use of existing or temporary competition venues for 97 per cent of Games' needs. With **so many world-class sports facilities** at its disposal, the Los Angeles venue inventory exceeds Games' needs. The Games concept features several **state-of-the-art venues** that offer the latest technology, flexible formats, efficient operations and other capabilities for sports presentation. They include facilities used by the city's professional basketball, ice hockey, football and American football teams; as well as the LA Memorial Coliseum, the proposed venue for athletics and the ceremonies; the Forum, the proposed gymnastics venue; the Rose Bowl, the proposed football finals venue; and Santa Monica Beach, where beach volleyball would return to the sport's birthplace. **All existing competition venues have proven their long-term value and some are legacy venues from the Olympic Games Los Angeles 1932 and 1984.**

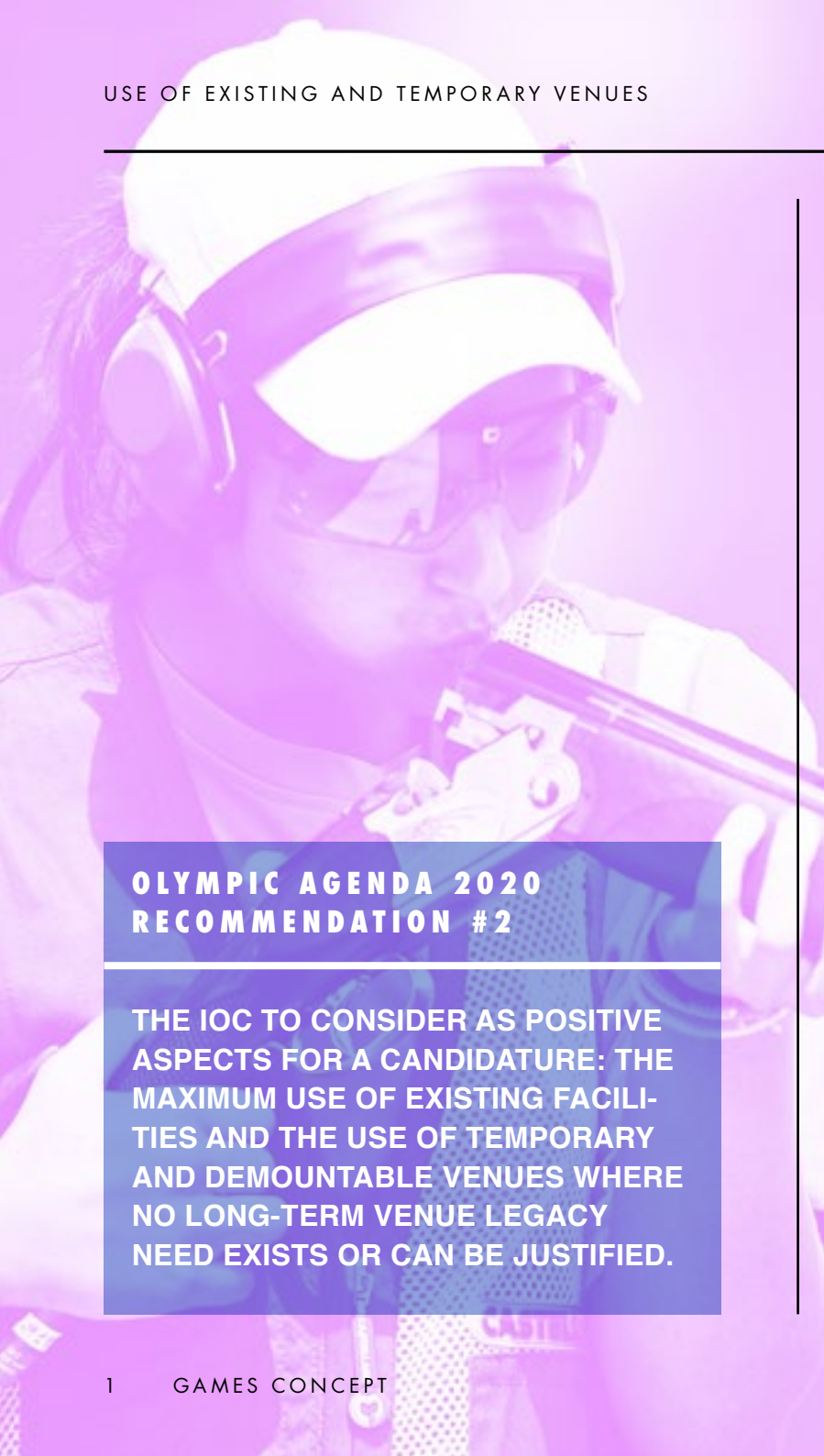
NON-COMPETITION VENUES

The Olympic Village would use existing student housing at University of California, Los Angeles (UCLA). The Main Press Centre (MPC) and the Media Village would be adjacent to each other at the University of Southern California. All of these venues would offer excellent capabilities, significantly reduce infrastructure costs and simplify operations for athletes and the media.

OPPORTUNITIES / STRENGTHS

- In alignment with Olympic Agenda 2020, LA 2024 makes excellent use of high-quality existing and temporary competition venues
- Existing student accommodation would be used for the Olympic Village and Media Village
- No new Games-dependent permanent venues





**OLYMPIC AGENDA 2020
RECOMMENDATION #2**

THE IOC TO CONSIDER AS POSITIVE ASPECTS FOR A CANDIDATURE: THE MAXIMUM USE OF EXISTING FACILITIES AND THE USE OF TEMPORARY AND DEMOUNTABLE VENUES WHERE NO LONG-TERM VENUE LEGACY NEED EXISTS OR CAN BE JUSTIFIED.

KEY FACTS AND FIGURES – COMPETITION VENUES

VENUE CONSTRUCTION STATUS	NUMBER OF COMPETITION VENUES	%	% OF EXISTING / TEMPORARY VS NEW VENUES
Existing (no permanent work required)*	16	52%	97%
Existing (permanent work required)	2	6%	
Temporary	12	39%	
Planned (irrespective of Games)	1 (LA Stadium at Hollywood Park)	3%	3%
Additional Permanent (Games-dependent)	0	0%	
TOTAL **	31	100%	

* LA Memorial Coliseum classified as an existing venue (permanent works required), sailing as a temporary venue.
** Excludes stadia to be used for football preliminaries

LA 2024 does not require any new permanent Games-dependent venues and does not rely on public funding for any venue construction. The plan is contingent on some private-sector investments for key venues. These include:

- The LA Stadium at Hollywood Park to be used for archery and ceremonies. Land is secured, approvals are in place and construction is under way, all funded by the owner of one of the Los Angeles American football teams.
- The LA Football Club Stadium to be used for football preliminaries. Construction, which is privately funded, is under way.
- The University of Southern California (USC) is planning a significant upgrade of the LA Memorial Coliseum, to be used for athletics and ceremonies during the Olympic Games.
- The International Broadcasting Centre (IBC) would be located in a new studio complex at Universal City. While not committing to a specific investment amount, the venue owner has indicated that continued expansion and upgrades to its sound studios are expected. The OCOG has allowed for a substantial investment in temporary modifications to ensure appropriate use of the facilities.

Upgrades to the velodrome (track cycling) and Lake Perris (rowing / canoe sprint) are included within the OCOG budget.

LA 2024's expectation that privately owned venues will be regularly upgraded before the Games is reasonable, based on past experience in this competitive marketplace that demands state-of-the-art facilities.

Out of the total capital investments of USD 3,292 million, USD 72 million are Games-dependent and fully funded by the OCOG budget.

OPPORTUNITIES / STRENGTHS	CHALLENGES
<ul style="list-style-type: none"> ● 97% of competition venues are existing or temporary ● All venues to be constructed/ upgraded are fully privately funded – no funding from public authorities required 	<ul style="list-style-type: none"> ● Venue owner committed to deliver and finance the IBC by August 2022 as the construction of these studios is considered part of the long-term investment plan. However, there is no confirmed amount of investment for the IBC at this stage.



KEY FACTS AND FIGURES		
VENUE	COST USD	FUNDING
COMPETITION VENUES		
Velodrome (track cycling)	66 million	OCOG Budget
Lake Perris (rowing/ canoe sprint)	6 million	OCOG Budget
LA Stadium at Hollywood Park (archery, ceremonies)	2,600 million	Private Funding
LA FC Stadium (football preliminaries)	350 million	Private Funding
LA Memorial Coliseum (athletics, ceremonies)	270 million	Private Funding
NON-COMPETITION VENUES		
International Broadcasting Centre (IBC)	TBC	Private Funding
TOTAL	3,292 million	

2.

GAMES EXPERIENCE

ATHLETE-DRIVEN CANDIDATURE

- Extensive athlete engagement

ATHLETES AT THE HEART OF THE GAMES

- Existing Olympic Village at UCLA with high-quality accommodation, catering and athletics facilities
- 23 competition venues would be within 30 minutes of the Olympic Village
- Easy access to training facilities
- House for athletes to relax and celebrate
- Attractive Friends and Family programme

Athletes are very much at the heart of the LA 2024 candidature thanks in part to the strong Athletes' Advisory Commission and extensive engagement with Olympians and Paralympians.

Los Angeles would provide an outstanding athlete experience from start to finish. **World-class venues, the Olympic Village and training facilities are already in place.** In addition, several innovations designed to enhance their experience and ensure they perform at the highest level are also planned.

The **Olympic Village** at UCLA would offer high-quality accommodation and catering on a green, tree-filled campus with numerous top-notch athletic facilities. For further details on the proposed Olympic Village, please refer to the next page.

Every sport would have training facilities for its athletes either at the Village or at the competition venues, with 23 out of 31 competition venues less than 30 minutes away.

Friends and family of the athletes would also be well looked after. A hospitality centre called the **Athletes' House** would be solely dedicated to athletes and their guests, giving them a place to unwind or celebrate together. Guests would also benefit from accommodation at a "Friends and Family Village", using local universities and hotels near the Sport Parks, and two free tickets for every athlete for each of their competitions.

Technology is expected to enhance the athlete experience as well. A digital concierge app for athletes would feature schedules, maps and other information to assist them with their competition and recreational plans. The athlete experience inside the venues would be enhanced by cutting-edge technology and Los Angeles' expertise in sports presentation, in addition to a **stated goal of 97% full stadia** and a public education programme to raise awareness of lesser-known sports in the United States.

KEY FACTS AND FIGURES

- Athletes played a central role in developing Games project through Athletes' Advisory Commission and extensive engagement with other Olympians and Paralympians
- Athletes would have direct representation on the Organising Committee Board
- 23 out of 31 competition venues are within 30 minutes of the Olympic Village at UCLA
- Two free tickets for each athlete for each of their competitions from the unsold inventory
- Access to Friends and Family Village facilitated by OCOG

OLYMPIC AGENDA 2020 RECOMMENDATION #2

INTRODUCE INTO THE EXISTING EVALUATION CRITERIA A NEW CRITERION ENTITLED "THE ATHLETES' EXPERIENCE"

OPPORTUNITIES / STRENGTHS

- Strong Athletes' Commission structure within OCOG
- Easy access to training facilities
- LA 2024 leverages technology to enhance athletes' experience
- Athletes' House could provide opportunity for smaller NOCs to celebrate their athletes
- Attractive friends and family ticketing and accommodation programme
- Strong gender-equality concept

OLYMPIC VILLAGE(S)



The proposed Olympic Village would be outstanding in all aspects and very low risk from an operational standpoint.

The proposed site on the UCLA campus, which also housed the Olympic Village in 1984, would offer excellent existing accommodation, a large and experienced workforce and a wide range of first-rate training facilities in a safe and secure location.

The campus is a showcase for sustainability that is heavily geared toward health and wellness. The experienced UCLA staff serves about 16,000 culturally diverse residents daily during the school year.

Olympians would be able to choose from ten dining halls with award-winning facilities or walk to nearby Westwood Village, a popular neighborhood for restaurants and leisure activities.

Athletes would have access to a Village polyclinic and, for more serious medical issues, a leading US hospital on campus.

UCLA plans to add 2,000 additional rooms (4,000 beds), irrespective of the Games, bringing the total number of beds to 17,000, aligned with student housing needs post-Games.

A metro extension to UCLA is scheduled for completion by 2024, linking the campus to the rest of the network. Free bike sharing would be available within the complex.

A **satellite Olympic Village** at the University of California Riverside would house athletes competing in rowing and canoe sprint at Lake Perris, within 30 minutes travel time of the Village. Athletes in Riverside would have access to a bed at UCLA before and after their competitions.

KEY FACTS AND FIGURES

- 17,000 beds at the Main Village on UCLA campus meets IOC requirement (16,000 beds)
- 1,359 beds at rowing and canoe sprint Village on Riverside University campus
- Training facilities for 11 sports/disciplines within the Olympic Village
- 10 dining facilities
- Olympic Village near urban centre (Westwood Village), with a number of entertainment offerings
- UCLA has produced 398 Olympic athletes, winning a total of 251 medals
- Temporary overlay costs: USD 113 million

OPPORTUNITIES / STRENGTHS

- Existing high-quality dining and accommodation facilities currently with 13,000 beds
- Wide range of existing high-quality training venue facilities and recreational facilities within or adjacent to the Olympic Village – simplifying transportation
- Experienced workforce and operations (i.e. maintenance, food service, security)
- Little need for construction enables greater focus on operations and service-level planning
- Low operational risk

MEDIA EXPERIENCE (INCLUDING IBC/MPC)



The media could expect an excellent experience at a Los Angeles Games. From working conditions to accommodation to transportation, plans are in place to ensure a worry-free atmosphere for the roughly 20,000 members of the media who cover the Olympic Games.

The International Broadcast Centre (IBC) would be located in a new studio complex at Universal City, while the Main Press Centre (MPC) and Media Village would be housed in existing facilities at the University of Southern California (USC), including the School of Journalism within the Downtown Sports Park.

The buildings that would house the IBC, aimed to be completed in 2022, would be ideally suited for broadcast media, with 52,000 m² for broadcast studios, a 6,000 m² satellite farm and a catering and services area. The IBC would be separated from the rest of the complex with its own entrance and a secure perimeter.

The close proximity of the media facilities would significantly ease travel and security procedures and provide easy access to a variety of entertainment and dining options. Travel time between the IBC and MPC would be 15 minutes, with direct shuttles on the Olympic Route Network linking all four Sports Parks.

OPPORTUNITIES / STRENGTHS

- Location of existing and tested Media Village next to MPC on USC campus
- MPC near some key Olympic venues and within easy reach of Los Angeles' key attractions
- IBC location at NBCUniversal studios in Universal City offers good average travel time to competition venues
- Good accommodation variety and rates to serve all media needs
- Robust and reliable technology / IT infrastructure



KEY FACTS AND FIGURES

MAIN PRESS CENTRE (MPC)

- MPC: 55,000 m² over cluster of 9 buildings on USC campus (IOC requirement: 30,000 m²)
- 27 out of 31 competition venues are within 30 minutes travel time of the MPC
- Temporary infrastructure costs: USD 41 million

INTERNATIONAL BROADCAST CENTRE (IBC)

- IBC: 85,000 m² gross space (IOC requirement: 75,000 m²) including 52,000 m² of broadcast studios
- 23 out of 31 competition venues are within 30 minutes of the IBC
- Temporary infrastructure costs: USD 171 million

MEDIA VILLAGE

- Media Village and MPC within walking distance at USC campus
- 3,200 beds in Media Village (maximum room rate: USD 241 per night / 3 star equivalent)
- Single security screening for transport from media village to key venues

As one of the **entertainment capitals of the world**, Los Angeles would host an unforgettable Olympic celebration should LA 2024 win the right to host the Games.

Affordable tickets, activities for ticketholders and non-ticketholders alike and an innovative Sports Park concept would bring the Olympic spirit to the entire city.

Four self-contained Sports Parks throughout the city would feature multiple venues within a secure perimeter, hospitality spaces, sponsor showcase areas and a sports activation zone. Each park is designed to have its own distinct atmosphere:

- **Downtown Sports Park** – an LA Live complex in an **urban setting** is to serve as the primary gathering point for Games celebrations. LA 2024 has promised to present the Games in new and creative ways, taking full advantage of the city's concentration of entertainment and technological expertise;

- **Long Beach Sports Park** – California's sunny coastline would showcase **LA's beach culture** and youth-oriented sports such as BMX. Long Beach would also provide spectators with fabulous views of the sailing, triathlon and marathon swimming competitions, among others;
- **Valley Sports Park** – already a **family friendly** location frequented by Angelenos, the recreational-park setting would retain its fun-for-all-ages identity during Games-time;
- **South Bay Sports Park** – this zone is being billed as the **"Green Sports Park"** as it would showcase leading sports technology and green innovation.

Visitors to Los Angeles would also have all the other tourist attractions at their disposal, including Hollywood studios and shopping.

LA 2024 intends to ensure efficient travel for spectators between the Sports Parks by introducing Games-time measures to reduce non-Games travel and implementing traffic management measures.

OPPORTUNITIES / STRENGTHS

- Great potential for a celebration within the Sports Parks with spectators able to conveniently and safely walk from sport to sport in a festive atmosphere
- City well connected by air and road
- Vast accommodation options at all price levels and in all areas of the city
- Wide range of entertainment, cultural and recreational offerings
- Reasonable ticket prices making the Games affordable to a large portion of the population

CHALLENGES

- Strong public transport plans would be needed to facilitate spectator travel between Sports Parks

KEY FACTS AND FIGURES

- 4 Sports Parks with live sites, sports activation programmes and other entertainment offerings
- Candidature team led by entertainment industry executive
- 43% of Games competition tickets under USD 50
- Free public transport for ticketholders on the day of the competition
- Over 80,000 hotel rooms available for spectators (in addition to guaranteed room inventory)
- 1,200 direct international flights each week to 41 countries from Los Angeles International Airport (LAX)



3.

PARALYMPIC GAMES

**LA 2024'S VISION IS TO PROMOTE
PARALYMPIC SPORTS, ACCESSIBILITY
AND INCLUSION**

LA 2024 is thoroughly capable of successfully hosting the Paralympic Games. The LA 2024 vision to use the Games to promote Paralympic sports, accessibility and inclusion is fully aligned with the goals of the International Paralympic Committee (IPC).

The high-quality venues, sports-presentation experience, technology and entertainment capabilities in Los Angeles would help **raise awareness** of Paralympic sports and their benefits. The Games also have the potential **to build on the growing participation in Paralympic sports** in the US.

LA 2024 has given careful consideration to the needs of Paralympic athletes in the selection of venues and training facilities as well as the transport plan. Fourteen Paralympic sports would be conveniently located near the Paralympic Village in the Downtown Sports Park and one would be at the Olympic Village.

All public transport in Los Angeles is 100 per cent accessible, and accessibility is generally good at public sites throughout the city, thanks in large part to the “Americans with Disability Act”, which sets accessibility standards for new construction or alterations to buildings that serve the general public.

The candidature pledges to deliver the same quality of services, treatment and respect for Paralympians and Olympians, and the same team would plan and deliver the Paralympic and Olympic Games.

KEY FACTS AND FIGURES

- Dates: 18 August to 29 August 2024
- No additional venues required for the LA 2024 Paralympic Games concept
- 17 out of 19 competition venues would be within 30 minutes of the Paralympic Village
- Training venues for 8 sports/ disciplines would be within the Paralympic Village

OPPORTUNITIES / STRENGTHS

- In relation to the sophistication of the market, the commercial opportunity for the Paralympic brand is strongly undervalued in the US, providing an opportunity for significant growth for the brand in the US and globally
- Co-location of the MPC and the Media Village is favourable for Paralympic Games media
- New development at the proposed Paralympic Village site provides opportunity to increase ratio of accessible facilities
- Good accessibility within venues and for transport

CHALLENGES

- The awareness of Paralympic sport in the US needs to be further developed
- Certain areas within the Paralympic Village would be difficult for wheelchair users due to steep gradients
- Paralympic Joint Marketing Programme Agreement (PJMPA) has not been received and agreed yet. LA 2024 committed to submit the PJMPA as soon as the Joint Marketing Programme Agreement (JMPA) is finalised



4. SUSTAINABILITY AND LEGACY

SUSTAINABILITY FULLY INTEGRATED IN ALL ASPECTS OF GAMES PLANNING

- No new permanent construction required for the Games
- “Energy Positive Games” commitment is innovative and appropriate for the local climate
- No negative impact on protected sites
- No displacement of residents

ENGAGEMENT WITH YOUTH

- Youth Sports Committee to encourage young Americans to get active
- Leverage Hollywood studios and technology companies to engage with Youth
- Strong public support, especially from Youth

LEGACY USE OF NEW PERMANENT VENUES



With so many world-class sports venues in Los Angeles, **LA 2024 has delivered a proposal that is extremely low risk in terms of legacy delivery.**

There are **only three new permanent venues proposed, and each one is already planned by private investors irrespective of the Olympic Games.** All three have clearly identified legacies:

- LA Stadium at Hollywood Park (currently under construction and scheduled for completion in 2020) to become the home of two American football teams
- Los Angeles Football Club Stadium (currently under construction and scheduled for completion by 2018) to become the home of the LA Football Club
- International Broadcast Centre (IBC) (to be built by NBCUniversal at its studio complex by 2022) to be used as sound stage studios and office buildings post-Games

A canoe slalom venue that is currently planned as a temporary venue may ultimately become a permanent venue if a legacy use is identified after the Host City election.

KEY FACTS AND FIGURES

VENUE	LEGACY USE
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COMPETITION VENUES

LA Stadium at Hollywood Park	NFL Football Stadium – Home of Los Angeles Rams and Chargers
LA FC Stadium	Soccer Stadium – Home of Los Angeles Football Club

NON-COMPETITION VENUES

IBC	NBCUniversal Studio – Sound stage studios and office buildings
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OPPORTUNITIES / STRENGTHS

- The three new permanent venues are privately funded, planned irrespective of the Games and have clearly identified post-Games legacies



LA 2024 has taken a two-pronged approach to sports development – it is committed to growing Olympic sports in the United States in cooperation with the International Federations and increasing participation in youth sports.

These would be the first Olympic Summer Games held in the US in 28 years, providing an ideal **opportunity to inspire a new generation to consume and take part in Olympic sports.**

LA 2024 plans to establish a **Youth Sports Committee** to work with an existing national network of 12,000 youth sports organisations and other partners to encourage more young Americans to get active. A Games legacy organisation called “LA 2024 Foundation” would continue the work of the Youth Sports Committee after the Games

and distribute any Games-related assets such as de-mountable swimming pools and sports equipment.

The proposed legacy foundation would be modeled and built on the highly successful LA84 Foundation, a legacy from the Olympic Games 1984 that to date has delivered the benefits of sport to 3 million young people throughout southern California while providing over USD 225 million in funding.

LA 2024 intends to use the Games to showcase and promote Olympic sports that are not widely practised in the US. The candidature sees potential for International Federations to make inroads in the world’s largest commercial sports market, especially for sports with lower profiles in the US.

KEY FACTS AND FIGURES

- Youth Sports Committee to encourage sports participation amongst young Americans
- LA 2024 Foundation to continue work of Youth Sports Committee after the Games
- LA 2024 commitments to International Federations (IFs):
 - Collaboration on sports presentation
 - Dynamic ticketing concept to ensure full stadia
 - Sports Ambassador Programme in the lead up to the Games
 - Annual development symposium for IFs

OPPORTUNITIES / STRENGTHS	CHALLENGES
<ul style="list-style-type: none"> ● Legacy structure based on successful LA84 Foundation model ● Engagement with US national sports governing bodies ● Commitment to work with IFs on showcasing and developing their sports in the US 	<ul style="list-style-type: none"> ● At this stage, no targets set for increased sports participation, which would make it difficult to measure achievements

LA 2024's sustainability plans are fully aligned with Olympic Agenda 2020. They are also in keeping with the city's targets for climate-change mitigation, water conservation, air quality and public-transport infrastructure.

As **Los Angeles and California are world-leaders in sustainable development**, in particular 'green' technologies and innovation, hosting the Games would showcase their efforts to a global audience. It could also lead to best practices being spread to the wider sport and entertainment sectors in the region.

UCLA, the proposed site of the Olympic Village, prides itself on sustainable living, with its many LEED (green building standard) certified buildings and a strong emphasis on wellness and healthy living.

The candidature places strong emphasis on **community engagement** and LA 2024 is determined that its sustainability measures are firmly rooted in long-term social value. This is illustrated by the spread of the Sports Park concept across the city, so that different communities would benefit from the Games. Community engagement is envisaged through an 'Energy Positive Games' programme and a citizen-science initiative to map green space and urban biodiversity, as well as a programme to raise awareness of the benefits of healthy lifestyles.

With regard to inclusion, gender equality is embedded in LA 2024, both in terms of the make-up of the candidature team and in the Games proposal, which puts **a high priority on using the Games to promote gender equality in sport and society at large.**

OLYMPIC AGENDA 2020 RECOMMENDATION #4

**INCLUDE SUSTAINABILITY
IN ALL ASPECTS OF THE
OLYMPIC GAMES**

KEY FACTS AND FIGURES

- LA 2024 sustainability approach is consistent with the priority themes of the IOC Sustainability Strategy (see annex E)
- 'Energy Positive Games' initiative, whereby additional new renewable energy sources generated by the community would exceed the energy required for the Games
- 100 per cent water accountability – full measurement of all water used for the Games
- Zero-waste target through venue operations and overlay reuse strategy
- South Bay Sports Park would be a showcase for sustainable sports venues

OPPORTUNITIES / STRENGTHS	CHALLENGES
<ul style="list-style-type: none"> ● The 'Energy Positive Games' commitment is an innovative idea appropriate for the local climate ● Very high sustainability standards already in place at UCLA campus ● Several venues already delivering 'green sport' programmes ● Ambition to be a catalyst for developing sustainability across sports venues and event sector in Southern California ● Community benefits across different parts of city 	<ul style="list-style-type: none"> ● 'Energy Positive Games' commitment could prove complex to deliver and monitor because it relies on a number of third parties ● Sustainability management systems approach needs to be further developed

IMPACT ON THE NATURAL ENVIRONMENT, CULTURAL HERITAGE AND COMMUNITIES



OPPORTUNITIES / STRENGTHS

- No significant risk of environmental, cultural or social impacts from venue construction
- Games have the potential to deliver environmental improvements to several proposed venues, for example:
 - Lake Perris State Park (rowing / canoe sprint)
 - Frank G Bonelli County Park (mountain bike)
 - Sepulveda City Park (canoe slalom / equestrian / shooting)

With 97% of the proposed competition venues already existing or temporary, there are no significant environmental, cultural or community-impact concerns in LA 2024's candidature.

LA 2024 plans to work with the relevant stakeholders to promote environmental and social legacies through initiatives on biodiversity conservation and the creation of green spaces, including at the proposed Valley Sports Park in Sepulveda.

LA 2024 would work with the owners of businesses adjacent to the LA Live precinct to ensure that the impact on their operations is minimised.

Installation of temporary venues would require environmental reviews according to the California Environmental Quality Act, but this does not appear to represent a significant risk for the proposed sites.

KEY FACTS AND FIGURES

- No venues negatively impacting ecologically sensitive areas or cultural heritage sites
- No displacement of residents or businesses
- Commitment from LA 2024 to minimise disruptions to businesses adjacent to LA Live precinct
- Legacy initiatives coordinated by LA 2024 to enhance and expand urban green space, including restoration along 80 km of the Los Angeles River corridor

The City of Angels is known around the world for its **vibrant cultural scene** and LA 2024 would ensure that athletes, spectators and locals get a good taste of all Los Angeles has to offer.

With the support of such major Hollywood studios as Disney and NBCUniversal behind it, as well as several leading tech companies (including Facebook, Snapchat and Google), **a Games in Los Angeles would be cutting-edge, futuristic and above all, fun.**

LA 2024's engagement strategy would use the Games to promote **social cohesion through citywide community engagement initiatives, cultural festivals, sports and education programmes and communications campaigns.** The Games experience would take full advantage of digital and social media, as well as emerging technologies such as augmented and virtual reality.

The city's 3,300 non-profit arts, culture and humanities organisations would be called on to deliver a **memorable Cultural Olympiad.** Some events would be ticketed while others would be free to the public at cultural venues, galleries, performance halls and public spaces across the city. The Cultural Olympiad would culminate in the LA 2024 Arts Festival, celebrating the historic impact of Hollywood and Los Angeles on the film industry.

LA 2024 also intends to collaborate with the Getty Museum and its 100 institutional partners to develop a **cross-cultural celebration built around the Olympic and Paralympic values.**

KEY FACTS AND FIGURES

Los Angeles 2024's engagement strategy includes:

- Involvement of technology, local media and entertainment companies as well as celebrities to promote the Games
- An ambassador programme with local volunteers trained years ahead of the Games
- Cultural programmes and LA 2024 Arts Festival
- Education programmes to build and further develop the legacy of LA84 Foundation

OPPORTUNITIES / STRENGTHS

- Opportunities to leverage California's technology leadership, media, storytelling expertise and celebrities for public engagement
- LA 2024 can build on numerous existing education and cultural programmes
- Active Games promotion by LA 2024 Athletes' Commission and local Olympians (LA 2024 has already engaged with more than 500 Olympians and Paralympians)



5.

GAMES DELIVERY

SPORTS EXPERTISE



No fewer than **eleven professional sports teams call Los Angeles home**. The city is clearly very experienced when it comes to hosting major sporting events and is equally well-prepared to host its third Olympic Games.

The city's strong sports-event experience significantly lowers operational and commercial risk. A Los Angeles Games would draw from the city's highly professional sports industry, including its experienced venue workforce well-versed in crowd management, security and other potential operational challenges.

The US has hosted more than 200 elite-level world championships and other major international events in numerous Olympic and Paralympic sports over the past 10 years. The country is less experienced, however, when it comes to several Olympic sports that are less well-known in the US. This is an issue that would need to be addressed.

The US is the world's largest commercial sports market. Professional teams in the Los Angeles area sell more than 10 million tickets annually and are at the cutting edge of innovations in sports presentation and the use of technology to enhance the spectator experience. Revenue from ticketing, media rights, sponsorships and merchandising generated about USD 64 billion for US professional leagues and sports event organisations in 2015. Estimated gate revenues for 2016 are in excess of USD 18 billion.

KEY FACTS AND FIGURES

- US has hosted World Championships, World Cups or major annual international events in 25 of the 28 Olympic Sports over the past 10 years (see annex F)
- Los Angeles hosts eleven teams from the various North American professional leagues
- Professional teams in Los Angeles sell more than 10 million tickets annually

OPPORTUNITIES / STRENGTHS

- Significant experience and expertise in major event organisation
- Training a new generation of volunteers and professionals
- Potential for developing sports with a low profile at present in the US
- Very strong sports presentation experience

CHALLENGES

- For a number of less popular sports in the US, in particular those using temporary venues, a carefully planned test event schedule would need to be established

LA 2024 has developed a detailed transport strategy that supports the venue concept and would meet Games' needs with additional measures, including:

- Co-ordinated traffic management;
- Introduction of mobility hubs for spectators and workforce access to venues;
- Effective communications plan to increase the use of public transport and decrease private motor vehicle use.

The LA 2024 transport strategy capitalises on the city's extensive high-capacity highway network to provide a strong Olympic Route Network (ORN) across the city. The Los Angeles ORN strategy provides over 480 km of dedicated ORN lanes in place 24 hours a day during Games' operations, of which nearly 60 per cent would be on existing dedicated car pool or toll lanes. The ORN would be managed by traffic and transport management centres to provide priority lanes for Games vehicles ensuring all venues are accessible with reliable travel times. Twenty-three venues would be within 30 minutes' travel time of the Olympic Village at the University of California Los Angeles.

Los Angeles has established transport governance and management systems.

LA 2024's objective is for 100 per cent of spectators to use the LA public transport network. However, LA 2024 recognises that some venues would have insufficient public transport at peak periods and would therefore provide mobility hubs across the city to allow spectators travelling by their own means to connect to dedicated shuttle bus services and new cross-regional bus services.

OPPORTUNITIES / STRENGTHS	CHALLENGES
<ul style="list-style-type: none"> ● Focus on public transport provides opportunity to increase awareness of the travel mode ● Multi-agency coordination for travel demand management plan could have legacy benefit ● Alignment with existing and planned transport infrastructure ● Olympic Route Network would serve all venues with high-tech traffic and transport management coordination 	<ul style="list-style-type: none"> ● Successful implementation of the Games transport strategy including the Olympic Route Network would require significant efforts to manage and reduce traffic ● Limited public transport capacity and network coverage to South Bay Sports Park and Valley Sports Park

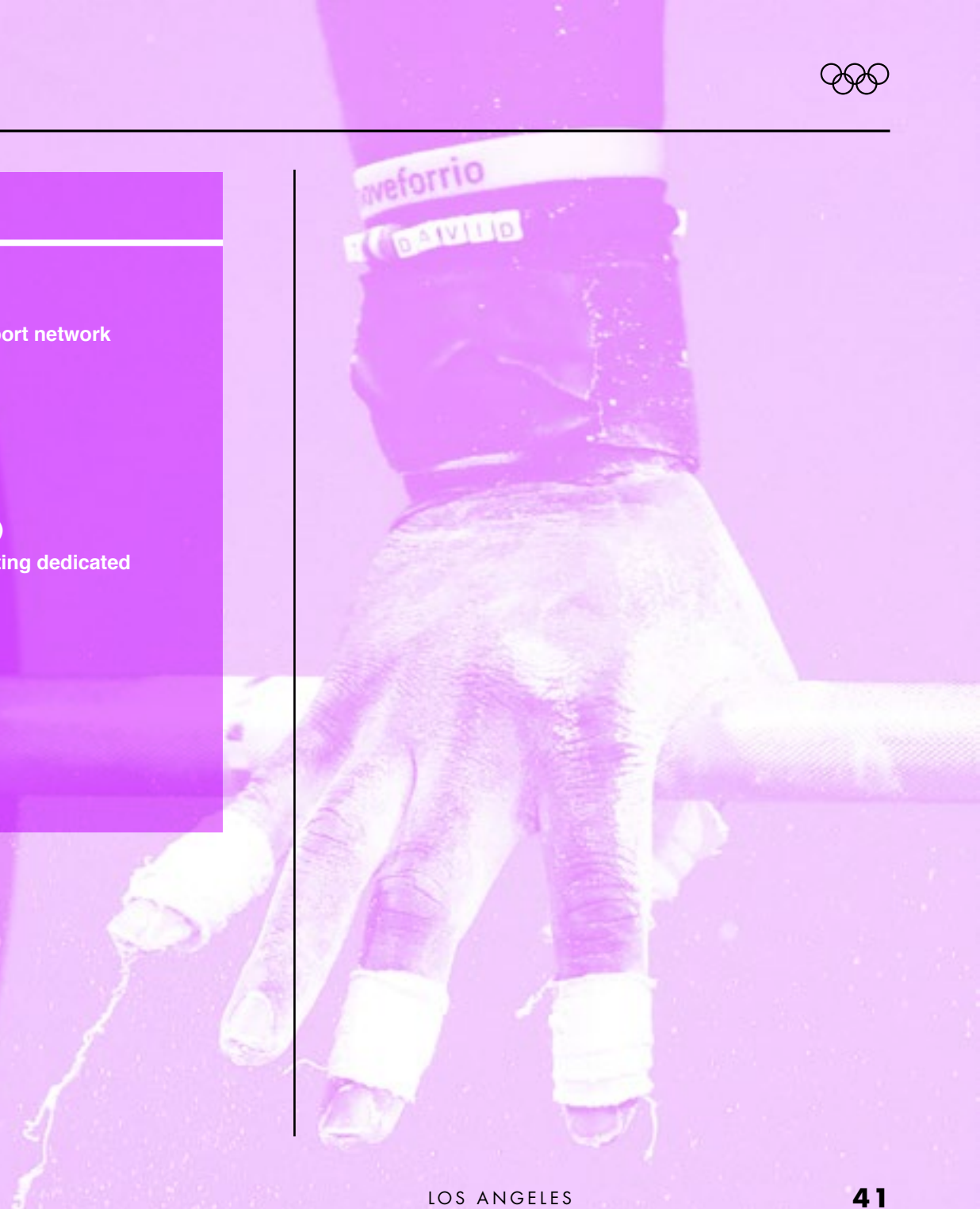
KEY FACTS AND FIGURES

PUBLIC TRANSPORT NETWORK

- 1.7 million passenger trips per day on the Los Angeles public transport network
- Free public transport for ticketholders on the day of the competition
- 100 per cent of metro, transit buses and trains fully accessible

ROAD NETWORK

- Los Angeles ranks 12th on the Global Traffic Congestion Index (2017)
- 480 km of Olympic Route Network (ORN), nearly 60 per cent on existing dedicated car pool or toll lanes, serving all venues
- Average travel times from the Olympic Village to:
 - Downtown Sports Park (10 Venues): 20-25 minutes
 - Valley Sports Park (3 Venues): 15-20 minutes
 - South Bay Sports Park (4 Venues): 25 minutes
 - Long Beach Sports Park (5 Venues): 35-40 minutes



LA 2024 has presented a well thought-out accommodation plan that would benefit from the city's abundant options and allocate accommodation among client groups according to their needs.

The number of guaranteed rooms meets Games' needs. The large existing hotel inventory in Los Angeles — more than 125,000 hotel rooms within 50 km of the Games centre — leaves a large number of rooms (over 80,000)

available for Games-related workforce, spectators and visitors.

The Media Village would be conveniently located next to the Main Press Centre (MPC) at the University of Southern California campus.

Games stakeholders would also have extensive options for home sharing through services like Airbnb, a California-based company that currently lists more than 42,000 rooms within 50 km of the Games centre.

KEY FACTS AND FIGURES

- Total existing hotel inventory in Los Angeles area: approximately 125,000 rooms
- Total guaranteed rooms in Los Angeles: 42,000 rooms (IOC requirements: 41,000 rooms)
 - 31,500 rooms in 3 – 5 star hotels
 - 10,500 rooms in university accommodation

PROJECTED MAXIMUM ROOM RATES IN USD FOR 2024

- 2 star (double room) 175 USD
- 3 star (double room) 241 USD
- 4 star (double room) 340 USD
- 5 star (double room) 775 USD

OPPORTUNITIES / STRENGTHS

- 42,000 rooms secured, meeting Games' needs
- 10,500 rooms secured in university accommodation, offering low-cost options
- Sufficient accommodation across all Sports Parks
- Use of existing accommodation reduces overall construction and financial risk

LA 2024 has proposed **comprehensive safety and security measures, appropriate to host the Games** and consistent with the relevant guarantees.

The US Department of Homeland Security has guaranteed the Games would receive National Special Security Event (NSSE) designation, which would provide world-leading security expertise, capabilities and resources to augment existing arrangements. Under NSSE, the US Secret Service would be the lead security agency, supported by numerous other federal agencies, including the FBI and the Federal Emergency Management Agency. NSSE has been activated and implemented effectively more than 20 times without incident, including for the Olympic Winter Games Salt Lake City 2002.

Many of the existing venues proposed by LA 2024 have successfully delivered large-scale events that were safe and secure. The exceptional safety and security existing at UCLA, the site of the Olympic Village, would be enhanced for the Games.

The current security threat level across the Los Angeles region is classified between “low” and “medium” by relevant authorities. The proposed security measures for 2024 would reduce the risk level in Olympic venues to “very low”, with “low” for the Olympic Route Network, thereby providing a safe environment for Games constituents. Concurrently, the authorities estimate that the risk in the public domain would be “low” or potentially “very low”. There is low risk of safety issues related to weather. Los Angeles is in a seismic zone, although this matter is addressed in all aspects of construction and infrastructure.

KEY FACTS AND FIGURES

- Guaranteed National Special Security Event (NSSE) designation with involvement of numerous federal agencies, US Armed Forces and local security teams, including the State of California, the City of Los Angeles and the County of Los Angeles
- NSSE guarantees federal security personnel, equipment and resources to secure the Games, including the centralisation of intelligence (national and international)
- The California Olympic and Paralympic Public Safety Command (COPPSC) would include all safety and security agencies under centralised and unified command

OPPORTUNITIES / STRENGTHS

- The US Federal security agencies are highly effective, professional and capable of preventing and responding to the most complex and large-scale security challenges
- The Department of Homeland Security has guaranteed that the Games would be classified an NSSE event, guaranteeing all necessary Federal security resources and capabilities to support LA 2024
- Highly effective safety and security arrangements exist at UCLA
- Los Angeles has excellent existing risk reduction and emergency management arrangements

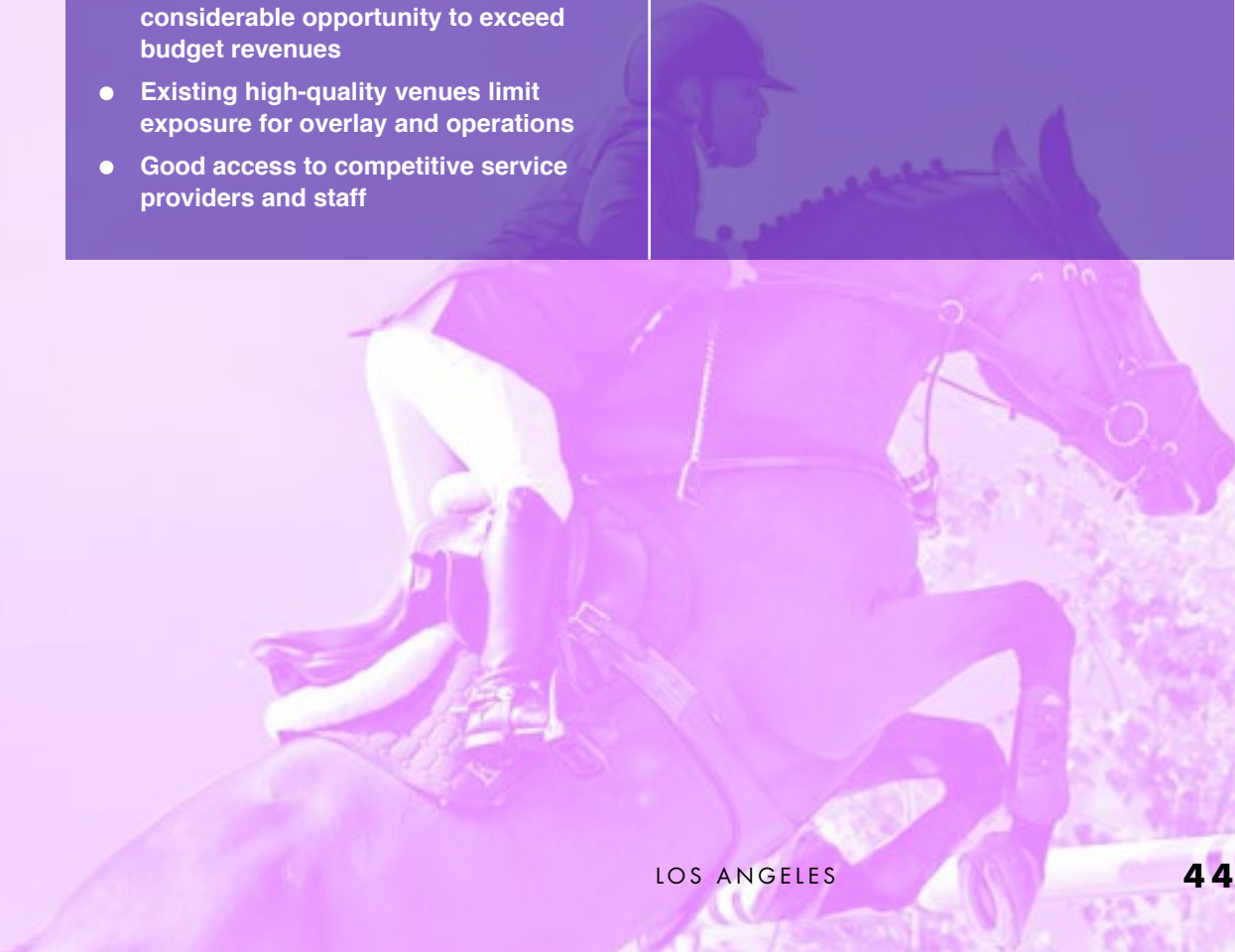
California and Los Angeles are substantial drivers of the US economy and have the economic means to host the Games (see annex F). LA 2024 has presented a well thought-out budget that reflects operational plans. The expenditure budget was developed with a bottom-up approach, based on reasonable assumptions, then validated with a top-down review and comparison with previous Games and other relevant benchmarks. The budget was subjected to an independent external review by KPMG. LA 2024 has relatively low expectation of government support for operational expenses; these are primarily in the areas of transport and security.

Commercial revenues are relatively high in comparison to previous Olympic Games, but reflect the scale and strength of the California and US economies, as well as the demonstrated interest in sports marketing. Revenue estimates are achievable, with upside potential.

Venue-use agreements are in place, although for some venues the precise costs are subject to a range of cost or revenue-recovery arrangements rather than fixed rents. Contingency levels of about 9 per cent are appropriate given the state of the project and its planning. LA 2024's venue-infrastructure budget is substantial as it includes significant funding for temporary venues, permanent venue upgrades and overlay. 'Other expenses' include amounts payable to the US Olympic Committee for sports development under the Joint Marketing Programme Agreement.

Overall, the OCOG budget is feasible and the financial risk is low for this stage of planning and budget development.

OPPORTUNITIES / STRENGTHS	CHALLENGES
<ul style="list-style-type: none"> ● Budget subjected to external review ● Detailed and conservative budget reflects operational plans and leaves room for cost savings ● Budget contingency of 9% is acceptable at this stage ● US market for sponsorship, tickets and licensed merchandise provides considerable opportunity to exceed budget revenues ● Existing high-quality venues limit exposure for overlay and operations ● Good access to competitive service providers and staff 	<ul style="list-style-type: none"> ● Some venue-use agreements are based on revenue or cost-recovery arrangements, where the amount payable is not fixed, creating some financial and operational risk to the OCOG. However, this is somewhat mitigated by the availability of other existing venues



KEY FACTS AND FIGURES – OCOG BUDGET (USD 2016)

REVENUE	USD MILLION	%
IOC Contribution	735	13.8%
TOP Programme (gross)	390	7.3%
Domestic Sponsorship (gross)	1,931	36.3%
Ticket Sales	1,537	28.9%
Licensing & Merchandising	225	4.2%
Government Contribution	10	0.2%
Lotteries	7	0.1%
Other Revenues	490	9.2%
TOTAL REVENUES	5,325	100%

EXPENDITURE	USD MILLION	%
Venue Infrastructure	1,191	22.4%
Sport, Games Services & Ops	995	18.7%
Technology	527	9.9%
People Management	688	12.9%
Ceremonies & Culture	195	3.6%
Comms, Marketing & Look	195	3.6%
Corporate Admin. & Legacy	286	5.4%
Other Expenses	760	14.3%
Contingency	488	9.2%
TOTAL EXPENDITURES	5,325	100%

The US legal framework, supported by guarantees received, confirms that the Games could be organised in accordance with Host City Contract (HCC) requirements. Some clarification is needed with respect to taxes and the procedure and conditions for work permits.

A shortfall guarantee has been provided as requested by the IOC. The City of Los Angeles would cover the first USD 250 million of any overrun, the State of California would cover the next USD 250 million and the City of Los Angeles would cover any remaining cost overrun. **The City Council has the authority to cover any shortfall without the need for additional legislation.**

The US Government has guaranteed to respect the Olympic Charter and the HCC and to grant “unhindered access to the United States for all qualified persons presenting valid travel documents” and “to offer a flexible fast-track visa process to all international clients and stakeholders who need to enter the US to participate in Games activities during the seven years leading to the Games period in 2024.” LA 2024 has confirmed that “Games activities” would include all International Federation (IF) technical visits and test events while other IF events were already covered under the US Olympic Committee’s existing visa support programme.

The proposed OCOG structure appears to address taxation effectively such that taxes would not place an undue burden on the OCOG. The OCOG would be free to pursue procurement under terms it establishes.

KEY FACTS AND FIGURES

- Existing laws offer strong basis for intellectual property protection and ambush marketing
- Existing treaties address certain double taxation matters
- US has proven administrative and legislative experience in supporting major sports events

OPPORTUNITIES / STRENGTHS

- Solid legal framework supported by guarantees received
- Favourable tax status for OCOG and IOC, as well as double taxation treaties, could simplify compliance with HCC
- Experience from past Games for expediting certain administrative processes (e.g. admission, custom clearances)

CHALLENGES

- Further clarification needed regarding conditions and procedures for work permits, and the application of labour laws to Olympic-related personnel
- Further clarification needed as to what measures will be implemented to comply with tax-related HCC requirements and avoid impact on the OCOG budget

GOVERNANCE STRUCTURE GAMES & LEGACY DELIVERY



LA 2024 has presented a sound **private governance model** that reflects the significant role of private stakeholders and the relatively limited role of government in delivering the Games. The plan would streamline decision-making by centralising authority in the Organising Committee for the Olympic Games (OCOG), with appropriate representation by key stakeholders.

The OCOG would have primary responsibility for planning and delivering the Games. The OCOG’s governing board would include representatives from the City of Los Angeles, the US Olympic Committee (USOC), IOC Members in the country and Olympians and Paralympians. LA 2024 and the city intend to clearly define their working relationship with a formal agreement.

A dedicated unit within the OCOG, the Impact Department, would oversee legacy planning and delivery, with a strong focus on youth sports development. This department would partner with the City of Los Angeles and collaborate with the USOC, International and National Federations and other stakeholders to promote sports participation at elite and grassroots levels.

The LA 2024 Legacy Foundation, modeled on the successful LA84 Foundation, would oversee legacy projects post-Games.

LA 2024 has pledged continuity of leadership if elected as host city.

KEY FACTS AND FIGURES

- The OCOG, organised as a non-profit public benefit corporation, to serve as the central body responsible for the planning and delivery of the Games
- The Board of Directors and the Executive Committee to oversee the planning and operations of the OCOG (including representatives of the City of LA, USOC and IOC Members in the country, as well as Olympians and Paralympians)
- LA 2024 and the city to enter into a firm agreement after Host City election
- LA 2024 Legacy Foundation to be in charge of legacy, based on successful LA 84 Foundation model

OPPORTUNITIES / STRENGTHS	CHALLENGES
<ul style="list-style-type: none"> ● Fully empowering OCOG to deliver the Games should facilitate decision-making ● With no need to oversee construction of new permanent venues, OCOG could focus on Games delivery ● Limited construction would allow greater capacity to focus on “soft” legacy initiatives ● Responsibility for legacy within the OCOG at the executive level 	<ul style="list-style-type: none"> ● No official structure in place for interface between OCOG and public authorities at regional, state and national levels to coordinate government services

The LA 2024 candidature is supported by both major US political parties at all levels of government, as well as the public. Government support is most evident at the city level through the strong personal commitment and direct involvement of the city's mayor and the full support of the Los Angeles City Council.

The Los Angeles City Council unanimously endorsed the candidature, the California Legislature and the Governor approved a financial guarantee and the US Congress approved a bipartisan resolution pledging support. The US President has also expressed support and has provided relevant guarantees.

An independent poll commissioned by the IOC in February 2017 showed 78 per cent support for the candidature among residents of Los Angeles, 72 per cent support in California and 64 per cent support nationally.

OPPORTUNITIES / STRENGTHS

- Strong public support
- Strong support from the local, regional and national government
- Good representation of all relevant stakeholders in the Candidature Committee
- Support from both major political parties

KEY FACTS AND FIGURES

LOS ANGELES 2024 HAS THE SUPPORT OF

- The Los Angeles Mayor and the Los Angeles City Council (unanimous vote for the Games on 1 September 2015)
- The State of California (backed through guarantees)
- The US President and the National Government (backed through guarantees)
- The two main political parties (Democrats and Republicans) in the Congress (US Senate and House of Representatives)
- Local labour leaders
- Local business associations, including the Los Angeles Chamber of Commerce
- Local universities (UCLA and USC fully involved in the Games)
- Leading NGOs (e.g., the Nature Conservancy)

2024

PARIS



PARIS 2024

OLYMPIC GAMES AND PARALYMPIC GAMES

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1.

GAMES CONCEPT

GAMES PROJECT FULLY ALIGNED WITH LONG-TERM DEVELOPMENT PLANS OF THE CITY AND THE REGION

- Regeneration of the Seine St-Denis area including 5,000 new homes
- Revitalisation of the River Seine and its banks
- Increased number of community sports facilities and public sports programmes

93%
EXISTING OR TEMPORARY
COMPETITION VENUES

ALIGNMENT WITH CITY / REGION'S DEVELOPMENT PLAN



The Games project is fully aligned with existing city and regional sports, economic, social and environmental long-term plans as outlined in the **Grand Paris Project**, the region's comprehensive strategy for sustainable development. Both projects place a strong emphasis on **revitalising the River Seine**, which flows through the historic heart of the city and would be the focal point of a Games in Paris. Planned enhancements along the riverbanks, including pathways and improvements in water quality, complement the overarching vision of an Olympic celebration in a spectacular urban setting.

The Games would accelerate existing plans to rejuvenate the River Seine and its canals by setting a clear target date for **making the river suitable for swimming**.

The proposed Olympic Village in the Saint-Denis district would **provide housing in a young, diverse and developing area of the city** and would also be a showcase for innovations in sustainability.

The Games' reliance on public transport and the candidature's commitment to sustainability and low-emission standards are in keeping with the city's role as a climate-change leader.

Paris 2024 pledges collaboration with public authorities at all levels to **increase the number of sports facilities, diversify public sports programmes, offer more training for sports educators** and foster sports talent across the country.

OPPORTUNITIES / STRENGTHS

- Games concept is aligned with city / region's long-term vision and would contribute to accelerating the revitalisation of the River Seine and regeneration in and around Saint-Denis (Grand Paris Zone)
- Investments in new and existing facilities could demonstrate high environmental design standards and resource-efficient operations
- Increase in the number of sports facilities and public sports programmes

KEY FACTS AND FIGURES

Paris 2024 is aligned with the city's long-term development plan:

- 70,000 units/ year of new housing in the Paris Region
- Urban mobility developments include:
 - Upgrading transport infrastructure and accessibility
 - Emphasising integration of different transport modes
 - Better transport connectivity of Grand Paris area
- Revitalisation of the River Seine and other rivers and canals
- Investments in sports facilities in the Paris region

The Paris 2024 venue concept supports the city’s legacy goals and is well aligned with the transport concept. The extensive use of existing and temporary venues would reduce the complexity of delivering the Games. The proximity of venues within the two main zones would facilitate efficiency in security, operations and transportation. The concept features two primary zones, both straddling the River Seine:

- The Paris Centre Zone, in the heart of the city
- The Grand Paris Zone, in Saint-Denis, about 5 km from the city centre

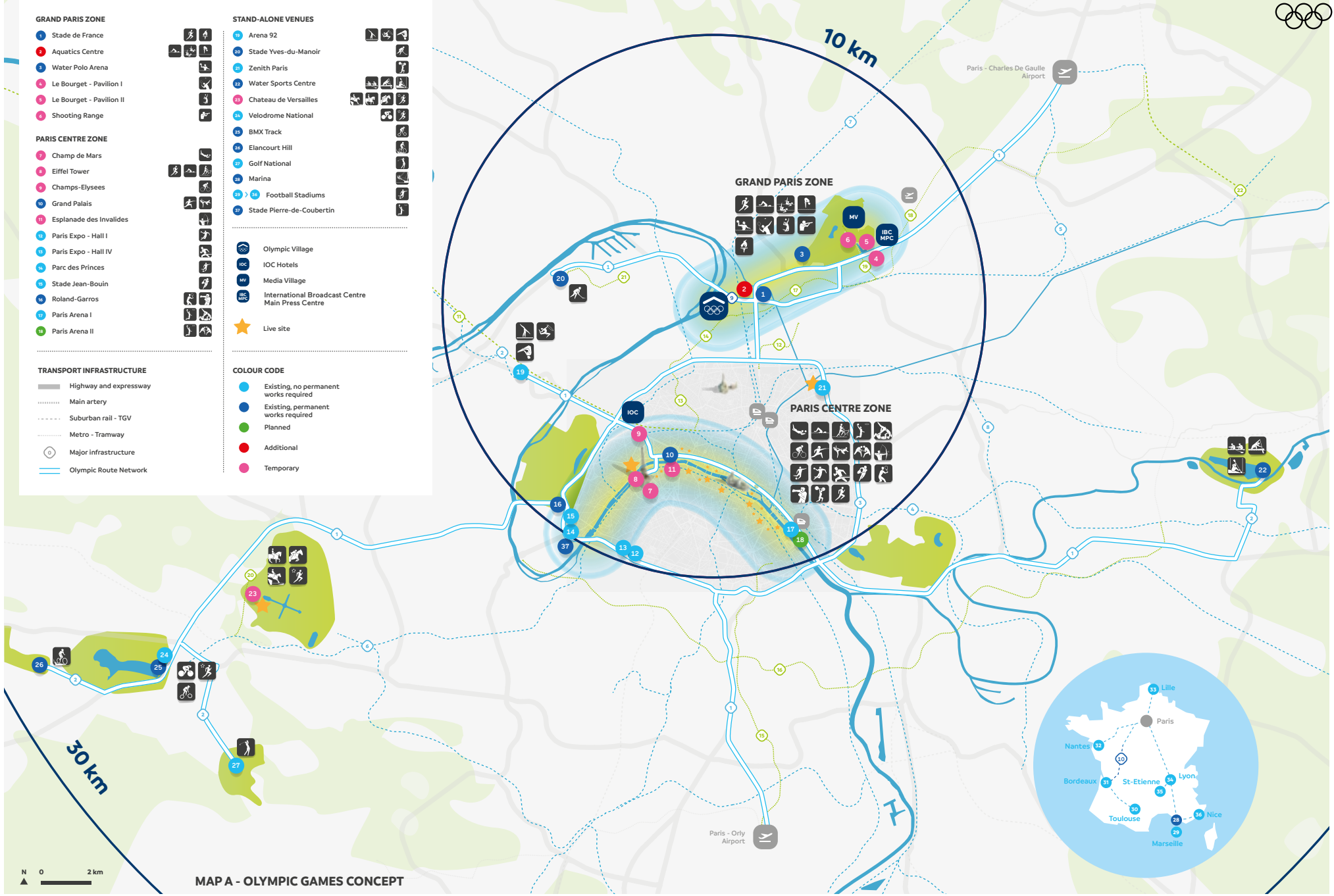
The Paris Centre Zone would put the Games celebration along the River Seine in the historic centre of Paris, with all of the city’s iconic landmarks providing spectacular backdrops.

Paris 2024 has proposed to build a new Olympic Village along the River Seine in the Grand Paris Zone, north of the city centre. The riverside location would be just 20 minutes from the heart of Paris when travelling on one of the metro lines serving the Village.

Media covering the Games would have excellent workspace in the existing Paris Le Bourget exhibition centre, which would host both the International Broadcast Centre (IBC) and the Main Press Centre (MPC).

The transport concept aligns with the city’s goals by placing a strong emphasis on public transportation and sustainability. **It makes excellent use of the city’s extensive public transport networks** and would benefit from ongoing initiatives to enhance public transport accessibility. All competition venues would be served by public transport. The relatively short distance between the two primary zones would help facilitate efficient transport between them.

OPPORTUNITIES / STRENGTHS	CHALLENGES
<ul style="list-style-type: none"> ● Extensive use of world-class existing and temporary venues would reduce the complexity and cost of delivering the venues ● Clustering of venues within the two zones would facilitate efficiency in security, operations and transportation, and contribute to a celebratory atmosphere ● Games Concept would allow for celebration within the historic centre of Paris – temporary venues at iconic locations (e.g. Eiffel Tower) ● Games concept features a number of existing high-quality facilities that have previously staged major events 	<ul style="list-style-type: none"> ● Creating a special Olympic atmosphere at the Grand Paris Zone would be more challenging as the venues are spread over a larger area with no central celebration site in this zone ● Triathlon / marathon swimming: The City of Paris has declared its intention to clean up the River Seine by 2024. Water quality could be a challenge if targets are not achieved. However, a backup solution exists that ensures that athletes would compete in good conditions ● Volleyball: Extensive temporary construction for a secondary Volleyball venue does not seem necessary and would require further discussion with the International Volleyball Federation (FIVB) and IOC regarding the potential to save costs



KEY FACT AND FIGURES

OLYMPIC GAMES DATES: 2 TO 18 AUGUST 2024
(school holidays)

COMPETITION VENUES: 29
(excluding preliminary football stadia)

- 27 competition venues would be either existing or temporary (see breakdown on page 57)
- 19 competition venues would be in one of the two Games Zones
 - 13 venues Paris Centre Zone
 - 6 venues Grand Paris Zone
- 9 venues would be outside of the Games Zones but within the Paris region
- 1 venue would be in Marseille (sailing)

NON-COMPETITION VENUES

- Olympic Village located in the Grand Paris Zone: 22 competition venues within 30 minutes of the Paris Olympic Village
- Sailing venue in Marseille within 10 minutes of Marseille Olympic Village. The proposal is in accordance with IOC requirements: Where Olympic venues are more than 60 minutes' drive from the Olympic Village, additional Olympic Village(s) shall be provided
- The International Broadcasting Centre (IBC) and the Main Press Centre (MPC) would be located in the existing Paris Le Bourget exhibition centre in the Grand Paris Zone

COMPETITION VENUES

Paris 2024 has fully embraced the philosophy of Olympic Agenda 2020 by proposing the use of existing or temporary competition venues for 93 per cent of Games' needs.

The Games concept features some world-renowned existing venues — Roland-Garros, the proposed tennis and boxing venue; the Stade de France, the proposed athletics and ceremonies venue; and the newly renovated Paris Arena I, the proposed basketball and judo venue. It also includes two legacy venues from the city's 2012 candidature — the velodrome for track cycling and the Water Sports Centre for rowing and canoe, which are both national high-performance centres.

Several temporary competition venues would be in or near iconic sites, some of which are World Heritage sites, that are regularly used for major events — beach volleyball at the Eiffel Tower, fencing and taekwondo in the Grand Palais, archery at the Esplanade des Invalides, equestrian at the Château de Versailles and road cycling and marathon passing by the Arc de Triomphe and other well-known Paris sites.

NON-COMPETITION VENUES

The International Broadcast Centre and the Main Press Centre would be co-located at the existing Le Bourget exhibition centre, which has successfully hosted a number of major events and would significantly reduce infrastructure costs for the media.

OPPORTUNITIES / STRENGTHS

- In alignment with Olympic Agenda 2020, Paris 2024 makes excellent use of high-quality existing and temporary competition venues
- Existing exhibition centre would serve as the IBC/ MPC
- Only one Games-dependent permanent venue needs to be built (Aquatics Centre)

KEY FACTS AND FIGURES – COMPETITION VENUES

VENUE CONSTRUCTION STATUS	NUMBER OF COMPETITION VENUES	%	% OF EXISTING/ TEMPORARY VS NEW VENUES
Existing (no permanent work required)	9	31%	93%
Existing (permanent work required)	8	27.5%	
Temporary*	10	34.5%	
Planned (irrespective of Games)	1 (Paris Arena II)	3.5%	7%
Additional Permanent (Games-dependent)	1 (Aquatics Centre)	3.5%	
TOTAL **	29	100%	

* Les sites de water-polo et BMX sont considérés comme sites temporaires.
 ** Ne comprend pas les stades utilisés pour les matchs de phase préliminaire en football.

**OLYMPIC AGENDA 2020
RECOMMENDATION # 2**

THE IOC TO CONSIDER AS POSITIVE ASPECTS FOR A CANDIDATURE: THE MAXIMUM USE OF EXISTING FACILITIES AND THE USE OF TEMPORARY AND DEMOUNTABLE VENUES WHERE NO LONG-TERM VENUE LEGACY NEED EXISTS OR CAN BE JUSTIFIED.

Most venues are publicly owned and clear venue-financing guarantees are in place.

Paris 2024 projects a total venue investment of USD 3.2 billion, approximately half of which would be earmarked for the Olympic Village. Public authorities would assume approximately 50 per cent of the total capital investments. These investments also include approximately USD 400 million for privately funded improvements to the Roland-Garros tennis stadium that are planned irrespective of the Games. Several existing venues require significant upgrade works.

The planned Olympic Village is expected to be a public-private partnership, with SOLIDEO, a public venue delivery authority to be set up as master developer (refer to “Governance structure” chapter), and private entities constructing housing units. While there is some risk to the private investor model due to unpredictable market developments, the region is slated for redevelopment to meet increasing housing demands. In addition, in the event of challenges, a government guarantee backstops the delivery commitment. A somewhat similar programme outlined in the Paris 2012 candidature was completed largely as planned at that time.

A similar model would be implemented for the Media Village, although on a smaller scale.

OPPORTUNITIES / STRENGTHS

- 93% of competition venues existing or temporary
- National Government to underwrite the development of the Olympic Village and Media Village
- SOLIDEO would centralise the allocation of public and private investments for all construction works
- All venue-funding guarantees are in place

CHALLENGES

- All funding guarantees refer to specific amounts. A renegotiation process would need to take place to determine who would cover any cost overruns that exceed contingencies

KEY FACTS AND FIGURES

VENUE	COST USD	FUNDING
COMPETITION VENUES		
Paris Arena II (basketball, wrestling)	103 million	Private-public partnership
Aquatics Centre (swimming, diving, synchronised swimming)	123 million	Public funding
Roland-Garros (tennis, boxing)	399 million	Private funding
Other competition venues (upgrade works)	267 million	Public funding
NON-COMPETITION VENUES		
Olympic and Paralympic Village	1,448 million	Private-public partnership
Media Village	373 million	Private-public partnership
IBC/ MPC	57 million	Private-public partnership
Training Venues	114 million	Private-public partnership
Other non-competition venues	302 million	Private-public partnership
TOTAL	3,186 million	



2.

GAMES EXPERIENCE

ATHLETE-DRIVEN CANDIDATURE

- Athletes in leadership positions

ATHLETES AT THE HEART OF THE GAMES

- Olympic Village to be built on attractive riverside setting with dining facilities and swimming pools on the river
- 22 competition venues would be within 30 minutes of the Olympic Village
- Easy access to training facilities
- House for athletes to relax and celebrate
- Strong Friends and Family programme

Paris 2024 has proposed a Games in the heart of the French capital, **with instantly recognisable landmarks such as the Eiffel Tower, Arc de Triomphe and The Louvre providing a stunning backdrop.**

The **Olympic Village** would be constructed in the Grand Paris Zone on the River Seine, giving athletes access to an attractive riverside plaza offering dining facilities, a cinema and access to the water, including swimming zones in the river. For further information on the Olympic Village please refer to the next page.

Twenty-two competition venues would be within 30 minutes and training venues for eight sports/disciplines would be either within or adjacent to the Village. A vast array of tourist attractions would also be right at their doorstep.

An **“Athletes’ House”** in the centre of Paris would be the ideal spot for athletes to celebrate the Games with friends and family. A digital concierge app, specially designed for the Olympians, would feature schedules, maps and other information to assist them with their competition and recreational plans.

Paris 2024’s Olympic project is very much an athlete-focused one, thanks in part to the central role athletes have played and would play in preparation and delivery of the Games. A Paris 2024 Athletes’ Commission was formed in early 2016 to assist with technical aspects of the Games concept and to promote the candidature.

KEY FACTS AND FIGURES

- Olympic champion leading Paris 2024 candidature and future OCOG if Paris is elected
- Athletes played a central role in developing Games project through Athletes’ Commission and extensive engagement with other Olympians and Paralympians
- Athletes would have direct representation on the Organising Committee Board
- 22 out of 29 competition venues are within 30 minutes of the Olympic Village in Paris

OLYMPIC AGENDA 2020 RECOMMENDATION # 2

INTRODUCE INTO THE EXISTING EVALUATION CRITERIA A NEW CRITERION ENTITLED “THE ATHLETES’ EXPERIENCE”

OPPORTUNITIES / STRENGTHS

- Strong Athletes’ Commission structure within OCOG
- Easy access to training facilities
- Paris 2024 leverages technology to enhance athletes’ experience
- Athletes’ House could provide opportunity for smaller NOCs to celebrate their athletes
- Strong friends and family ticketing and accommodation programme
- Special atmosphere at iconic venues with historic backdrops

OLYMPIC VILLAGE(S)



The purpose-built Olympic Village would meet all athlete needs and provide an exceptional experience, with spacious accommodation, great dining options and a relaxing atmosphere.

The proposed site on the banks of the River Seine in the Grand Paris Zone would offer an idyllic waterfront setting just 20 minutes from the city centre. The village would feature a visually stunning central dining hall (the Cité du Cinema complex has been featured in several films) with two side patios. It would be supplemented by cafes throughout the complex and two floating restaurant-cafeterias on stationary barges, as well as swimming pools on the river. Athletes could relax at a central plaza, in rest areas along the river, or catch a movie at a 428-seat cinema.

The 51-hectare Village complex would feature three residential areas, a transport mall, a Village Plaza with retail outlets, food services and other amenities, as well as operational areas. It would also include a fitness centre, a gymnasium, other athletics facilities and a polyclinic. The entire complex would serve as a laboratory and a showcase for sustainable development.

In Marseille, a planned **satellite Olympic Village** for sailing and football athletes would be established in close proximity to the sailing venue on the site of the hippodrome. Paris 2024 has committed to provide the same level of services in Marseille as in the Paris Olympic Village.

KEY FACTS AND FIGURES

- 17,060 beds at the main Olympic Village meets IOC requirement (16,000 beds)
- 570 beds at the sailing and football Village in Marseille
- Training facilities for eight sports / disciplines within or adjacent to the Olympic Village
- 1 main dining hall and 5 casual dining facilities
- Easy access to public transport for athletes to enjoy historic centre of Paris
- Temporary overlay costs: USD 160 million

OPPORTUNITIES / STRENGTHS	CHALLENGES
<ul style="list-style-type: none"> ● Use of existing buildings could reduce overlay needs (i.e. dining halls and training venues) ● Enhanced experience through the use of barges on the River Seine for dining facilities ● Several training venues within or adjacent to the Olympic Village would simplify transportation ● Village well served by public transport 	<ul style="list-style-type: none"> ● Land acquisition from private owners is incomplete (30% of land still to be acquired) but public authorities are empowered to acquire it under an accelerated process (project of public interest) ● Village delivery: refer to “Venue Funding” chapter

In addition to state-of-the-art working conditions, the media could expect an excellent and convenient experience in Paris.

The International Broadcast Centre (IBC) and Main Press Centre (MPC) would be co-located inside a joint Main Media Centre (MMC) adjacent to the planned Media Village at the existing Paris Le Bourget exhibition centre. Le Bourget has already proven its value to the media at numerous large-scale events, including the biannual Paris Air Show and the 2015 UN Conference on Climate Change (COP21).

The MMC, which would have all necessary services and catering facilities on site, would be just five minutes from the Media Village, less than 10 minutes from the Olympic Stadium, Aquatics Centre and the Olympic and Paralympic Village, and 15 minutes from Paris-Charles de Gaulle Airport.

The close proximity of each facility would significantly ease travel concerns and facilitate efficient operations.

The entire venue, which currently has 80,000 m² of indoor halls, is scheduled for a USD 57 million expansion and a new metro station before the 2023 Paris Air Show. A 24,000 m² temporary hall would be added for the Games.

OPPORTUNITIES / STRENGTHS

- Existing exhibition space at Le Bourget offers an established facility for the IBC / MPC
- Nature of venue and availability of external space allows flexibility in layout of working areas / transport mall / shared services / people flows
- MMC within walking distance of planned Media Village and near some key Olympic venues
- Common media catering, services and transport mall at MMC
- Good accommodation variety and rates to serve all media needs
- Robust and reliable technology/ IT infrastructure

KEY FACTS AND FIGURES

MAIN PRESS CENTRE (MPC) / INTERNATIONAL BROADCASTING CENTRE (IBC)

- IBC: 74,000 m², plus 8,000 m² for shared services such as accreditation centre and catering facilities (IOC requirement: 75,000 m²)
- MPC: 30,000 m² (IOC requirement: 30,000 m²)
- 22 competition venues are within 30 minutes travel time of the IBC / MPC
- 2 transport hubs dedicated to media (the Main Media Transport Mall located in the IBC / MPC at Le Bourget and the Etoile Media Transport Hub in the heart of Paris)
- Temporary infrastructure costs: USD 48 million

MEDIA VILLAGE

- 4,000 rooms available at the planned Media Village adjacent to the IBC / MPC
- Maximum accommodation rate of EUR 150 (USD 171) at Media Village

One of the world's most popular tourist destinations, Paris would provide a stunning backdrop for an Olympic Games. It would offer spectators a range of enticing options, from world-renowned museums and French gastronomy to shopping on the Champs-Élysées or a trip to one of the many popular tourist attractions.

The festive core of the Games in the Paris Centre Zone would incorporate both banks of the River Seine and feature 13 competition venues, a live site, hospitality barges and other Games-related activities. **Many of the sites are within walking distance.** The Centre Zone would be linked to the Grand Paris Zone by a river-loop trail running from the Eiffel Tower to the Stade de France.

A second live site and sport-activation areas for every Olympic sport would be located in the scenic Parc de la Villette. The river-loop trail would also include the Berges de Seine, a 6 km riverside promenade filled with cafes, shops and free activities. A separate Olympic pathway, the Light Trail, would make for a festive stroll through some of the city's most iconic sites.

Travel between the two zones and other stand-alone competition venues would be facilitated by the city's extensive public transport network, with **all venues in Paris within 400 m of a metro station.**

OPPORTUNITIES / STRENGTHS

- Great potential for celebration in historic centre of Paris
- Excellent air, rail and road connections
- Vast accommodation options at all price levels, most within 10 km of the city centre
- All venues linked to rail or metro
- Wide range of entertainment, cultural and recreational offerings
- Reasonable ticket prices making Games affordable to a large portion of the population

KEY FACTS AND FIGURES

- 2 live sites located next to spectacular landmarks and connected by two Olympic trails
- 50 per cent of Games competition tickets are under EUR 50 (USD 55)
- 100 per cent of venues connected by public transport, with all venues in Paris within 400 m of a metro station
- Free public transport for ticketholders on the day of the competition
- Over 90,000 hotel rooms available for spectators (in addition to guaranteed rooms)
- 10,000 direct international flights each week to 113 countries from Charles de Gaulle and Paris-Orly airports



3.

PARALYMPIC GAMES

**PARIS 2024'S VISION IS TO CREATE
A MORE EQUAL AND INCLUSIVE SOCIETY**

Paris 2024 is thoroughly capable of hosting successful Paralympic Games. The Paris 2024 vision to use the Games to **create a more equitable and inclusive society** is fully aligned with the goals of the International Paralympic Committee (IPC). The IPC also supports the candidature’s **desire to promote accessibility** at some of the city’s most historic monuments.

The high quality of existing venues and iconic settings for temporary venues in the Paris Centre Zone would be the perfect platform on which to raise awareness of Paralympic sports and their benefits. Cycling and triathlon would have the Eiffel Tower as a backdrop, while

equestrian would be held at the Château de Versailles.

Paris 2024 has given careful consideration to the needs of Paralympians. **The venue concept is athlete-friendly, with short distances between accommodation, training facilities and competition venues.** Paris would also be able to draw on the solid experience within France of hosting major Paralympic events.

The candidature pledges to deliver the same quality of services for Paralympians and Olympians, and the same team would plan and deliver the Paralympic and Olympic Games.

KEY FACTS AND FIGURES

- Dates: 4 to 15 September 2024 (outside school holidays)
- All venues would have been used for the Olympic Games, except La Villette Grand Hall, which is an additional venue for para powerlifting
- 14 out of 17 venues would be within 30 minutes of the Paralympic Village
- Training venues for 9 Paralympic sports/ disciplines would be within or adjacent to the Paralympic Village
- A Paralympic Training Centre for the Youth will be left as a legacy on the site of the badminton venue

OPPORTUNITIES / STRENGTHS

- Long-standing commitment to the development of para-sport and the organisation of elite-level competitions for para-athletes provide good foundation for further growth
- Strong legacies have been identified with regard to para-sport development, the enhancement of accessibility in public transport and the development of a more inclusive society for people with impairment
- Accessible Paralympic Village, with low gradients
- Short travel times to competition and training venues
- Programme to encourage schoolchildren to attend the Paralympic Games

CHALLENGES

- Proposed timing of the Games after school holidays would increase traffic, putting pressure on the Games’ transport operations
- Metro not yet fully accessible



4. SUSTAINABILITY AND LEGACY

SUSTAINABILITY FULLY INTEGRATED IN ALL ASPECTS OF GAMES PLANNING

- New Olympic and Media Villages, aquatics and basketball / wrestling venues have all secured legacies
- All Games-venue energy from renewable sources
- No negative impact on protected sites
- No displacement of residents

ENGAGEMENT WITH YOUTH

- 80,000 civic-service missions for young people to contribute to society through sport
- Goal to increase sports participation to 80% across France
- Strong public support, especially from Youth

LEGACY USE OF NEW PERMANENT VENUES



Legacy uses for all new permanent competition and non-competition venues have already been identified and include 5,000 new residential homes for the city post Games.

- **The Aquatics Centre is a Games-dependent project but fulfills a need for such a competition venue** in Paris and the local community. It is scheduled for completion in 2023.
- **The Paris Arena II is to be built irrespective of the Games and addresses a need for a mid-sized arena** (8,000 seats). It is scheduled for completion in 2021 and will become home to a professional handball team.
- **The Olympic and Paralympic Village is in an area of Paris under development.** Some housing projects are on hold pending the Host City decision. Post Games, the athlete accommodation would be turned into residential homes, as would the accommodation at the Media Village.
- As there are sufficient hotel rooms in Paris for the media, a Media Village is not required for the Games. However, Paris 2024 has stated that it will be constructed irrespective of the Games and believes that the Organising Committee costs of operating the Village would be offset by revenues. If Paris is elected as Host City, a detailed financial and operational model would need to be established.

KEY FACTS AND FIGURES	
VENUE	LEGACY USE
COMPETITION VENUES	
Aquatics Centre	Aquatics Centre (competition and leisure) and home of French Swimming Federation
Paris Arena II	Mid-sized, multi-purpose arena and home of a handball team
NON-COMPETITION VENUES	
Olympic and Paralympic Village	Residential housing — Approx. 3,500 legacy homes (local authority targets 4,200 units / year)
Media Village	Residential housing — Approx. 1,500 legacy homes (local authority targets 2,500 units/ year)

OPPORTUNITIES / STRENGTHS	CHALLENGES
<ul style="list-style-type: none"> ● The new Aquatics Centre and the Paris Arena II have secured legacies ● The Olympic Village would help establish and/ or reinforce high standards for energy efficiency and accessibility and is aligned with high-priority housing needs in the area, which is a national priority 	<ul style="list-style-type: none"> ● A detailed financial and operational model would need to be established for the Media Village



Sports development is a top priority of Paris 2024. By tapping into the **extensive French national sports network** and collaborating with public authorities, the organisers aim to **increase the number of sports facilities, diversify sports programmes, provide more training for sports educators and increase elite sport talent.**

More than a quarter of the country’s population is already connected to a national network of community sports facilities and clubs, offering a good foundation for expanding participation. By making use of this network and introducing new initiatives supported by athlete ambassadors, Paris

2024 intends **to use sport as a tool to promote healthier lifestyles and inclusion.**

The candidature has set an ambitious target of getting 80 per cent of the country’s population to practice sports on a regular basis by 2024.

Paris 2024 intends to use the Games to showcase and promote Olympic sports that are less well-known in France. The candidature is also collaborating with public authorities at all levels on plans to increase funding for sports development, including a planned EUR 100 million (USD 114 million) investment in sports infrastructure by public authorities.

OPPORTUNITIES / STRENGTHS	CHALLENGES
<ul style="list-style-type: none"> ● Clear plan to increase sports participation ● Extensive French national sports network ● Existing programmes to increase youth participation in less well-known sports 	<ul style="list-style-type: none"> ● Difficulty of achieving goal of 80% sports participation

KEY FACTS AND FIGURES

- “Olympic and Paralympic Week at School” to raise awareness of Olympic sports among young people
- Sports introduction programmes to be organised during national and international sports events hosted in France in the lead-up to the Games
- Creation of an “Olympic and Paralympic Passport” awarded by sports clubs to young people to try different sports

Paris 2024 is fully aligned with the city authority planning and Olympic Agenda 2020 when it comes to adopting, promoting and improving sustainable development.

Paris is a world leader in sustainability, demonstrated by its role in the Paris Climate Accord of 2015 and the city's targets for climate-change mitigation, water quality, air quality, green space and housing.

Sustainability is a priority for Paris 2024, fully supported by the city and candidature leadership and would be firmly embedded into the overall governance model. The French sports sector is already active in sustainability and the Organising Committee and its delivery partners would aim to build upon this and **set new standards for best practices in sustainable event management.**

The candidature offers many specific sustainability targets that have been developed through extensive stakeholder engagement including athletes. In particular, Paris 2024 has developed strategic partnerships with WWF-France (environmental excellence), the YUNUS Centre (resource management) and UNICEF (education).

In addition to Paris 2024's many own initiatives, the Games would also showcase what the city and region are already doing in sustainability. **The Grand Paris Zone would contribute to existing plans to revitalise an underdeveloped section of the city and improve water quality in the River Seine.**

With regard to inclusion, **Paris 2024 places a strong emphasis on promoting gender equality through sport.**

OLYMPIC AGENDA 2020 RECOMMENDATION #4

INCLUDE SUSTAINABILITY IN ALL ASPECTS OF THE OLYMPIC GAMES

KEY FACTS AND FIGURES

- Paris 2024 sustainability approach is consistent with the priority themes of the IOC Sustainability Strategy (see annex E)
- Use of science-based targets for minimising Games carbon emissions in line with the objectives set by the Paris Agreement on Climate Change (Dec 2015)
- All Games-venue energy requirements to be supplied from renewable and recovered energy, and Games fleet to entirely comprise zero-emission vehicles
- Zero-waste approach to managing materials and resources and maximising opportunities for reuse and repurposing – e.g. for overlay, signage and look materials, merchandise and food

OPPORTUNITIES / STRENGTHS	CHALLENGES
<ul style="list-style-type: none"> ● New investments in Grand Paris Zone would support socio-economic development, high-sustainability design standards and environmental benefits ● ISO 20121 certification for the candidature team demonstrates capacity in this field and would provide excellent starting base for future Organising Committee 	<ul style="list-style-type: none"> ● Coordination of the sustainability programme given its broad scope and number of parties involved ● Some specific targets are very ambitious (e.g. green building standards, carbon management, zero waste and food)

IMPACT ON THE NATURAL ENVIRONMENT, CULTURAL HERITAGE AND COMMUNITIES



KEY FACTS AND FIGURES

- No venue to negatively impact ecologically sensitive areas or cultural heritage sites
- No Games project would require displacement of residents and measures in place to compensate relocated businesses
- All venues to be resilient and adapted to climate-change impacts
- 26 hectares of restored land for natural habitats and green space

The project presented by Paris 2024 presents no significant environmental, cultural or community impact concerns. In fact, the opposite is true. Four sites with contaminated land would be remediated:

- Aquatics Centre (industrial site)
- Le Bourget Pavilion 2 (industrial site)
- Shooting Centre (former military fuel depot)
- Grooms Village (former military camp)

Construction of the Olympic Village, meanwhile, would eliminate several pylons and overhead electricity cables, improving the local landscape and releasing land for development. The site of the temporary shooting venue

would be converted into a new ecological area after the Games as an extension to the George Valbon Park, a Natura 2000 site. Hosting the Games would give further impetus to the work to clean up the River Seine to make it suitable for swimming.

Some local concerns have been raised about the impact of the planned Media Village at Le Bourget and the potential impact of the closure of popular public spaces at the Champ de Mars, but Paris 2024 is in close dialogue with the relevant stakeholders.

OPPORTUNITIES / STRENGTHS	CHALLENGES
<ul style="list-style-type: none"> ● No significant risk of environmental, cultural or social impacts from venue construction ● Remediation of contaminated land would provide benefits but add complexity to project delivery ● Contributing to clean-up of the River Seine ● Creation of new green spaces and biodiverse habitats ● Creation of sustainable urban neighbourhood in Grand Paris Zone 	<ul style="list-style-type: none"> ● Managing concerns of local stakeholders regarding the planned Media Village at Le Bourget

Paris 2024 has presented a **two-stage engagement strategy that would reach all corners of France and millions of people**. The engagement programme would showcase the full range of French culture and include public institutions, world-renowned museums and other cultural assets.

The first stage began with the candidature and would expand significantly in the second stage if Paris is elected as Host City. For example, **Paris 2024 has pledged to expand a project that promotes Olympic values in schools and online** with the goal of reaching 7 million children, as well as another project that promotes healthy lifestyles among workers.

Another commitment envisions 80,000 civic-service missions for young people, aged 16 to 25, to contribute to society through sport.

The second stage of engagement would include the launch of a four-year Cultural Olympiad in 2020 featuring more than 200,000 Games-related cultural events across France. The Olympiad would culminate in a citywide Paris festival in the three months leading up to and during the Games.

KEY FACTS AND FIGURES

Paris 2024's engagement strategy includes:

- A 4-year Cultural Programme with more than 200,000 cultural events
- A 3-month festival from World Music Day to Nuit Blanche (White Night) in 2024
- A nationwide programme, "Year of Olympism," aiming to reach 7 million young people

OPPORTUNITIES / STRENGTHS

- Opportunity to engage with strong volunteer base and network of sports clubs
- Paris 2024 can build on numerous existing education programmes
- Very significant cultural programme with potential to reach out to a large portion of the population. The 200,000 planned cultural events would require a well-established operating framework and coordination efforts from Paris 2024
- Active Games promotion by Paris 2024 Athletes' Commission and local Olympians



5.

GAMES DELIVERY

France is well-acquainted with Olympic sports having hosted more than 55 elite-level World or European Championships in numerous Olympic and Paralympic sports over the past 10 years alone, the majority of which were held in Paris.

Paris is also **home to several professional sports teams and regularly hosts large annual sporting events**, including the final stage of the Tour de France and the French Open tennis tournament.

Hosting the Games in Paris would therefore benefit from a **highly experienced sports workforce, including a well-developed network of registered sports licensees and sports volunteers**.

Government support for sports development has helped establish a deeply rooted national sports movement that encompasses all Olympic sports. Paris 2024 intends to tap into the extensive national network of volunteers to support the Games and provide training that goes beyond their assigned duties to help them develop skills they can also use post Games.

The French and Parisians are avid sports fans. Sports-related spending in France exceeded EUR 38 billion in 2013 and sporting goods retailers generated EUR 10 billion in revenue in 2014. An estimated 300,000 jobs in France are directly related to sport, with approximately a third of them in the Paris area.

KEY FACTS AND FIGURES

- France has hosted World Championships, World Cups or major annual international events in 26 of the 28 Olympic sports in the past 10 years (see annex F)
- 18 million active licensed sport practitioners
- A network of 16 million volunteers, including 5 million in Olympic sports

OPPORTUNITIES / STRENGTHS

- Significant experience and expertise in major event organisation
- Training a new generation of volunteers and professionals
- Clear plan for growing sports that are less well-known in France

Paris 2024 has developed a detailed transport strategy that supports the venue concept and would meet Games' needs.

The transport strategy combines the use of the comprehensive public transport network across the city and an Olympic Route Network (ORN) offering 366 km of dynamic lanes on major roads and highways. The ORN would be managed by traffic and transport management centres to provide dedicated lanes for Games vehicles ensuring all venues are accessible with reliable travel times whenever venues are in operation. Twenty-two competition venues would be within 30 minutes of the Paris Olympic Village.

Paris has exceptional and well established transport governance and management systems.

The world-class and comprehensive Paris public transport network, mostly underground, serves every proposed Games venue and would support Paris 2024's objective of 100 per cent of spectators using public transport. All venues in Paris are within 400 m of a station of the high-capacity public transport network. By 2024 this will increase with the expansion of the public transport network, including new rail, tram and metro lines.

OPPORTUNITIES / STRENGTHS

- Comprehensive and extensively used public transport network
- Excellent public transport for spectators and workforce, with plans for significant expansion
- Olympic Route Network would serve all venues with high-tech traffic and transport-management coordination

CHALLENGES

- Effective traffic management measures including travel demand management and the implementation of the Olympic Route Network would be critical elements for successful transport operations

KEY FACTS AND FIGURES

PUBLIC TRANSPORT NETWORK

- 8.5 million passenger trips per day on the Paris Region Public Transport network
- Free public transport for ticketholders on the day of the competition
- 100% of competition venues connected by public transport, with all venues in Paris within 400 m of a metro station
- 100% accessible and “green” bus fleet (powered by full electric or compressed natural gas) by 2024

ROAD NETWORK

- Paris ranks 35th on the Global Traffic Congestion Index (2017)
- 366 km of Olympic Route Network serving all venues
- Average travel time from the Olympic Village to:
 - Grand Paris Zone (6 venues): 5 – 10 minutes
 - Paris Centre Zone (13 venues): 20 – 30 minutes

Paris 2024 has presented a well thought-out accommodation plan that would benefit from the city's abundant options and extensive public transport networks and allocate accommodation among client groups according to their needs.

The number of guaranteed rooms meets Games' needs and there are more than sufficient remaining rooms (over 90,000) in Paris to cover the needs of spectators and visitors.

The plan would ensure that Games officials, the media and other stakeholders would be able to stay near their places of work. About 80 per cent

of secured rooms would be within 10 km of the Games centre, and all would be near a metro station.

The media could choose from the convenient and affordable Media Village near the IBC/ MPC in the Grand Paris Zone, or hotels or student housing in the Paris Centre Zone.

Accredited Games' participants could receive assistance and customised accommodation solutions through a reservation call centre, a website and a mobile application.

OPPORTUNITIES / STRENGTHS

- 45,000 guaranteed rooms in the City of Paris, meeting Games' needs
- 8,000 rooms guaranteed in Media Village and university accommodation, offering low-cost options
- Most rooms are within 10 km of the city centre

KEY FACTS AND FIGURES

- Total existing hotel inventory in Paris: Approximately 135,000 rooms
- Total guaranteed rooms in Paris: 45,000 rooms (IOC requirements: 41,000 rooms)
 - 37,000 rooms in 2–5 star hotels
 - 4,000 rooms at Media Village
 - 4,000 rooms in university accommodation
- Guaranteed rooms in Marseille and football cities: 12,000 rooms

MAXIMUM ROOM RATES IN USD 2024

- | | |
|------------------------|---------|
| ● 2 star (double room) | 148 USD |
| ● 3 star (double room) | 182 USD |
| ● 4 star (double room) | 301 USD |
| ● 5 star (double room) | 662 USD |

Paris 2024 has proposed **comprehensive safety and security measures, appropriate to host the Games** and consistent with the relevant guarantees.

The French Government has committed to provide all necessary support to deliver safe and peaceful Games. Security for the Games would benefit from recent refinements in security-agency roles and capabilities, the centralisation of intelligence capabilities and other positive responses to recent security challenges in France. Security forces in Paris and France are taking steps to enhance security and increase confidence in the local, national and international community.

Many of the existing venues proposed by Paris 2024 have successfully delivered large-scale events that were safe and secure. Plans for the proposed Olympic Village show extensive and professional security arrangements.

The current security threat level across the Paris region is classified as “high” by French authorities. The proposed security measures for 2024 would reduce the risk level in Olympic Venues to “very low” and the Olympic Route Network to “low”, thereby providing a safe environment for Games’ constituents. Concurrently, the authorities estimate the risk in the public domain would be “medium”. There is low risk of safety issues related to weather or natural disasters.

KEY FACTS AND FIGURES

- French Minister of the Interior would centrally command all safety and security forces across France, including Paris
- Paris Police Prefect would command security and safety across all domains in the wider Paris region, thereby achieving unified command
- An Olympic Intelligence Centre (OIC) would be established to centralise intelligence efforts (national and international)
- Paris 2024 would utilise 20,000 private security personnel; military personnel would supplement security forces if sufficient private security personnel were not available

OPPORTUNITIES / STRENGTHS

- The French Government has committed to provide all security resources and forces necessary to support Paris 2024. These forces are highly effective, professional and capable of protecting the Games
- France has refined and fortified its national security arrangements and capabilities in response to recent threats. Some of these developments were tested during the recent UEFA EURO 2016, without incident
- Excellent emergency management arrangements and well-rehearsed contingency plans

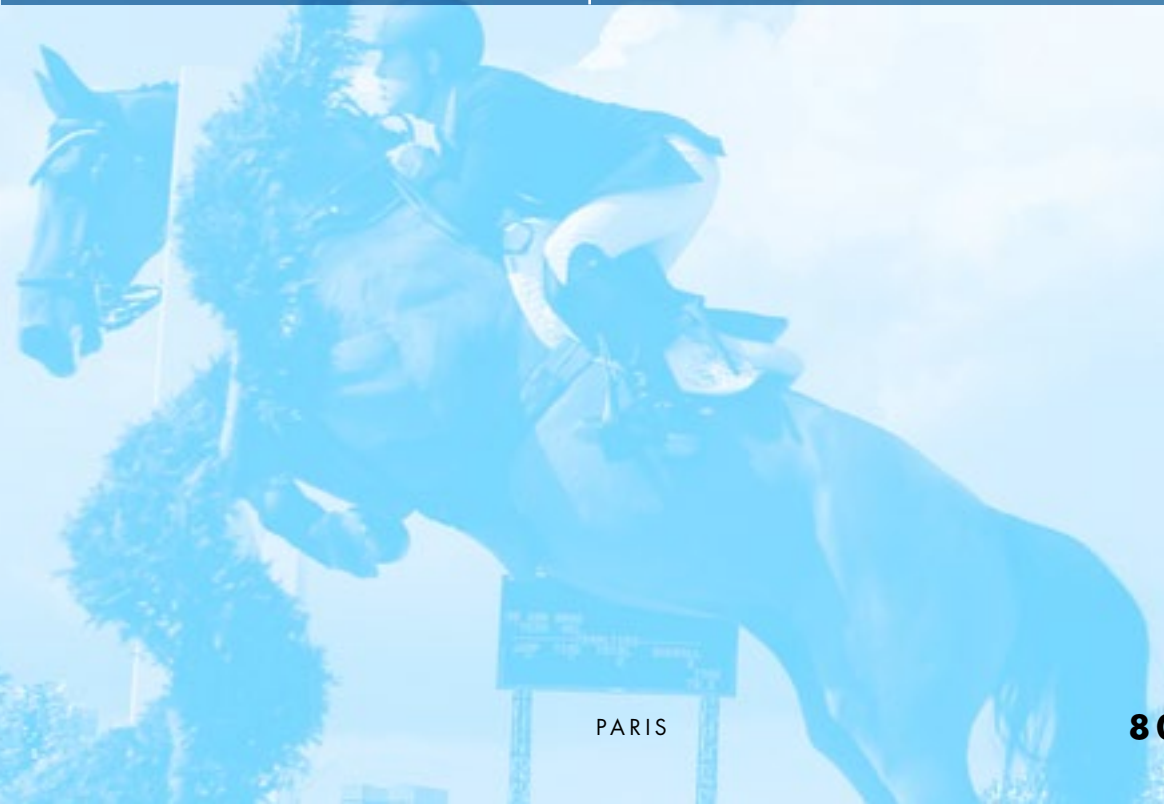
The French economy is well diversified and of sufficient scale and strength to support the investments required in hosting the Games (see annex F). Paris 2024 has presented a well thought-out budget that reflects operational plans. The expenditure budget was developed with a bottom-up approach, based on reasonable assumptions, then validated with a top-down review and comparison with previous Games and other relevant benchmarks. The summary budget presented below differs from that included in the Candidature File. At the request of the Evaluation Commission, Paris has restated the 2016 figures to reflect discounting the IOC Contribution from anticipated 2024 values to 2016 values. This reduces the contingency budget to USD 347 million or 9 per cent of the overall budget, still adequate given the state of the project and its planning.

Critical revenue assumptions appear well founded in the context of the French economy, local market conditions and the operational plan. Revenues have some upside potential.

There are some areas, such as venue overlay, where budget provisions may be low. However, this could be offset by potential expenditure reductions in other areas or increased revenues. Clear venue-use agreements with fixed rental terms are in place for all competition venues.

Overall, **the OCOG budget is feasible and financial risk is reasonably low for this stage of planning and budget development.**

OPPORTUNITIES / STRENGTHS	CHALLENGES
<ul style="list-style-type: none"> ● Budget preparation has been very systematic, methodical and structured and is aligned with operational concept ● Good use of local and international expertise ● Budget contingency of 9 per cent is acceptable at this stage ● Achievable sponsorship, ticketing and licensing revenue targets ● Clear venue-use agreements reduce financial and operational risks 	<ul style="list-style-type: none"> ● Security, overlay and temporary infrastructure costs may be understated, but could be offset by potential expenditure reductions in other areas



KEY FACTS AND FIGURES – OCOG BUDGET (USD 2016)

REVENUE	USD MILLION	%	EXPENDITURE	USD MILLION	%
IOC Contribution	775	20%	Venue Infrastructure	722	18%
TOP Programme (gross)	415	10%	Sport, Games Services & Ops.	915	23%
Domestic Sponsorship (gross)	1,125	28%	Technology	476	12%
Ticket Sales	1,195	30%	People Management	598	15%
Licensing & Merchandising	130	3%	Ceremonies & Culture	190	5%
Government Contribution	114	3%	Comms, Marketing & Look	235	6%
Lotteries	50	1%	Corporate Admin. & Legacy	231	6%
Other Revenues	160	4%	Other Expenses	250	6%
			Contingency	347	9%
TOTAL REVENUES	3,964	100%	TOTAL EXPENDITURES	3,964	100%

The French legal framework, supported by guarantees received and a draft Olympic and Paralympic Law, confirms that the Games could be organised in accordance with Host City Contract (HCC) requirements.

Existing French law provides most of the necessary legal protections related to intellectual property rights, ambush marketing, entry regulation, taxes, labour rights and other Games-related legal matters. In addition, French authorities have declared their intention to enact an Olympic and Paralympic Law shortly after the Host City election that would facilitate and expedite the implementation of HCC requirements.

A shortfall guarantee has been provided as requested by the IOC. The implementation of this guarantee would require the enactment of a budget law. Paris 2024 and its public partners are confident that the shortfall guarantee would be approved as part of the budget law.

The French National Government has guaranteed to respect the Olympic Charter and the HCC. **Cooperation with EU institutions would be required to implement some legal matters (e.g. visa, customs). Past experience of Games within the EU has shown that all Games' requirements can be met within EU legislation.**

The proposed OCOG structure appears to address taxation effectively, such that taxes will not place an undue burden on the OCOG. The OCOG would be free to pursue procurement under terms it establishes.

KEY FACTS AND FIGURES

- Existing laws meet most Games' needs for intellectual property protection and ambush marketing
- Olympic and Paralympic Law is being drafted, with supplementary legislation for the Games
- France has proven administrative and legislative experience in supporting major sports events

OPPORTUNITIES / STRENGTHS

- Existing legislation covers most requirements; guarantees reflect strong commitments from public authorities; anticipated adoption of an Olympic and Paralympic Law provides additional assurance
- Fulfillment of HCC tax-related requirements can be facilitated by EURO 2016 legislation, as well as existing double-taxation treaties
- Procedures regarding entry and stay in France are consistent with international best practices and HCC requirements

CHALLENGES

- Legislative measures would be required to implement a number of guarantees (e.g. taxes, shortfall guarantee). In some areas, this would be facilitated by the foreseen Olympic and Paralympic Law that would empower the Government to act through executive orders. These legislative and executive measures should be pre-submitted to the IOC for review
- Labour legislation could have some impact on budgets (e.g. increased staffing needs due to maximum working hours)

GOVERNANCE STRUCTURE GAMES & LEGACY DELIVERY



Paris 2024 has presented a sound **public-private governance model that integrates public entities within the Games - delivery structure** to help facilitate effective delivery. All key stakeholders would be included in the governance structure and Paris 2024 has pledged continuity of leadership if Paris is elected as Host City.

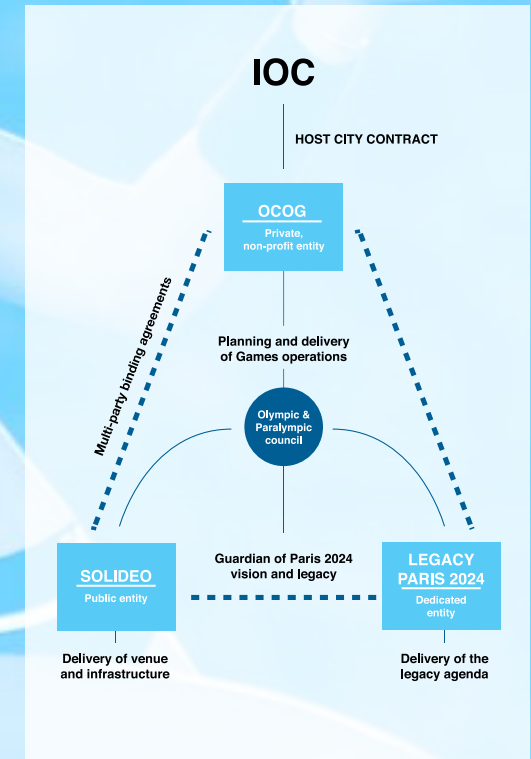
Responsibility for planning and delivering the Games and its legacy would be shared by three entities:

- **The Organising Committee**, a private, non-profit company, would be responsible for organising the Games
- **SOLIDEO**, a planned public venue delivery authority, would be responsible for the delivery

of venues and other infrastructure. SOLIDEO would be chaired by the Mayor of Paris

- **Legacy Paris 2024** would be created in cooperation with public authorities, NGOs, private organisations and other stakeholders to ensure the delivery of a wide range of legacy initiatives and projects

The Paris 2024 Olympic and Paralympic Council, comprised of representatives from the French National Olympic Committee, the French National Paralympic Committee and representatives from all levels of government, would support collaboration across all three organisations. Multi-party agreements and common leadership would also foster cooperation.



OPPORTUNITIES / STRENGTHS	CHALLENGES
<ul style="list-style-type: none"> ● Public entities would be well integrated within the Games delivery structure ● Dedicated legacy structure with long-term remit established early on ● Limited construction programme would allow greater capacity to focus on legacy initiatives ● Strong input from stakeholders, including general public, to inform legacy themes and objectives ● Collaborative approach would enable synergies between existing programmes and new initiatives 	<ul style="list-style-type: none"> ● As there is no hierarchical structure between the different Games-related entities, it would be important to clearly define the detailed roles and responsibilities in the multi-party agreements

SUPPORT FOR THE GAMES



The Paris 2024 candidature has strong cross-party political support at all levels of government, as well as strong public support. Government support is evident at all three levels through the personal involvement of the Mayor of Paris, the President of the Paris Region and the President of France.

The main political parties, representing approximately 80 per cent of the Paris City Council and 90 per cent of the National Assembly, support the candidature, and all three levels of government have committed to provide all necessary public services without charge to the Organising Committee.

An independent poll commissioned by the IOC in February 2017 found 63 per cent support for the candidature among the population at all levels – in the city of Paris, the Paris region and nationally.

OPPORTUNITIES / STRENGTHS

- Strong public support
- Strong support from the local, regional and national governments
- Good representation of all relevant stakeholders in the Candidature Committee
- National, regional and local governments have committed to provide all necessary public services without charge to the Organising Committee
- Strong cross-party support
- Positive engagement with labour unions would help to facilitate smooth Games operations

KEY FACTS AND FIGURES

PARIS 2024 HAS THE FULL SUPPORT OF

- The Mayor of Paris and Paris City Council (voted in support of the Games on 13 April 2015)
- The President of the Paris Region (backed through numerous guarantees)
- The French President and the National Government (backed through numerous guarantees)
- The Grand Paris Metropolis (unanimous vote in support of the Games)
- The main political parties represented at the Parliament
- The main trade confederations
- Leading NGOs (e.g. WWF France)



ANNEXES

ANNEXES

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A COMPOSITION OF THE EVALUATION COMMISSION

COMPOSITION OF THE EVALUATION COMMISSION



IOC Evaluation Commission visit to Los Angeles



IOC Evaluation Commission visit to Paris

CHAIR	Patrick BAUMANN	IOC Member	SUI
EVALUATION COMMISSION	Ugur ERDENER	IOC Vice President	TUR
	Nawal EL MOUTAWAKEL	IOC Member	MAR
	Habu GUMEL	IOC Member	NGR
	Marisol CASADO	IOC Member	ESP
	Kirsty COVENTRY	IOC Member	ZIM
	Bernard RAJZMAN	IOC Member	BRA
	Mikaela COJUANGCO	IOC Member	PHI
	Poul-Erik HØYER	IOC Member	DEN
	Kereyn SMITH	CEO and Secretary General, New Zealand Olympic Committee	NZL
	Duane KALE	IPC Member-at-Large	NZL
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	David STUBBS	Sustainability	GBR
	Barry O'NEILL	Transport	AUS
	David DESMACHELIER	Security	AUS
	IOC ADMINISTRATION	Christophe DUBI	Olympic Games Executive Director
	Jacqueline BARRETT	Associate Director – Olympic Candidatures	GBR
	Mattias KAESTNER	Head of Candidature Services	GER
	Xavier BECKER	Head of Venues and Infrastructure	FRA
	Ron HUTCHESON	Communications Advisor	USA
	Hannah BURNS	Head of Candidature Development	CAN
	Helen STEWART	Project Manager	GBR
	Pierre DORSAZ	Project Manager	SUI
	Meghan DAWE	Junior Project Manager	CAN

Commission members Gunilla Lindberg and Tsunekazu Takeda were unable to join the Commission's working visits to the two cities for health reasons and thus did not participate in the Commission's final evaluation.



B

GLOSSARY

ABBREVIATIONS

COP21	2015 United Nations Climate Change Conference
EU	European Union
EUR	Euro
FBI	Federal Bureau of Investigation
GDP	Gross Domestic Product
HCC	Host City Contract
IBC	International Broadcast Centre
IF	International Federation
IOC	International Olympic Committee
IPC	International Paralympic Committee
ISO	International Organization for Standardization
JMPA	Joint Marketing Programme Agreement
LEED	Leadership in Energy and Environmental Design
MMC	Main Media Centre
MPC	Main Press Centre
NGO	Non-Governmental Organisation
NOC	National Olympic Committee
NPC	National Paralympic Committee
NSSE	National Special Security Event
OBS	Olympic Broadcast Services
OCOG	Organising Committee for the Olympic Games
ORN	Olympic Route Network
PJMPA	Paralympic Joint Marketing Programme Agreement

SOLIDEO	Société de livraison des équipements olympiques et paralympiques de Paris 2024 (The Paris 2024 Olympic and Paralympic Delivery Authority)
UCLA	University of California Los Angeles
UCR	University of California Riverside
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNICEF	United Nations Children's Fund
USOC	United States Olympic Committee
USC	University of Southern California
USD	United States Dollar
WWF	World Wide Fund for Nature

DEFINITIONS

Precinct	A group of two or more sites in close geographic proximity that have a common secure perimeter. The operations of the sites impact on each other and should therefore be integrated operationally to the maximum extent possible.
Cluster	A group of two or more sites in close geographical proximity, which do not have a common secure perimeter. The operations of the sites may impact on each other and should therefore be integrated to the extent necessary.
Zone	A larger geographic area, too large to be considered a cluster, but still with a logical link between venues



C

EVALUATION CRITERIA

The Evaluation Commission's findings are presented under 22 evaluation criteria which are grouped into five main sections. Please find here a short description of each evaluation criterion.

1. Games Concept

ALIGNMENT WITH CITY/ REGION'S DEVELOPMENT PLANS – assesses the alignment of the concept with existing city and regional sports, economic, social and environmental long-term development plans.

VENUE MASTERPLAN – assesses whether the venue masterplan works from an operational point of view and facilitates the celebration of the Games.

USE OF EXISTING/ TEMPORARY VENUES – assesses whether the Candidate City, in line with Olympic Agenda 2020, is proposing the maximum use of existing or temporary facilities where no long-term legacy need exists.

VENUE FUNDING – assesses if solid venue-funding guarantees are in place for all new permanent venues or upgrades of existing venues.

2. Games Experience

ATHLETE EXPERIENCE – assesses what the overall experience would be for the athletes, including in the Olympic Village and training and competition venues. Also considers plans for athletes' friends and families and other support programmes during the Games.

OLYMPIC VILLAGE(S) – assesses Olympic Village operations and whether the Village presents any risks from a delivery point of view.

MEDIA EXPERIENCE – assesses what the media could expect in terms of working conditions, accommodation, transport and other services proposed.

SPECTATOR EXPERIENCE – assesses the experience of the spectators, including planned celebrations, entertainment opportunities, accommodation and transport options.

3. Paralympic Games

PARALYMPIC GAMES – assesses the Paralympic-specific aspects of the Games project.

4. Sustainability and Legacy

LEGACY USE OF NEW PERMANENT VENUES – assesses whether a legacy use has been clearly identified for each new permanent venue.

SPORTS DEVELOPMENT – assesses whether a legacy plan is in place for the development of sports in general and an increase in sports participation amongst the population.

SUSTAINABILITY – assesses whether sustainability has been incorporated in all aspects of the Olympic Games project.

IMPACT ON THE NATURAL ENVIRONMENT, CULTURAL HERITAGE AND COMMUNITIES – assesses the positive or negative impact of the Games project on ecologically sensitive areas, cultural heritage sites and local communities.

COMMUNITY ENGAGEMENT/ OUTREACH – assesses the plan to engage with the local population to increase support and excitement for the Olympic project during the candidature and in the seven years leading up to the Games.

5. Games Delivery

SPORT EXPERTISE – assesses the expertise of the country and city of hosting major events, in particular those of Olympic sports.

TRANSPORT – assesses the transport plans to move all Olympic stakeholders, including spectators and workforce, between venues.

ACCOMMODATION – assesses whether the availability and room rates for accommodation for Olympic stakeholders have been secured and if there are sufficient accommodation options for spectators.

SAFETY AND SECURITY – assesses the capability of the country to provide appropriate security to safely host the Games.

OCOG BUDGET – assesses whether the OCOG budget is reasonable and feasible and identifies any financial risks.

LEGAL MATTERS AND GUARANTEES – assesses whether the legal framework and the guarantees provided are adequate to organise the Games in accordance with the Host City Contract.

GOVERNANCE STRUCTURE – assesses whether the governance structure is adequate to deliver the Games and the legacy projects according to the local context.

SUPPORT FOR THE GAMES – assesses the support from public authorities, national sports movement, general public and wider civil society.



D

GAMES CONCEPT

PHOTOGRAPHIC FILE ON ALL VENUES



The table below features two pictures of each venue, one selected from the candidature documents provided by the cities and one taken during the Evaluation Commission visit or during the advisors pre-visits to the cities.

LOS ANGELES	95
PARIS	115



LOS ANGELES VENUES

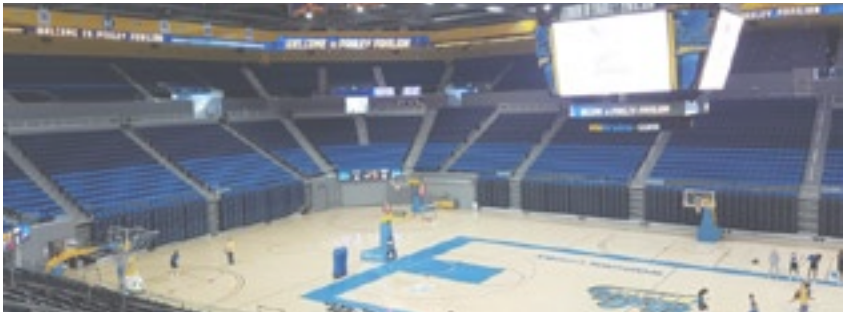


PAULEY PAVILION

CANDIDATURE FILES



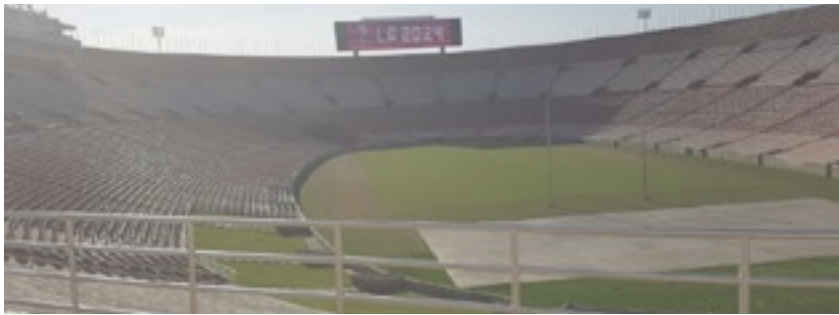
SITE VISITS



Gross Seating Capacity	12,500
Construction Status	Existing
Construction/Upgrade Costs	N/A
Olympic Sports	Judo / Wrestling
Paralympic Sports	Sitting Volleyball
Distance / Average travel time to Olympic Village	0 km / 0 min



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	70,000
Construction Status	Existing (with permanent works)*
Construction / Upgrade Costs	USD 270 million
Olympic Sport	Athletics / Ceremonies
Paralympic Sport	Para Athletics / Ceremonies
Distance / Average travel time to Olympic Village	23 km / 23 min
*Reclassified from “existing” to “existing with permanent works”	



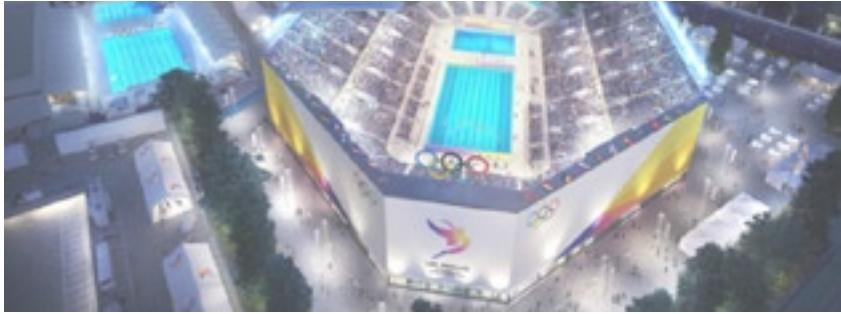
CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	10,300
Construction Status	Existing
Construction / Upgrade Costs	N/A
Olympic Sport	Badminton
Paralympic Sports	Badminton / Judo / Taekwondo
Distance / Average travel time to Olympic Village	22 km / 22 min

DEDEAUX FIELD



CANDIDATURE FILES



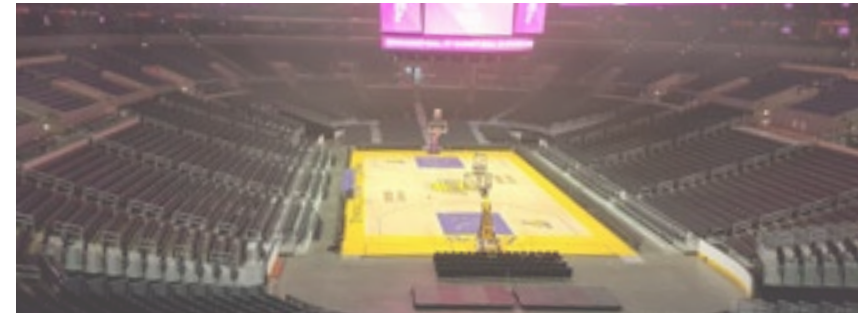
SITE VISITS

Gross Seating Capacity	20,000
Construction Status	Temporary
Construction / Upgrade Costs	N/A
Olympic Sports	Aquatics (Swimming / Diving / Synchronised Swimming)
Paralympic Sport	Para Swimming
Distance / Average travel time to Olympic Village	21 km / 21 min

STAPLES CENTER



CANDIDATURE FILES

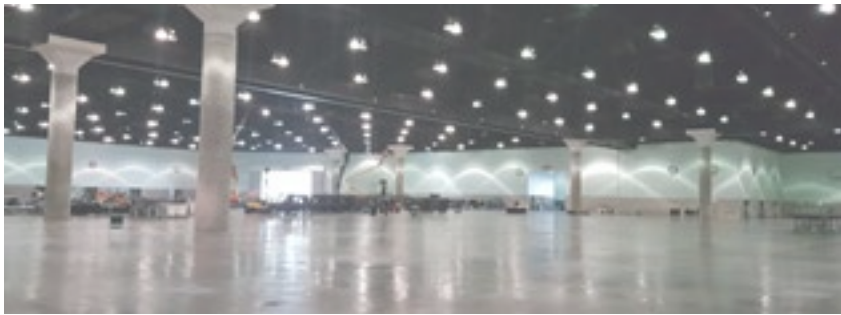


SITE VISITS

Gross Seating Capacity	18,000
Construction Status	Existing
Construction / Upgrade Costs	N/A
Olympic Sport	Basketball
Paralympic Sport	Wheelchair Basketball
Distance / Average travel time to Olympic Village	19 km / 19 min



CANDIDATURE FILES



SITE VISITS

WEST HALL 1	
Gross Seating Capacity	5,000
Construction Status	Existing
Construction / Upgrade Costs	N/A
Olympic Sport	Table tennis
Paralympic Sport	Table tennis
Distance / Average travel time to Olympic Village	19 km / 19 min

WEST HALL 2	
Gross Seating Capacity	8,000
Construction Status	Existing
Construction / Upgrade Costs	N/A
Olympic Sport	Basketball (secondary venue)
Paralympic Sports	Wheelchair Fencing / Wheelchair Rugby
Distance / Average travel time to Olympic Village	19 km / 19 min

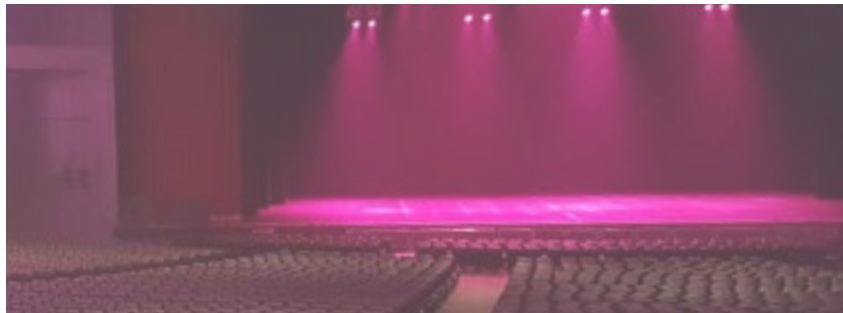
SOUTH HALL 1	
Gross Seating Capacity	7,000 (Fencing) / 6000 (Taekwondo)
Construction Status	Existing
Construction / Upgrade Costs	N/A
Olympic Sports	Fencing / Taekwondo
Paralympic Sports	Boccia
Distance / Average travel time to Olympic Village	19 km / 19 min

SOUTH HALL 2	
Gross Seating Capacity	8,000
Construction Status	Existing
Construction / Upgrade Costs	N/A
Olympic Sport	Boxing
Paralympic Sports	Goalball
Distance / Average travel time to Olympic Village	19 km / 19 min

MICROSOFT THEATER



CANDIDATURE FILES



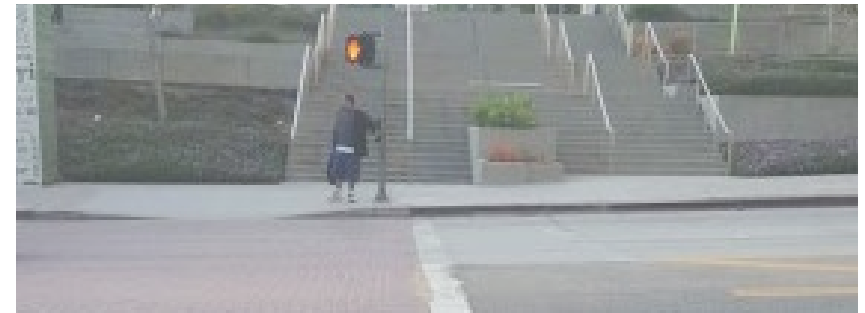
SITE VISITS

Gross Seating Capacity	7,000
Construction Status	Existing
Construction / Upgrade Costs	N/A
Olympic Sport	Weightlifting
Paralympic Sport	Para Powerlifting
Distance / Average travel time to Olympic Village	19 km / 19 min

GRAND PARK & LA CITY HALL



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	5,000 (Ticketed)
Construction Status	Temporary
Construction / Upgrade Costs	N/A
Olympic Sports	Marathon / Race Walk Cycling (Road / Time Trial)
Paralympic Sport	Marathon / Cycling (Road)
Distance / Average travel time to Olympic Village	22 km / 22 min

SEPULVEDA BASIN – EQUESTRIAN



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	15'000
Construction Status	Temporary
Construction / Upgrade Costs	N/A
Olympic Sport	Equestrian
Paralympic Sport	Equestrian
Distance / Average travel time to Olympic Village	21 km / 16 min

SEPULVEDA BASIN – CANOE SLALOM



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	8,000
Construction Status	Temporary
Construction / Upgrade Costs	N/A
Olympic Sport	Canoe (Slalom)
Paralympic Sport	—
Distance / Average travel time to Olympic Village	21 km / 16 min

SEPULVEDA BASIN – SHOOTING



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	3,000
Construction Status	Temporary
Construction / Upgrade Costs	N/A
Olympic Sport	Shooting
Paralympic Sport	Shooting Para Sport
Distance / Average travel time to Olympic Village	21 km / 16 min

STUBHUB STADIUM



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	27,000 (Rugby) 22,000 (Modern Pentathlon)
Construction Status	Existing
Construction / Upgrade Costs	N/A
Olympic Sports	Rugby / Modern Pentathlon
Paralympic Sport	—
Distance / Average travel time to Olympic Village	36 km / 25 min

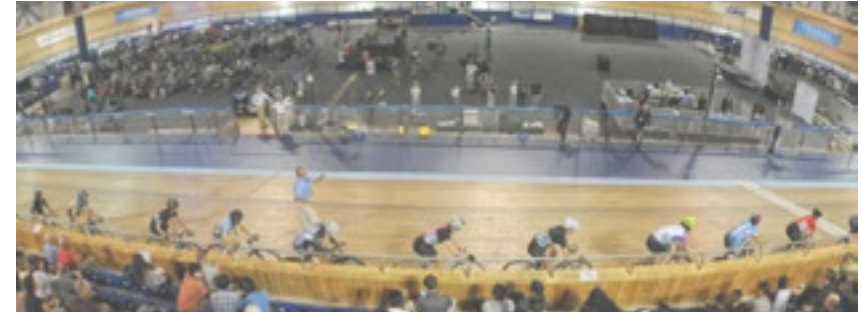


CANDIDATURE FILES

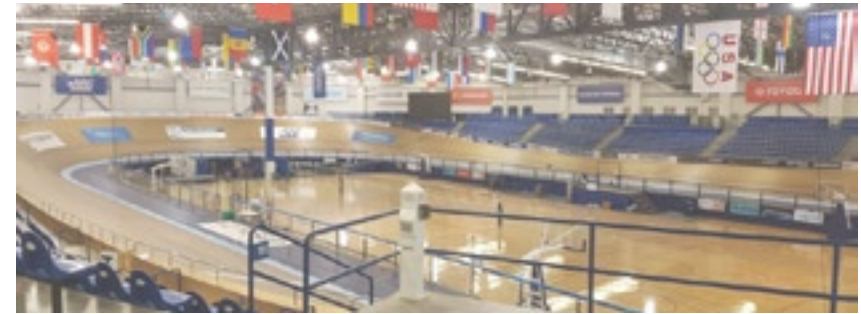


SITE VISITS

Gross Seating Capacity (centre court)	10,000 (Tennis – Center Court) 5,000 (Wheelchair Tennis)
Construction Status	Existing
Construction / Upgrade Costs	N/A
Olympic Sport	Tennis
Paralympic Sport	Wheelchair Tennis
Distance / Average travel time to Olympic Village	36 km / 25 min



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	6,000
Construction Status	Existing with permanent works
Construction / Upgrade Costs	USD 66 million
Olympic Sport	Cycling (Track)
Paralympic Sport	Cycling (Track)
Distance / Average travel time to Olympic Village	36 km / 25 min



CANDIDATURE FILES

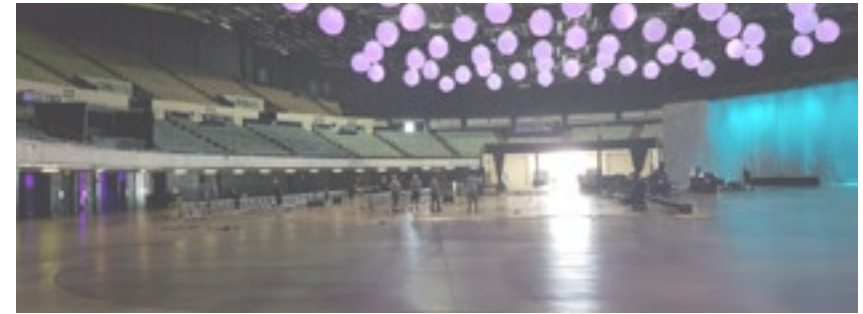


SITE VISITS

Gross Seating Capacity	15,000 (Hockey Primary) 5,000 (Hockey Secondary) 6,000 (football 5-a-side)
Construction Status	Temporary
Construction / Upgrade Costs	N/A
Olympic Sport	Hockey
Paralympic Sport	Football 5-a-side
Distance / Average travel time to Olympic Village	36 km / 25 min



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	12,500
Construction Status	Existing
Construction / Upgrade Costs	N/A
Olympic Sport	Handball
Paralympic Sport	—
Distance / Average travel time to Olympic Village	49 km / 34 min



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	2,000
Construction Status	Temporary
Construction / Upgrade Costs	N/A
Olympic Sports	Swimming (Marathon) / Triathlon
Paralympic Sport	Triathlon
Distance / Average travel time to Olympic Village	49 km / 31 min



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	6,000
Construction Status	Temporary
Construction / Upgrade Costs	N/A
Olympic Sport	Cycling (BMX)
Paralympic Sport	—
Distance / Average travel time to Olympic Village	49 km / 34 min



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	8,000
Construction Status	Temporary
Construction / Upgrade Costs	N/A
Olympic Sport	Water Polo
Paralympic Sport	—
Distance / Average travel time to Olympic Village	49 km / 34 min



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	6,000
Construction Status	Temporary*
Construction / Upgrade Costs	N/A
Olympic Sport	Sailing
Paralympic Sport	—
Distance / Average travel time to Olympic Village	53 km / 37 min

*Reclassified from "Existing" to "Temporary"



SANTA MONICA BEACH



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	12,000
Construction Status	Temporary
Construction / Upgrade Costs	N/A
Olympic Sport	Volleyball (Beach)
Paralympic Sport	—
Distance / Average travel time to Olympic Village	11 km / 12 min



RIVIERA COUNTRY CLUB



CANDIDATURE FILES



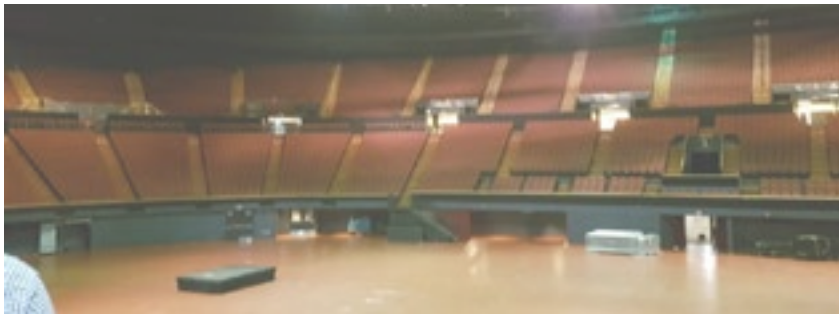
SITE VISITS

Gross Seating Capacity	30,000
Construction Status	Existing
Construction / Upgrade Costs	N/A
Olympic Sport	Golf
Paralympic Sport	—
Distance / Average travel time to Olympic Village	8 km / 9 min

THE FORUM



CANDIDATURE FILES



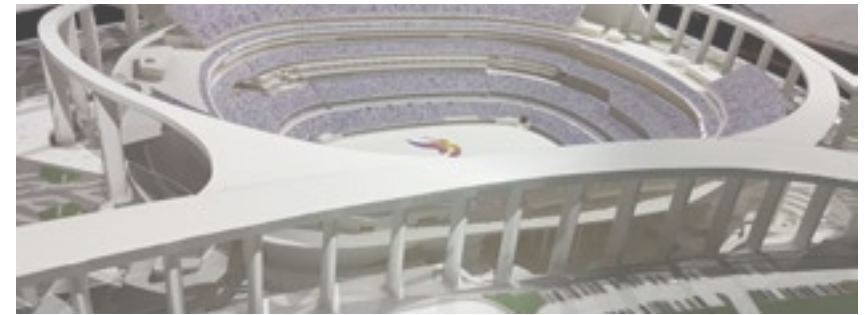
SITE VISITS

Gross Seating Capacity	17,500
Construction Status	Existing
Construction / Upgrade Costs	N/A
Olympic Sport	Gymnastics
Paralympic Sport	—
Distance / Average travel time to Olympic Village	18 km / 13 min

LA STADIUM AT HOLLYWOOD PARK



CANDIDATURE FILES

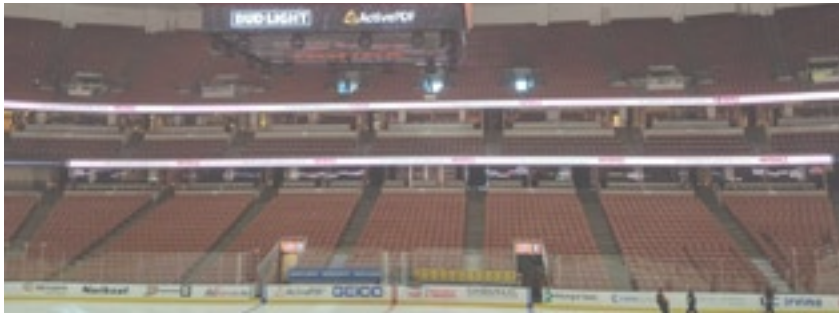


SITE VISITS (MODEL OF VENUE)

Gross Seating Capacity	8,000 (Archery) 85,000 (Ceremonies)
Construction Status	Planned
Construction / Upgrade Costs	USD 2.6 billion
Olympic Sport	Archery Ceremonies
Paralympic Sport	Archery
Distance / Average travel time to Olympic Village	18 km / 13 min



CANDIDATURE FILES

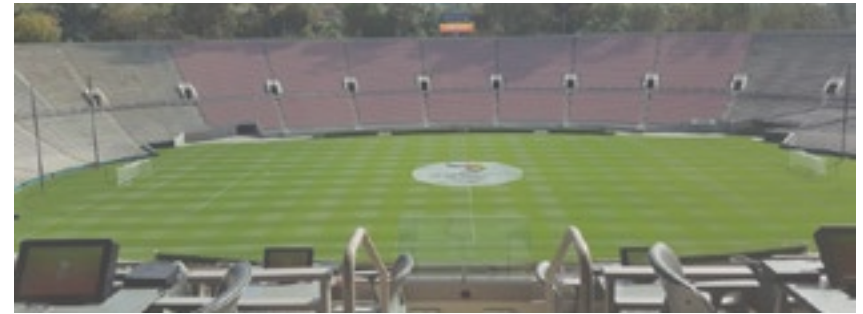


SITE VISITS

Gross Seating Capacity	18,000
Construction Status	Existing
Construction / Upgrade Costs	N/A
Olympic Sport	Volleyball (Indoor)
Paralympic Sport	—
Distance / Average travel time to Olympic Village	79 km / 49 min



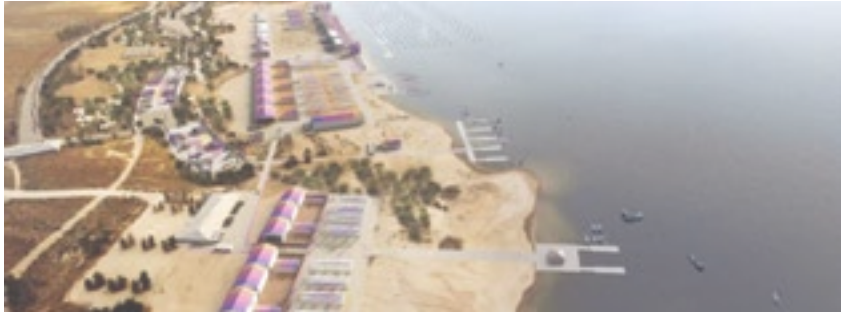
CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	92,000
Construction Status	Existing
Construction / Upgrade Costs	N/A
Olympic Sport	Football (Finals)
Paralympic Sport	—
Distance / Average travel time to Olympic Village	46 km / 30 min

OTHER VENUES
LAKE PERRIS



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	12,000
Construction Status	Temporary
Construction / Upgrade Costs	USD 6.2 million
Olympic Sport	Rowing / Canoe (Sprint)
Paralympic Sport	Para Canoe / Para Rowing
Distance / Average travel time to Olympic Village	27 km / 26 min*
*Distance to Satellite Olympic Village at UC Riverside	

OTHER VENUES
FRANK G. BONELLI PARK



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	3,000
Construction Status	Existing
Construction / Upgrade Costs	N/A
Olympic Sport	Cycling (Mountain Bike)
Paralympic Sport	—
Distance / Average travel time to Olympic Village	67 km / 49 min



CANDIDATURE FILES

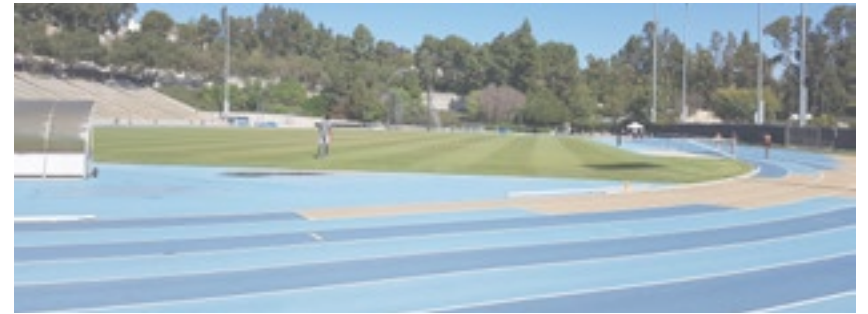


SITE VISITS

Number of beds	17,000 (1,359 for Rowing Village)
Construction Status	Existing (with permanent works: planned 4,000 beds)
Construction / Upgrade Costs	TBC
Dining Facilities	10



CANDIDATURE FILES



SITE VISITS

TRAINING FACILITIES – OLYMPIC SPORTS

Aquatics (Water Polo / Swimming / Synchronized)
 Athletics / Basketball / Boxing / Judo
 Modern Pentathlon / Taekwondo / Volleyball (indoor) / Wrestling

TRAINING FACILITIES – PARALYMPIC SPORTS

Para Swimming / Athletics / Judo / Taekwondo
 Sitting Volleyball / Goalball
 Wheelchair Rugby / Wheelchair Basketball

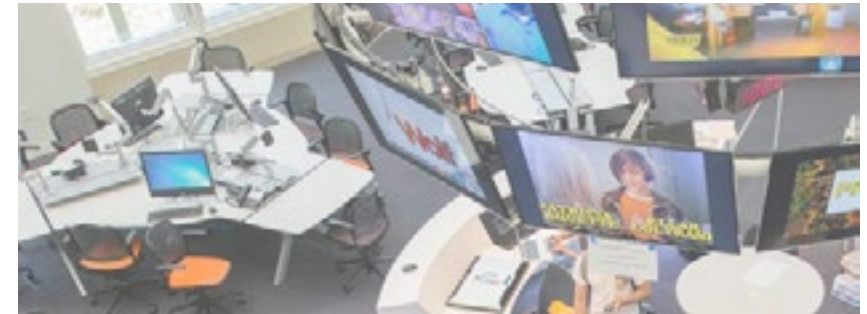


CANDIDATURE FILES

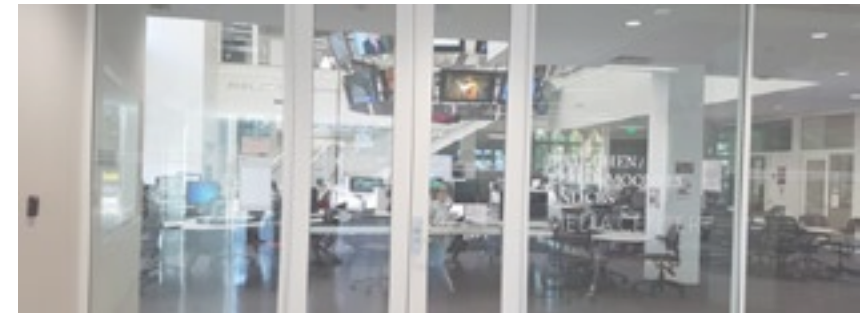


SITE VISITS

Size	85,000 m ² gross space 52,000 m ² of broadcast studios
Construction Status	Planned
Construction / Upgrade Costs	TBC
Venue made available to OCOG on exclusive basis	12 months before the Games



CANDIDATURE FILES



SITE VISITS

Size	55,000 m ² over 9 buildings centred around the Annenberg School for Communication and Journalism
Construction Status	Existing
Construction / Upgrade Costs	N/A
Venue made available to OCOG on exclusive basis	2 months before the Games



CANDIDATURE FILES



SITE VISITS

Number of beds	3,200
Construction Status	Existing
Construction / Upgrade Costs	TBC
Travel time to IBC	15 minutes (transit or driving times)
Travel time to MPC	None



VENUES PARIS





CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	77,500
Construction Status	Existing (with permanent works)
Construction / Upgrade Costs	USD 79.8 million
Olympic Sport	Athletics Ceremonies
Paralympic Sport	Para Athletics Ceremonies
Distance / Average travel time to Olympic Village	2 km / 4 min



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	17,000
Construction Status	Additional
Construction / Upgrade Costs	USD 123 million
Olympic Sports	Aquatics (Swimming / Diving / Synchronised Swimming)
Paralympic Sport	Para Swimming
Distance / Average travel time to Olympic Village	2 km / 4 min

WATER POLO ARENA



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	6,250
Construction Status	Temporary *
Construction / Upgrade Costs	USD 28.5 million
Olympic Sport	Water Polo
Paralympic Sport	—
Distance / Average travel time to Olympic Village	6 km / 7 min

*Reclassified from “Existing with permanent works” to “Temporary”

LE BOURGET - PAVILLON I



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	7,580
Construction Status	Temporary
Construction / Upgrade Costs	N/A
Olympic Sport	Badminton
Paralympic Sports	Badminton / Wheelchair Fencing
Distance / Average travel time to Olympic Village	8 km / 8 min



CANDIDATURE FILES



SITE VISITS

PAVILLON IIA

Gross Seating Capacity	13,010
Construction Status	Temporary
Construction / Upgrade Costs	N/A
Olympic Sport	Volleyball (finals)
Paralympic Sport	Volleyball (sitting)
Distance / Average travel time to Olympic Village	9 km / 10 min

PAVILLON IIB

Gross Seating Capacity	5,560
Construction Status	Temporary
Construction / Upgrade Costs	N/A
Olympic Sport	Volleyball (Preliminaries)
Paralympic Sport	Boccia
Distance / Average travel time to Olympic Village	9 km / 10 min



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	4,120
Construction Status	Temporary
Construction / Upgrade Costs	USD 6 million
Olympic Sport	Shooting
Paralympic Sport	Shooting Para Sport
Distance / Average travel time to Olympic Village	8 km / 9 min



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	12,860
Construction Status	Temporary
Construction / Upgrade Costs	N/A
Olympic Sport	Volleyball (Beach)
Paralympic Sport	Football 5-a-side
Distance / Average travel time to Olympic Village	15 km / 22 min

EIFFEL TOWER



CANDIDATURE FILES



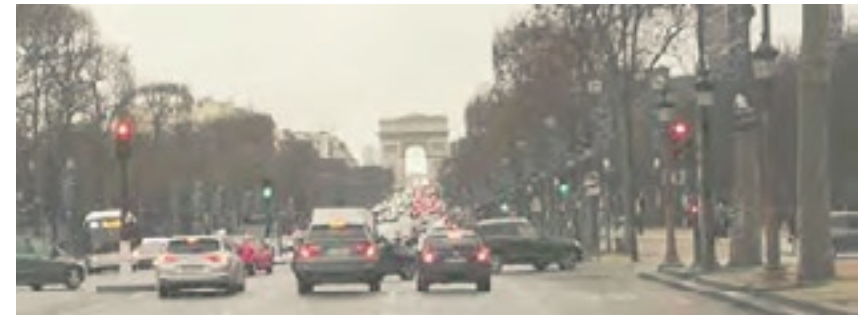
SITE VISITS

Gross Seating Capacity	5,360
Construction Status	Temporary
Construction / Upgrade Costs	N/A
Olympic Sports	Marathon / Race Walks / Triathlon / Marathon Swimming
Paralympic Sport	Cycling (Road) / Triathlon / Marathon
Distance / Average travel time to Olympic Village	15 km / 22 min

CHAMPS-ELYSÉES



CANDIDATURE FILES



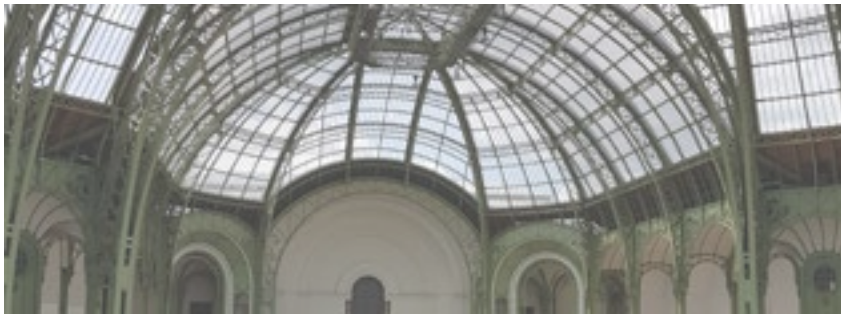
SITE VISITS

Gross Seating Capacity	4,470
Construction Status	Temporary
Construction / Upgrade Costs	N/A
Olympic Sport	Cycling (Road)
Paralympic Sport	—
Distance / Average travel time to Olympic Village	16 km / 25 min

GRAND PALAIS



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	8,000
Construction Status	Existing with permanent works
Construction / Upgrade Costs	USD 22.8 million
Olympic Sports	Fencing / Taekwondo
Paralympic Sport	—
Distance / Average travel time to Olympic Village	15 km / 22 min

ESPLANADE DES INVALIDES



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	8,000
Construction Status	Temporary
Construction / Upgrade Costs	N/A
Olympic Sport	Archery
Paralympic Sport	Archery
Distance / Average travel time to Olympic Village	15 km / 24 min



CANDIDATURE FILES



SITE VISITS

HALL I

Gross Seating Capacity	12,750
Construction Status	Existing
Construction / Upgrade Costs	N/A
Olympic Sport	Handball
Paralympic Sport	—
Distance / Average travel time to Olympic Village	19 km / 23 min

HALL IV

Gross Seating Capacity	6,650
Construction Status	Existing
Construction / Upgrade Costs	N/A
Olympic Sport	Table Tennis
Paralympic Sport	—
Distance / Average travel time to Olympic Village	20 km / 27 min



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	48,583
Construction Status	Existing
Construction / Upgrade Costs	N/A
Olympic Sport	Football (Finals)
Paralympic Sport	—
Distance /Average travel time to Olympic Village	17 km / 21 min



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	20,000
Construction Status	Existing
Construction / Upgrade Costs	N/A
Olympic Sport	Rugby
Paralympic Sport	—
Distance /Average travel time to Olympic Village	17 km / 22 min

ROLAND-GARROS



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	15,000 (Tennis ; Central Court) 10,000 (Boxing)
Construction Status	Existing with permanent works required
Construction / Upgrade Costs	USD 399 million
Olympic Sports	Tennis / Boxing
Paralympic Sports	Wheelchair Tennis / Whechair Rugby / Wheelchair Basketball (Preliminaries)
Distance / Average travel time to Olympic Village	16 km / 21 min

PARIS ARENA I



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	16,208
Construction Status	Existing
Construction / Upgrade Costs	N/A
Olympic Sports	Basketball (Finals) / Judo
Paralympic Sport	Wheelchair Basketball (Preliminaries & Finals)
Distance / Average travel time to Olympic Village	18 km / 24 min

PARIS ARENA II



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	8,000
Construction Status	Planned
Construction / Upgrade Costs	USD 102.6 million
Olympic Sports	Basketball (Men's preliminaries) / Wrestling
Paralympic Sport	Table Tennis
Distance / Average travel time to Olympic Village	18 km / 24 min

STADE PIERRE-DE-COUBERTIN



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	4,016
Construction Status	Existing with permanent works
Construction / Upgrade Costs	USD 7.41 million
Olympic Sport	Basketball (Women's preliminaries)
Paralympic Sport	Goalball
Distance / Average travel time to Olympic Village	17 km / 21 min

ARENA 92



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	17,500
Construction Status	Existing (Under Construction)
Construction / Upgrade Costs	N/A
Olympic Sport	Gymnastics
Paralympic Sport	—
Distance / Average travel time to OV	16 km / 21 min

STADE YVES-DU-MANOIR



CANDIDATURE FILES

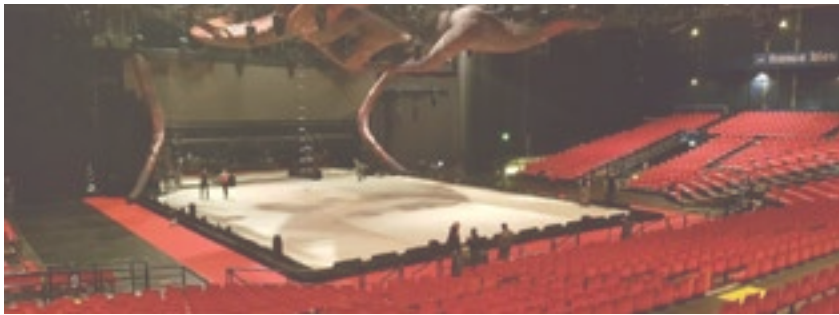


SITE VISITS

Gross Seating Capacity	18,520
Construction Status	Existing with permanent works
Construction / Upgrade Costs	USD 13.68 million
Olympic Sport	Hockey
Paralympic Sport	—
Distance / Average travel time to OV	10 km / 10 min



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	5,238
Construction Status	Existing
Construction / Upgrade Costs	N/A
Olympic Sport	Weightlifting
Paralympic Sports	Judo / Taekwondo
Distance / Average travel time to Olympic Village	8 km / 11 min



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	14,000 (Rowing / Canoe ; Sprint) 12,000 (Canoe ; Slalom)
Construction Status	Existing with permanent works
Construction / Upgrade Costs	USD 85.5 million
Olympic Sports	Rowing / Canoe (Slalom / Sprint)
Paralympic Sports	Rowing / Canoe
Distance / Average travel time to Olympic Village	42 km / 43 min

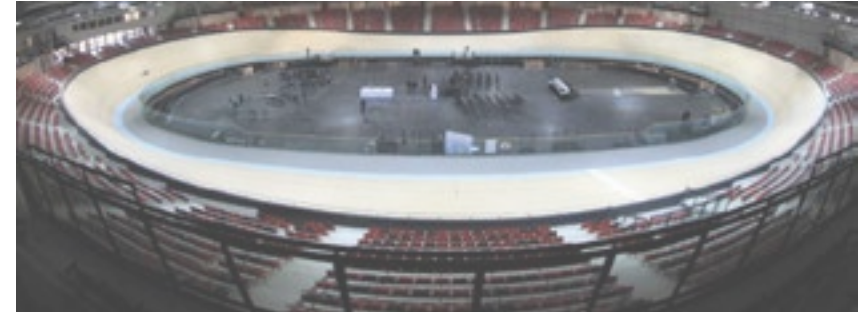
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CANDIDATURE FILES

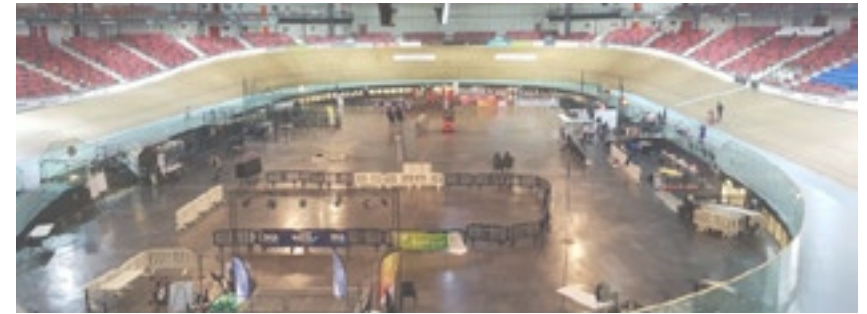


SITE VISITS

Gross Seating Capacity	22,500
Construction Status	Temporary
Construction / Upgrade Costs	N/A
Olympic Sports	Equestrian / Modern Pentathlon
Paralympic Sport	Equestrian
Distance / Average travel time to Olympic Village	39 km / 40 min

VÉLODROME NATIONAL

CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	5,000
Construction Status	Existing
Construction / Upgrade Costs	N/A
Olympic Sports	Cycling (Track) / Modern Pentathlon (Fencing)
Paralympic Sport	Cycling (Track)
Distance / Average travel time to Olympic Village	34 km / 37 min

BMX TRACK



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	7,040
Construction Status	Temporary*
Construction / Upgrade Costs	N/A
Olympic Sport	Cycling (BMX)
Paralympic Sport	—
Distance / Average travel time to Olympic Village	34 km / 37 min

*Reclassified from "Existing with permanent works" to "Temporary"

ELANCOURT HILL



CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	2,740
Construction Status	Existing with permanent work
Construction / Upgrade Costs	USD 6.84 million
Olympic Sport	Cycling – Mountain Bike
Paralympic Sport	—
Distance / Average travel time to Olympic Village	41 km / 38 min

GOLF NATIONAL

CANDIDATURE FILES



SITE VISITS

Gross Seating Capacity	2,720
Construction Status	Existing
Construction / Upgrade Costs	N/A
Olympic Sport	Golf
Paralympic Sport	—
Distance / Average travel time to Olympic Village	40 km / 40 min

MARINA (MARSEILLE)

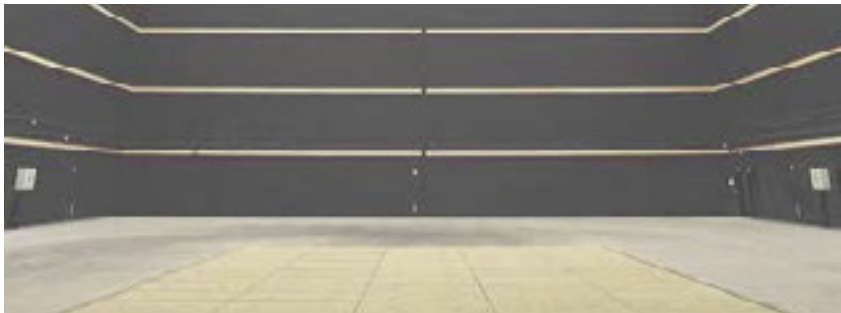
CANDIDATURE FILES

Gross Seating Capacity	5,640
Construction Status	Existing with permanent work
Construction / Upgrade Costs	USD 17.1 million
Olympic Sport	Sailing
Paralympic Sport	—
Distance / Average travel time to Olympic Village	2 km / 8 min*

*Distance to Marseille Olympic Village



CANDIDATURE FILES

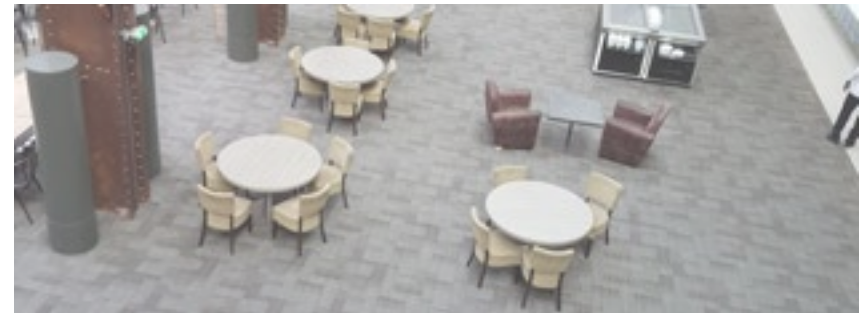


SITE VISITS

Number of beds	17,000 (570 for Sailing Village)
Construction Status	Planned
Construction / Upgrade Costs	USD 1.448 billion
Dining Facilities	1 main dining hall 5 casual dining facilities



CANDIDATURE FILES



SITE VISITS

**TRAINING FACILITIES – OLYMPIC SPORTS
(WITHIN OR ADJACENT TO THE VILLAGE)**

Basketball / Handball / Fencing / Wrestling
Volleyball / Athletics / Boxing / Gymnastics

**TRAINING FACILITIES – PARALYMPIC SPORTS
(WITHIN OR ADJACENT TO THE VILLAGE)**

Wheelchair Basketball / Wheelchair Rugby
Wheelchair Fencing / Judo / Taekwondo
Sitting Volleyball / Boccia / Goalball / Para Athletics



CANDIDATURE FILES



SITE VISITS

Size	IBC = 74,000 m ² / MPC = 30,000 m ² (Total area = 112,000 m ² / 88,000 m ² in permanent halls and 24,000 m ² in temporary structures)
Construction Status	Existing with permanent works
Construction / Upgrade Costs	USD 57 million
Venue made available to OCOG on exclusive basis	IBC: 12 months before the Games MPC: 6 months before the Games



CANDIDATURE FILES



SITE VISITS

Number of beds	4,000
Construction Status	Planned
Construction / Upgrade Costs	USD 372.5 million
Travel time to IBC	None (adjacent)
Travel time to MPC	None (adjacent)



E

SUSTAINABILITY AND LEGACY

IOC SUSTAINABILITY STRATEGY: FIVE FOCUS AREAS



The new IOC Sustainability Strategy (approved Dec 2016) provides a context and framework for integrating sustainability across the IOC's three spheres of responsibility i.e.: the IOC as an organisation; the IOC as owner of the Olympic Games, and the IOC as leader of the Olympic Movement.

With respect to the Olympic Games, the strategy expressly aims to: “ensure the Olympic Games are at the forefront in the field of sustainability and that host cities can leverage the Games as a catalyst for their sustainable development.”

The strategy's five focus areas are detailed below:

Infrastructure and natural sites

The development and operation of indoor and outdoor sites, wherever sports activities take place, including support and administrative infrastructure such as non-competition venues at the Olympic Games and offices of the Olympic Movement's organisations

- Use of existing infrastructure is maximized and temporary and demountable structures venues are used where no long-term venue legacy need exists or can be justified
- If built, infrastructure is viable and has a minimal environmental footprint
- Sites have a net positive impact on local communities
- Sites respect protected natural areas, and urban green spaces are promoted
- Sites respect protected cultural areas
- Sites conserve water resources and protect water quality

Sourcing and resource management

The sourcing of products and services by organisations within the Olympic Movement, and management of material resources over their lifecycle

- Sourcing of products and services takes account of environmental and social impacts
- Products and materials are treated as valuable resources and their lifecycles are optimised



Mobility

The mobility of people and goods associated with the Olympic Movement's activities, at the local and global scale

- Mobility solutions are environmentally and socially responsible
- Freight operations are environmentally and socially responsible
- Sustainable tourism is promoted

Workforce

The working conditions and opportunities offered to employees, volunteers and contractors of the Olympic Movement

- Working conditions of employees and volunteers are safe and healthy, and active lifestyles are promoted
- Workforce exemplifies diversity, inclusivity and gender equality
- Quality educational and skills development opportunities are offered to young professionals
- Working conditions across the supply chains comply with applicable local, regional and national legislation and international agreements and protocols

Climate change

The management of direct and indirect greenhouse gas emissions associated with the Olympic Movement's activities, and adaptation to the consequences of climate change.

- Effective carbon reduction strategies are in place for operations and events, and are aligned with the objectives of the Paris Agreement on climate change
- Adaptation to the consequences of climate change is taken into account in the planning of sports facilities and events

OVERVIEW SUSTAINABILITY COMMITMENTS



LOS ANGELES 2024

The following table lists specific sustainability commitments given in the LA 2024 Candidature File and the LA 2024 Sustainability Vision, as well as responses/clarifications given to the IOC Evaluation Commission. The column marked 'Responsible body' is the Evaluation Commission's understanding of which organisation(s) will lead on, or share responsibility for implementing the respective commitments.

DESCRIPTION OF COMMITMENTS	RESPONSIBLE BODY
Oversight of environmental, economic and social sustainability would be embedded in LAOCOG's executive team through the Chief Impact Officer, who would report directly to the CEO and be a member of the executive team.	OCOg
Stakeholders would be engaged through the external Sustainability and Legacy Committee, which would include distinct multi-stakeholder advisory groups.	OCOg
LA 2024 Games Plan does not require displacement of any existing businesses or communities.	OCOg
A centralised procurement process and application of a Sustainable Sourcing Code (SSC) would be used to ensure environmental, social and ethical factors are integrated into all stages of the procurement process for sponsors, suppliers, licensees and merchandisers.	OCOg
The SSC would prioritize opportunities in local and regional spending, with circular economy solutions to support low-waste and low-carbon operations, as well as contracting designed to attract innovation and diversity for long-term benefit.	OCOg
The SSC would define minimum criteria to support ethical business, environmental, social and human rights requirements for vendors. These requirements would adhere to national regulations and standards, including the Fair Labor Standards Act (FLSA), sourcing the Forest Stewardship Council (FSC) certified wood, Marine Stewardship Council (MSC) certified seafood, and would prioritize locally sourced food through LA's adopted Good Food Purchasing Policy.	OCOg
A Sustainability Management System (SMS) would be developed and implemented in accordance with ISO 20121, and would be third party certified.	OCOg
The performance of the LAOCOG Sustainability Strategy would be monitored and evaluated through reporting and tracking aligned with the Global Reporting Initiative (GRI) reporting requirements. Performance evaluations would be conducted by an independent third party.	OCOg



DESCRIPTION OF COMMITMENTS	RESPONSIBLE BODY
A Carbon Management Strategy (CMS) would outline plans to measure, minimise, manage and mitigate impacts of greenhouse gas emissions during Games preparation and Games time.	OCOG
For emissions that LAOCOG cannot reduce, the CMS would also include a compensation and mitigation plan to be developed in partnership with the Nature Conservancy.	OCOG
An independent monitoring body would be employed to track and verify all Greenhouse Gas (GHG) emissions accounting.	OCOG
100% bio-diesel to be used in all temporary generators at the venues.	OCOG
An internal Resource Management Working Group would be responsible for defining and implementing the Resource Management Strategy (RMS).	OCOG
LAOCOG would deliver a low-waste Games, developing a comprehensive waste management plan that supports the city’s 90% waste diversion goal.	OCOG
All venues and hotels have agreed in their guarantees to support LA 2024’s efforts to reduce waste, increase energy efficiency, conserve water and other resources, and minimise pollution.	OCOG
LA 2024 would host the first Energy-Positive Games by generating more energy through renewable sources and energy efficiency efforts than the energy needed to power the Games.	OCOG Utility Companies
Each of LA 2024’s four Sports Parks would demonstrate an integrated approach to managing sustainable venue operations and will feature a consistent approach to LA 2024’s integrated waste management, energy and emissions management, water conservation and quality and workforce preparedness and training, as well as local community engagement.	OCOG



DESCRIPTION OF COMMITMENTS	RESPONSIBLE BODY
LA 2024 would designate the South Bay Sports Park as its Green Sports Park and would use the park to showcase a state-of-the-art sustainable sports venue.	OCOG
Healthy and Well Athletes' Village: LA 2024 would set new standards of sustainability around nutrition and accommodation design based on the principles of wellness. This work would be coordinated with UCLA's long established "Live Well" Healthy Campus Initiative.	OCOG UCLA
LA 2024's Biodiversity Initiative would feature restoration components within and adjacent to the four Sports Parks, water aquifer and riparian restoration along the LA River and the reintroduction of indigenous biodiversity in the LA Basin.	OCOG City of LA
LA 2024 would embrace and showcase LA's diversity by implementing high social inclusion and diversity engagement across the entire Games workforce, sourcing practices, Cultural Olympiad, Live Sites, celebrations and neighbourhood engagement, and overall branding.	OCOG
LA 2024 Goal: 100% water accountability; to measure 100% of the Games water needs and meet them in the most responsible way.	OCOG
The Chief Impact Officer would manage a USD 25 million seed fund to support achievement of the Games' sustainability goals.	OCOG

OVERVIEW SUSTAINABILITY COMMITMENTS



PARIS 2024

The following table lists specific sustainability commitments given in the Paris 2024 Candidature File and the Paris 2024 Sustainability Strategy, as well as responses/clarifications given to the IOC Evaluation Commission. The column marked 'Responsible body' is the Evaluation Commission's understanding of which organisation(s) will lead on, or share responsibility for implementing the respective commitments.

DESCRIPTION OF COMMITMENTS	RESPONSIBLE BODY
A sustainability function would be created to drive the sustainability strategy within the OCOG from the beginning of the planning phase and will report directly to the OCOG executive level. It would be supported at all governance levels by the appointment of a sustainability champion in each function.	OCOG
Sustainability-related governance during Games planning and operational phases would be integrated in the three purpose-built Games entities: the OCOG, SOLIDEO (the Olympic and Paralympic Delivery Authority) and Legacy Paris 2024.	OCOG, SOLIDEO, Legacy Paris 2024
The sustainability function would work with the OCOG's venue development team and SOLIDEO to ensure the proper integration of sustainability objectives in the design and operations of Games venues.	OCOG, SOLIDEO
The Paris 2024 sustainability function would work directly with Legacy Paris 2024 to guarantee the sharing of best practices and the achievement of long-term legacies of the Games.	OCOG, Paris Legacy 2024
The sustainability function would implement regular awareness and training programmes regarding sustainability, targeting all current and newly-joined staff members and aimed at engaging everyone toward sustainable Games operations, including volunteers and all service providers.	OCOG
The OCOG would rely on the highest levels of expertise by creating bespoke multi-stakeholder working groups, such as the 'Environmental Excellence Group', that would serve as the 'guardian' of the Paris 2024 sustainability programme.	OCOG
100% of new infrastructure would obtain a double-certification, BREEAM and HQE (the French construction certification for high environmental quality) and would be labelled "low carbon buildings" (BBCA). All new facilities would also target the "positive energy building" certification or equivalent, as well as the "BiodiverCity" certification.	SOLIDEO
USD 70 million has been allocated within the OCOG budget to implement the sustainability strategy.	OCOG



DESCRIPTION OF COMMITMENTS	RESPONSIBLE BODY
Funding for sustainable measures and action taken by SOLIDEO would be through its capital investments and operations related to the Games.	SOLIDEO
A study on environmental, social and economic impacts would be launched as early as the planning phase for each new venue. Procedures that encourage consultation with affected populations will underpin the studies.	SOLIDEO
Paris 2024 venue plans require zero displacements of current residents. Companies affected by the construction of the Olympic and Paralympic Village would benefit from specific measures implemented in 2014 to help them relocate nearby. The two businesses impacted in the Le Bourget cluster by the Games concept would also be supported by the same measures.	SOLIDEO
Paris 2024 would define a sustainable procurement process, based on the new ISO 20400 guidance standard, to consider environmental, social and ethical matters (particularly compliant with international standards on child labour and human rights) during each phase of the Games lifecycle and for all types of contracts (goods, services, layout, catering sponsorship, etc.). This procurement process would be effective as soon as the OCOG is created and would be followed by all OCOG functions.	OCOG
Paris 2024 OCOG would implement a Sustainability Management System in accordance with the requirements of ISO 20121 from as soon as the OCOG is created. The OCOG's SMS would be third party certified prior to the Games and certification would be maintained during the Games.	OCOG
Low carbon strategy: using science-based targets aligned with the 1.5°c limit trajectory outlined in the Paris Agreement on Climate Change, Paris 2024 aims to achieve a carbon footprint 55% lower than in the last two Summer Games (London 2012 and Rio 2016).	OCOG
100% of venues would be resilient and adapted to climate change - this would be achieved through design processes and ensuring optimal comfort for participants during the Games.	OCOG, SOLIDEO

DESCRIPTION OF COMMITMENTS	RESPONSIBLE BODY
100% of electricity supply for the Games would be sourced from renewable and recovered energies.	OCOG
100% of spectators using public transport or active transport modes to reach Games venues.	OCOG, City Transport Authorities
100% of venues accessible by public transport.	OCOG
100% zero emission official vehicles (cars, buses) for athletes, delegations, media and organisers.	OCOG
1% of the OCOG budget would be dedicated for carbon compensation (this is part of the USD 70 million sustainability budget) to support programmes for biodiversity preservation, water protection and renewable energy development.	OCOG
100% positive and shared energy sources for the precinct including the Aquatics Centre and Stade de France.	SOLIDEO
Zero-net soil sealing required by the Games compared with initial state.	SOLIDEO
26 hectares of green and natural areas on venues after the Games (e.g. 13 ha of restored green space at site of shooting venue adjacent to Natura 2000 site at George Valbon Park).	SOLIDEO
More than 10 hectares of gardens, including shared and private gardens with a ratio of 15 m ² for each household at the Olympic and Paralympic Village.	SOLIDEO
1.6 km of riverbank restored at the Olympic and Paralympic Village.	SOLIDEO
Zero chemical target for the grass-covered sports fields (golf, stadia etc.); these venues would have to obtain Pelouse Sportive Ecologique (ecological sports turf) certification.	OCOG + specific venue owners

DESCRIPTION OF COMMITMENTS	RESPONSIBLE BODY
Zero rainwater discharge into the wastewater network for all new construction.	SOLIDEO
100% of venues equipped with drinking water fountains.	OCOG
100% Irrigation supplied from recovered non-potable water.	SOLIDEO
100% temporary venues equipped with dry toilets.	OCOG
100% of venues to have real time measures for air quality and noise, and measures to reduce environmental and light pollution.	OCOG + City authorities (AIRPARIF & BRUITPRIF)
Implementation of the "Swimming in the Seine in 2024" programme.	City of Paris
100% of materials used for temporary overlay and structures would be reused after the Games, including at least 50% in France following an analysis of local needs	OCOG SOLIDEO
100% of new buildings would be involved in a 'bio-sourced building' initiative.	SOLIDEO
On-site re-use strategies for demolition waste and 95% of construction waste would be reused or recycled.	SOLIDEO
100% low nuisance worksites (eco-responsibility initiative).	SOLIDEO OCOG
A Sustainable Lab would be created in order to engage the international community and to identify sustainable, replicable and economical solutions for the Games, which would be shared on an Open Source basis.	OCOG
100% of food for the Games will be sourced according to a 'responsible food charter' for catering partners.	OCOG



DESCRIPTION OF COMMITMENTS	RESPONSIBLE BODY
Zero food waste and 100% of organic waste reclaimed for composting or methanisation.	OCOG
Reconstruction of the Paris Region green belt (market garden economy) in order to limit food miles and improve the city's food autonomy in partnership with local providers	Regional Government
Paris 2024 would rely on the Yunus Centre to develop and implement the resource management strategy based on zero-waste policy and carbon neutrality.	OCOG
100% of materials for communication, merchandising, promotion and decoration (Look of the Games) and signage would come from 'certified suppliers' and/or would be fully able to be reclaimed or recycled.	OCOG
Engage communities and spectators in the zero-waste policy with 80% of waste reused and/or recycled during the operational phase of the Games.	OCOG
Build a circular economy ecosystem for resources throughout the Games, including two sustainable logistics plans to cover construction phase and operations phase.	OCOG, SOLIDEO
The Green Team for Paris 2024 would engage athletes to raise awareness among the public, to educate and to contribute to behaviour change by encouraging millions of people to become sustainability ambassadors for Paris through a fun and engaging programme.	OCOG
100% gender equality in the actions of the OCOG.	OCOG
6% of OCOG employment opportunities for people with impairments.	OCOG
Paris 2024 would provide training and other support for local populations to access job opportunities.	OCOG, SOLIDEO, City of Paris
Guarantee of 100% reconversion of the Olympians (i.e. transition to post-athletic careers) via a Sport social business Lab: professional conversion programme towards social business for ex-athletes (already launched in March 2017).	OCOG, Yunus Centre, City of Paris



LOS ANGELES 2024

Compared with 1984 when the Games were last held in LA, the city’s air quality has improved substantially. The city’s sustainability plan aims for zero non-attainment days by 2025.

The city has a modern and comprehensive air quality monitoring system in place. This is complemented by policy initiatives relating to public transport infrastructure, lower emission vehicles, green buildings and energy efficiency.

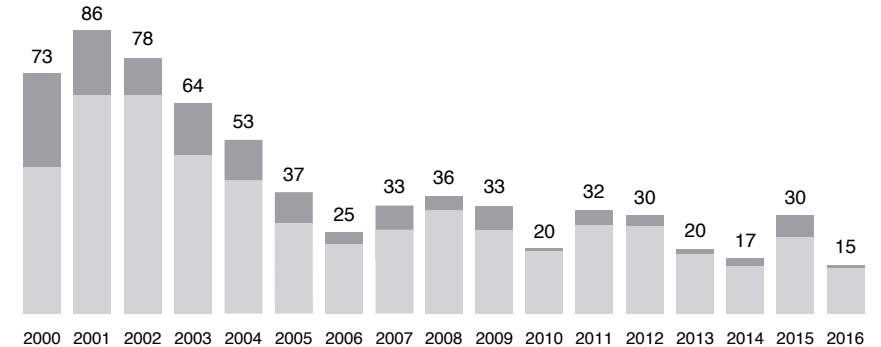
Pollution levels are normally well within WHO guidelines but occasionally there are exceedances for PM10 and PM2.5 and ozone levels can be elevated at certain periods. In common with most modern cities, air quality will continue to be an important challenge in the Los Angeles area due to increasing motorisation rates and population growth.

Current situation and forecasts can be viewed [here](#).

Los Angeles Pm2.5 trends 2000 - 2015

Los Angeles – Long Beach-Anaheim, CA

Number of Days Reaching Unhealthy for Sensitive Groups or Above on the Air Quality Index (for PM2.5 Only)

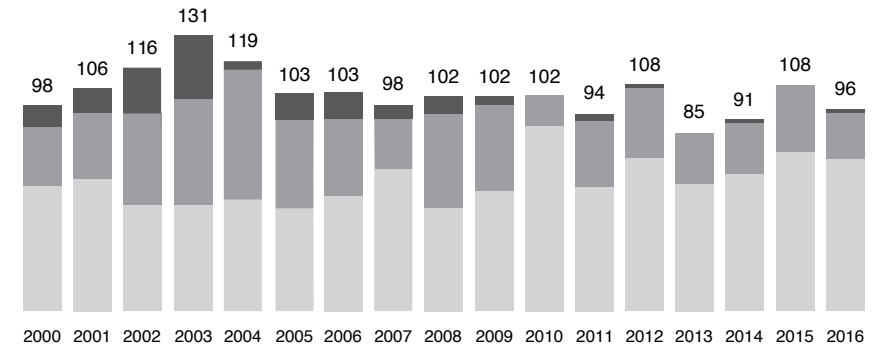


Air Quality Index Category Qudra: Unhealthy for Sensitive Groups, Unhealthy, Very Unhealthy
Data Source: Preliminary air quality data as reported to EPA's Air Quality System and Airnow gov

Los Angeles Ozone trends 2000 - 2015

Los Angeles – Long Beach-Anaheim, CA

Number of Days Reaching Unhealthy for Sensitive Groups or Above on the Air Quality Index (for Ozone Only)



Air Quality Index Category Qudra: Unhealthy for Sensitive Groups, Unhealthy, Very Unhealthy
Data Source: Preliminary air quality data as reported to EPA's Air Quality System and Airnow gov

PARIS 2024

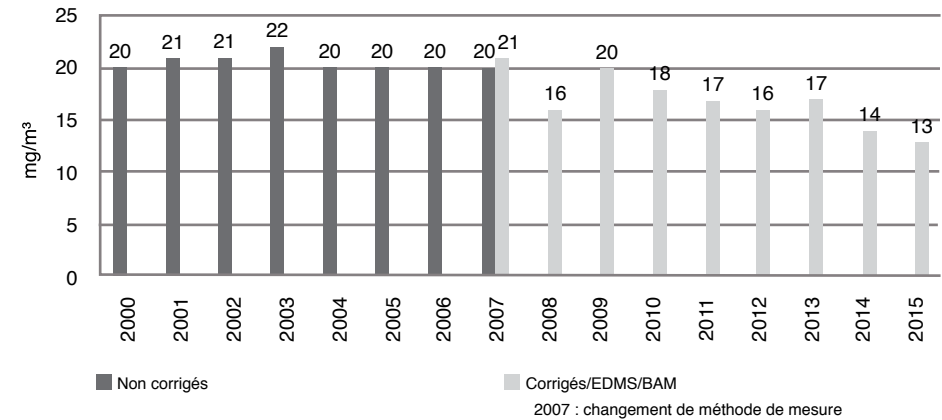
Over recent decades Paris has shown a consistent trend of improvement in air quality, but there are still episodic spikes of pollution, notably PM10, PM2.5, Nitrogen dioxide and Ozone. In many cases, whereas previously these had been citywide, the problem areas tend to be specific roadside locations. This is common in many modern cities.

The city operates a modern and comprehensive air quality monitoring system. The Paris 2024 Sustainability Strategy proposes as a supplement to local dedicated action plans that all Games venues would be the subject of air quality measurements monitored in real time. The existing urban monitoring network for air quality (AIRPARIF) would be enhanced with four new measurement points per venue, for accurate and continuous tracking of air quality in the vicinity of the Olympic venues.

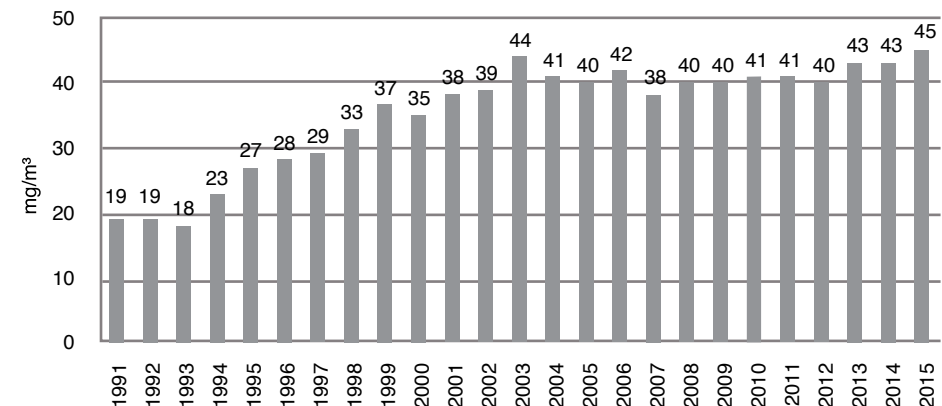
Substantial policy initiatives are in place in the city relating to public transport infrastructure, lower emission vehicles, cycle hire schemes and emergency measures when thresholds risk being breached.

Current situation and forecasts can be viewed [here](#).

Paris Pm2.5 trends 2000 – 2015



Paris Ozone trends 2000 - 2015





F

GAMES DELIVERY

USA

MAJOR SUMMER SPORTS EVENTS OVER PAST 10 YEARS

SPORT	CITY	WORLD CHAMPIONSHIPS	WORLD CUPS	MAJOR SPORT EVENTS
Archery	Las Vegas	World Archery Indoor Championships (2012)		
Athletics	Portland	IAAF World Indoor Track and Field Championships (2016)		Los Angeles Marathon (annual)
Aquatics	Various		FINA Women's World League Super Final (2010)	FINA Diving Grand Prix (annual)
Badminton	Los Angeles		US Open BWF Grand Prix Gold (2016)	
Basketball	USA			NBA season (annual)
Boxing	Chicago	AIBA World Boxing Championships (2014)		
Canoe	Various	ICF Marathon and Slalom World Championships (2014)		
Cycling	Various	UCI BMX World Championships (2017) UCI Road World Championships (2015)	UCI Track World Cup (2008, 2017)	UCI Road World Tour – Tour of California
Equestrian	Lexington	FEI 2010 World Equestrian Games		
Fencing	Chicago San Jose New York		FIE Sabre World Cup (2014), FIE Men's Foil World Cup (2015), FIE World Cup – Foil or Sabre (2017)	
Football	USA			CONMEBOL Copa América 2016 Men's National Team CONCACAF Golden Cup (2007, 2009, 2011)
Golf	Various			PGA Tour (Masters, US Open, PGA Championship)
Gymnastics	Daytona Beach	FIG Trampoline & Tumbling World Championships		

SPORT	CITY	WORLD CHAMPIONSHIPS	WORLD CUPS	MAJOR SPORT EVENTS
Handball				
Hockey	Chula Vista			FIH World Cup Qualifier (2010)
Judo				
Modern Pentathlon	Various	UIPM Biathle/Triathlon World Championship (2016)	UIPM World Cup (2014–2020)	
Rowing	Sarasota	FISA World Rowing Championships (2017)		
Rugby	Various		IRB Seven World Series (2007–2017), IRB Women's Seven World Series (2013–2016)	
Sailing	Various	Star World Championship (2008, 2013, 2016) Laser World Championship (2013) 49er & 49er FX World Championship (2016)		
Shooting	Various		World Cup USA – Shotgun (2008, 2012, 2014) World Cup USA – Rifle and Pistol (2007, 2010–2011, 2013–2015)	
Table Tennis	Philadelphia		ITTF Women's World Cup	
Taekwondo				
Tennis	Various		ITF Davis Cup 2017 ITF Fed Cup 2010	US Open (annual)
Triathlon	Various	ITU World Championships (Triathlon, Team, Duathlon and Short Course Duathlon) (2009), ITU World Triathlon Grand Final (2015), ITU Long Distance Triathlon World Championships (2016)		



SPORT	CITY	WORLD CHAMPIONSHIPS	WORLD CUPS	MAJOR SPORT EVENTS
Volleyball	Various		FIVB World Series of Beach Volleyball – Grand Slam, FIVB Grand Slam – Beach (2015–2017), Women’s FIVB Grand Slam – Beach (2015), FIVB Women’s World Grand Prix Finals (2015), FIVB Women’s World Grand Prix (2016)	
Weightlifting	Various	IWF World Weightlifting Championships (2015, 2017)		
Wrestling	Various	UWW World Wrestling Championships (2015)	UWW Freestyle World Cup (2014–2016)	

FRANCE

MAJOR SUMMER SPORTS EVENTS OVER PAST 10 YEARS

SPORT	CITY	WORLD CHAMPIONSHIPS	WORLD CUPS	MAJOR SPORT EVENTS
Archery	Paris		World Archery World Cup Finals (2013)	
Athletics	Paris		Paris Meeting (IAAF Diamond League) – annual	Paris Marathon (annual)
Aquatics	Chartres		FINA World Cup Event (2015)	
Badminton	Paris	2010 BWF World Championships		French Open (BWF World Super Series)
Basketball	Nantes	2017 FIBA 3X3 World Championships		
Boxing				
Canoe	Pau	2017 ICF Canoe Slalom World Championships	ICF Canoe Slalom World Cup (2015–2016)	
Cycling	Saint-Quentin-en-Yvelines	2015 UCI Track Cycling World Championships		Tour de France (Road) (annual)
Equestrian	Paris	2014 FEI World Equestrian	2014 FEI World Cup Finals (Dressage and Jumping)	
Fencing	Paris	2010 World FIE Fencing Championships		Challenge SNCF Réseau Paris International Challenge
Football	France			2016 UEFA Euro
Golf	Saint-Quentin-en-Yvelines			The French Open
Gymnastics	Montpellier	2011 FIG Rhythmic Gymnastics Championships		

SPORT	CITY	WORLD CHAMPIONSHIPS	WORLD CUPS	MAJOR SPORT EVENTS
Handball	France	2017 IHF men's Handball World Championship, 2007 IHF World Women's Handball Championship		
Hockey	Saint-Germain-en-Laye		Men's FIH World League (2nd Round)	
Judo	Paris	2008 IJF World Judo Open Championships, 2011 IJF World Judo Championship		IJF Paris Grand Slam (annual)
Modern Pentathlon	Perpignan	2015 UIPM Laser-run World Championships		
Rowing	Lac d'Aiguebelette	2015 FISA Rowing World Championships		
Rugby	France	IRB 2007 Men's Rugby World Cup IRB 2014 Women's Rugby World Cup		Six Nations Championship (Annual) IRB World Rugby Seven Series Event (Annual)
Sailing	Marseille	2007 IOM World Championships 2013 49er and 49er FX World Championships		
Shooting				
Table Tennis	Paris	2013 ITTF World Table Tennis Championships	2011 ITTF Table Tennis World Cup	
Taekwondo	Paris			WTF Paris International Tournament
Tennis	France		ITF Fed Cup 2016 ITF Davis Cup 2014	Roland Garros (French Open)
Triathlon	Belfort	2013 ITU Long Distance Triathlon World Championships		

SPORT	CITY	WORLD CHAMPIONSHIPS	WORLD CUPS	MAJOR SPORT EVENTS
Volleyball	Paris		FIVB Qualification tournament to the 2014 World Championships (not annual)	
Weightlifting	Marne-la-Vallée	2011 IWF World Weightlifting Championships		
Wrestling	Paris	2017 UWW World Wrestling Championships		

LOS ANGELES 2024

GUARANTEED ACCOMMODATION PLAN (Games clients, IOC requirement: 41,000)

ACCOMMODATION TYPE	STAR RATING	NUMBER OF EXISTING ROOMS IN LOS ANGELES	TOTAL NUMBER OF NEW ROOMS IN LOS ANGELES	TOTAL NUMBER OF ROOMS IN LOS ANGELES (EXISTING AND TO BE BUILT)
Hotels	2–5 stars	31,697	—	31,697
Media Village	1–2 stars	3,200	—	3,200
University	1–2 stars	7,290	—	7,290
Alternative	4 star	75	—	75
TOTAL				42,262

TOTAL EXISTING HOTEL INVENTORY (spectator and workforce)

HOTEL RATING	WITHIN A RADIUS OF 0–10 KM OF THE CITY CENTRE		WITHIN A RADIUS OF 10–50 KM OF THE CITY CENTRE		TOTAL	
	NUMBER OF HOTELS	NUMBER OF ROOMS	NUMBER OF HOTELS	NUMBER OF ROOMS	TOTAL NUMBER OF HOTELS	TOTAL NUMBER OF ROOMS
5 star	2	1'001	51	9'683	53	10'684
4 star	21	6'143	148	32'695	169	38'838
3 star	22	1'914	175	16'177	197	18'091
1–2 stars	86	4'134	418	21'185	504	25'319
TOTAL					923	92,932*

* This is supplemented by an additional 34,000 rooms in neighbouring Orange County.

PARIS 2024

GUARANTEED ACCOMMODATION PLAN (Games clients, IOC requirement: 41,000)

ACCOMMODATION TYPE	STAR RATING	NUMBER OF EXISTING ROOMS IN PARIS	TOTAL NUMBER OF NEW ROOMS IN PARIS	TOTAL NUMBER OF ROOMS IN PARIS (EXISTING AND TO BE BUILT)
Hotels	2–5 stars	35,557	184	35,741
Media Village	3 stars	—	4,000	4,000
University	2 stars	2,550	1,528	4,078
Alternative	3–4 stars	1,885	—	1,885
TOTAL				45,704 *

* This is supplemented by 12'000 rooms in Marseille and other football cities.

TOTAL EXISTING HOTEL INVENTORY (spectator and workforce)

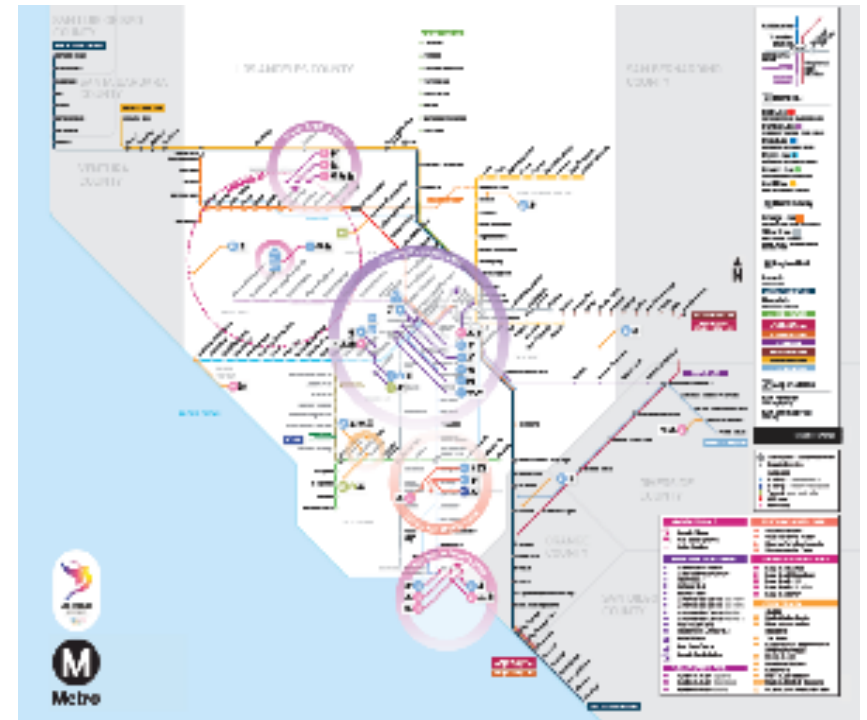
HOTEL RATING	WITHIN A RADIUS OF 0–10 KM OF THE CITY CENTRE		WITHIN A RADIUS OF 10–50 KM OF THE CITY CENTRE		TOTAL	
	NUMBER OF HOTELS	NUMBER OF ROOMS	NUMBER OF HOTELS	NUMBER OF ROOMS	TOTAL NUMBER OF HOTELS	TOTAL NUMBER OF ROOMS
5 star	68	6'679	2	517	70	7,196
4 star	370	32'641	87	12,614	457	45,255
3 star	784	38'131	188	14,153	972	52,284
2 star	305	14'314	126	8,303	431	22,617
1 star	42	2'211	56	4,346	98	6,557
TOTAL					2,028	133,909

LOS ANGELES 2024

OLYMPIC ROUTE NETWORK



OLYMPIC VENUES BY PUBLIC TRANSPORT



LOS ANGELES 2024

	LAX OFFICIAL PORT OF ENTRY
Number of runways (2016)	4
Number of gates (2016)	137
Annual passenger capacity (2016)	96.6 million
Distance to city centre	24 km
Public transport links to City centre (existing, planned and additional)	<ul style="list-style-type: none"> • The LAX Flyaway bus service • Metro's Green Line light rail • Metro Crenshaw/LAX Line through Automated People Mover (scheduled for completion by 2023)
Distance / Time to Olympic Village	20 km
<ul style="list-style-type: none"> • Road • Public Transportation 	16 min 52 min
Number of countries served by direct flights	41

PARIS 2024

	PARIS – CDG OFFICIAL PORT OF ENTRY	PARIS – ORLY OFFICIAL AIRPORT
Number of runways (2016)	4	3
Number of gates (2016)	226	70
Annual passenger capacity (2016)	72 million	27 million
Distance to city centre	26 km	18 km
Public transport links to City centre (existing, planned and additional)	<ul style="list-style-type: none"> • RER B • CDG express • Metro 17 	<ul style="list-style-type: none"> • RER B and OrlyVal • Metro 14
Distance / Time to Olympic Village	19 km	31 km
<ul style="list-style-type: none"> • Road • Public Transportation 	17 min 30 min	33 min 49 min
Number of countries served by direct flights	113	

TRAVEL TIMES AND DISTANCES



LOS ANGELES 2024

TRAVEL TIMES AND DISTANCES TO COMPETITION VENUES

TRAVEL TIME

FROM THE OLYMPIC VILLAGE AT UCLA	NUMBER OF COMPETITION VENUES*
0–10 min	2
11–20 min	12
21–30 min	9
31–40 min	5
41–50 min	(Mountain Bike & Volleyball) 2
60 min	–
> 60 min	–

TRAVEL DISTANCE

FROM THE OLYMPIC VILLAGE AT UCLA	NUMBER OF COMPETITION VENUES*
0–10 km	2
11–20 km	9
21–30 km	7
31–40 km	4
41–50 km	5
51–60 km	1
> 60 km	(Mountain Bike & Volleyball) 2

* excluding all preliminary football venues and the rowing venue at Lake Perris.
 Rowing venue is located 26 min (27 km) away from the satellite Olympic Village at UC Riverside.

TRAVEL TIMES AND DISTANCES



PARIS 2024

TRAVEL TIMES AND DISTANCES TO COMPETITION VENUES

TRAVEL TIME

FROM OLYMPIC VILLAGE IN PARIS	NUMBER OF COMPETITION VENUES*
0–10 min	7
11–20 min	1
21–30 min	14
31–40 min	5
41–50 min	(Rowing / Canoe) 1
51–60 min	–
> 60 min	–

TRAVEL DISTANCE

FROM OLYMPIC VILLAGE IN PARIS	NUMBER OF COMPETITION VENUES*
0–10 km	8
11–20 km	14
21–30 km	–
31–40 km	4
41–50 km	(Rowing / Canoe & Mountain Bike) 2
51–60 km	–
> 60 km	–

* excluding all preliminary football venues and the sailing venue in Marseille.

The sailing venue is located 8 min (2 km) away from the Marseille Olympic Village.

LOS ANGELES 2024

USA

YEAR	2017	2018 - 2021
Population (million)*	325.7	335.8 (2021)
Nominal GDP (USD billion)*	19,417	22,886 (2021)
Nominal GDP per capita (USD)*	59,609	68,140 (2021)
Inflation p.a. %**	2.5	1.3 < 2.1
GDP Growth %**	2.3	1.0 < 2.1
Public Gross Debt (%GDP)*	108.3	115.0 (2021)

* International Monetary Fund, World Economic Outlook Database, April 2017

** Economist Intelligence Unit (28 March 2017)

LOS ANGELES COUNTY

Population*	10.1 million (2014)
Nominal GDP*	USD 649 billion (2015)
Nominal GDP per capita*	USD 63,984 (2015)

* Source of data: LA 2024 Candidature File

PARIS 2024

FRANCE

YEAR	2017	2018 - 2021
Population (million)*	64.9	66.0 (2021)
Nominal GDP (USD billion)*	2,420	2,734 (2021)
Nominal GDP per capita (USD)*	37,294	41,364 (2021)
Inflation p.a. %**	1.3	1.3 < 1.5
GDP Growth %**	1.2	1.2 < 1.4
Public Gross Debt (%GDP)*	97.4	93.0 (2021)

* International Monetary Fund, World Economic Outlook Database, April 2017

** Economist Intelligence Unit (28 March 2017)

PARIS REGION

Population	11.98 million (2015)
Nominal GDP	EUR 624 billion (2012) / USD 711 billion**
Nominal GDP per capita	EUR 51,250 (2012) / USD 58,425**

* Source: INSEE

** Exchange rate used by Candidature Committee EUR/USD = 1/1.14

LOS ANGELES 2024

STAGE 1			
NO	SIGNATORY	SUBJECT OF GUARANTEE	COMMENTS
G 1.1	Government	<ul style="list-style-type: none"> Respect of the Olympic Charter Take all necessary measures in order that the city and the OCOG fulfil completely their obligations 	N/A
G 1.2	Region, City and other venue cities	<ul style="list-style-type: none"> Respect of the Olympic Charter Take all necessary measures in order that the host city and the OCOG fulfill completely their obligations 	N/A
G 1.3	National, region and city authorities	<ul style="list-style-type: none"> Support of the candidature Games plan align with long term development plans 	N/A
G 1.4	Relevant authority	<ul style="list-style-type: none"> New venues will not be located in an environmentally protected area Games project will comply with environmental legislation 	N/A
G 1.5	NPC or other relevant organisation	<ul style="list-style-type: none"> Support of the Candidature 	N/A
G 1.6	City and Candidature Committee	<ul style="list-style-type: none"> Host City and future OCOG's unconditional participation in the TOP programme 	N/A
G 1.7	National Tourism Board	<ul style="list-style-type: none"> Confirmation of rating system in the country Confirmation of existing hotel inventory 	N/A

STAGE 2			
NO	SIGNATORY	SUBJECT OF GUARANTEE	COMMENTS
G 2.1	Candidature Committee / City / NOC	Legal – Undertaking	N/A
G 2.2	City / competent authorities	No other major events during the Games	N/A
G 2.3	Competent authorities	Protection of Olympic Properties	N/A
G 2.4	Competent Authority	Customs	N/A
G 2.5	Competent authority	Immigration	N/A
G 2.6	Competent authorities	Work Permits	The statement by the Department of Labor is limited to a declaration of intent to work with federal partners in order to provide for an efficient and timely process to personnel travelling in advance of the Games to the United States on Olympic business. Based on this sole statement, it is not possible to confirm that IOC requirements would be entirely met (e.g. applicable timeframe). However, the US has experience from past Games for expediting certain administrative processes.
G 2.7	City / NOC	JMPA	Draft JMPA currently under discussion between LA 2024 and IOC TMS and close to finalisation.
GG 2.8	City / POC	PJMPA	No PJMPA has been provided yet. The PJMPA will be based on the JMPA once finalised.
G 2.9	Candidature committee / City	Binding option for advertising spaces	N/A

NO	SIGNATORY	SUBJECT OF GUARANTEE	COMMENTS
G 2.10	National Mint / Ministry of Finance	Coin and banknote programme	N/A
G 2.11	Competent authority	Finance – Government Services	N/A
G 2.12	Competent authorities	Finance – Taxes	Declaration of intent provided by Department of Treasury to work with the OCOG on its efforts to have tax legislation enacted that helps the successful organisation of the Games. It appears possible to satisfy certain requirements of the HCC (but not all of them). In the absence of any binding guarantee provided by US tax authorities, doubts remain about the ability of the OCOG to deliver all HCC tax-related obligations.
G 2.13	Competent authority	Finance – Fair pricing	N/A
G 2.14	Relevant authority or private developers/ owners	Finance – Venues	N/A
G 2.15	Relevant authority or private developers/ owners	Finance – Olympic Village	N/A
G 2.16	Local, regional or national government	Finance – Olympic Village	N/A
G 2.17	Relevant authority or private developers/ owners	Finance – IBC / MPC	The venue owner committed to deliver and finance the IBC by August 2022 as the construction of these studios is considered part of the long-term investment plan. However, there is no confirmed amount of investment for the IBC at this stage.



NO	SIGNATORY	SUBJECT OF GUARANTEE	COMMENTS
G 2.18	Relevant authority or private developers/ owners	Finance – Media Village	N/A
G 2.19	Relevant authority or private developers/ owners	Finance – Transport Infrastructure	N/A
G 2.20	Current and future owners	Venue use agreements – Olympic Games	Some venue-use agreements are based on revenue or cost-recovery arrangements, where the amount payable is not fixed, creating some financial and operational risk to the OCOG. However, this is somewhat mitigated by the availability of other existing venues.
G 2.21	Current and future owners	Venue use agreements – Paralympic Games	No additional venues used in Paralympic Games
G 2.22	Competent authority	Venues – Accessibility	N/A
G 2.23	Authorities or owners concerned	Venues – Olympic Village	N/A
G 2.24	Owners	Venues – Olympic Village	N/A
G 2.25	Competent authorities	Venues and Infrastructure – Sustainability	N/A
G 2.26	Relevant authorities	Energy Infrastructure	N/A
G 2.27	Relevant authorities	Telecom Infrastructure	The FCC delivered a declaration of intent to “work with LAOCOG and US facility service providers to provide assistance in support of their efforts to secure essential telecommunications infrastructure”. However, it does not include a firm commitment to deliver essential telecommunications infrastructure, service enhancements or capacity for the Games.



NO	SIGNATORY	SUBJECT OF GUARANTEE	COMMENTS
G 2.28	Competent bodies	Telecom Frequencies	The FCC guarantees that it will work with the LAOCOG to identify and make available the frequencies necessary for the Games but the waiver of any fees is subject to applicable law and it is not confirmed whether any legal obstacles exist.
G 2.29	Competent authorities	Transport Infrastructure	N/A
G 2.30	Competent authorities	Rolling Stock	N/A
G 2.31	Competent authorities	Transport Traffic Command and Control Center	N/A
G 2.32	National, regional and local governments	Safety and Security	N/A
G 2.33	Competent authority	Medical Services	N/A
G 2.34	Relevant national regulatory body	Medical / Team Doctors	N/A
G 2.35	National Government	Media Freedom	N/A
G 2.36	City / National authority	Sport Betting / Manipulation of Competitions	N/A
G 2.37	National government	WADA Compliance	N/A

STAGE 3

NO	SIGNATORY	SUBJECT OF GUARANTEE	COMMENTS
G 3.1	Competent authorities	Accommodation – construction authorisations	N/A
G 3.2	Relevant authority of private entities	Accommodation – financing and delivery of new accommodation	N/A
G 3.3	All individual hotels and other accommodation owners	Accommodation – room availability and rates	N/A
G 3.4	Relevant authorities	Transport – Implementation of Games Lanes	N/A
G 3.5	Competent Bodies	Finance – OCOG shortfall	N/A
G 3.6	Competent authorities	Finance – Paralympic Games	N/A

PARIS 2024

STAGE 1			
NO	SIGNATORY	SUBJECT OF GUARANTEE	COMMENTS
G 1.1	Government	<ul style="list-style-type: none"> Respect of the Olympic Charter Take all necessary measures in order that the city and the OCOG fulfil completely their obligations. 	N/A
G 1.2	Region, City and other venue cities	<ul style="list-style-type: none"> Respect of the Olympic Charter Take all necessary measures in order that the host city and the OCOG fulfill completely their obligations. 	N/A
G 1.3	National, region and city authorities	<ul style="list-style-type: none"> Support of the candidature Games plan align with long term development plans 	N/A
G 1.4	Relevant authority	<ul style="list-style-type: none"> New games venues will not be located in an environmentally protected area Games project will comply with environmental legislation 	N/A
G 1.5	NPC or other relevant organisation	<ul style="list-style-type: none"> Support of the Candidature 	N/A
G 1.6	City and Candidature Committee	<ul style="list-style-type: none"> Host City and future OCOG's unconditional participation in the TOP programme 	N/A
G 1.7	National Tourism Board	<ul style="list-style-type: none"> Confirmation of rating system in the country Confirmation of existing hotel inventory 	N/A

STAGE 2			
NO	SIGNATORY	SUBJECT OF GUARANTEE	COMMENTS
G 2.1	Candidature Committee / City / NOC	Legal – Undertaking	N/A
G 2.2	City / other competent authorities	No other major events during the Games	N/A
G 2.3	Competent authorities	Protection of Olympic Properties	N/A
G 2.4	Competent authority	Customs	N/A
G 2.5	Competent authority	Immigration	N/A
G 2.6	Competent authorities	Work Permits	N/A
G 2.7	City / NOC	JMPA	N/A
G 2.8	City / POC	PJMPA	N/A
G 2.9	Candidature Committee / City	Biding option for advertising spaces	N/A
G 2.10	National Mint / Ministry of Finance	Coin and banknote programme	N/A
G 2.11	Competent authority	Finance – Government Services	N/A

NO	SIGNATORY	SUBJECT OF GUARANTEE	COMMENTS
G 2.12	Competent authorities	Finance – Taxes	The guarantee was provided in accordance with IOC's requirements. However, certain points e.g. indirect taxes, depend on confirmation of their compliance with EU legislation and other aspects require certain administrative decrees or legislative actions to be implemented which should be specified in more detail.
G 2.13	Competent authority	Finance – Fair pricing	N/A
G 2.14	Relevant authority or private developers/ owners	Finance – Venues	All the guarantees were provided in accordance with the IOC's requirements. However, most of the above-mentioned guarantees warrant the financing and delivery of the relevant venues up to a specific amount. A renegotiation process would need to take place to determine who would cover any cost overruns that exceed contingencies
G 2.15	Relevant authority or private developers/ owners	Finance – Olympic Village	N/A
G 2.16	Local, regional or national government	Underwriting – Olympic Village	N/A
G 2.17	Relevant authority or private developers/ owners	Finance – IBC / MPC	N/A
G 2.18	Relevant authority or private developers/ owners	Finance – Media Village	N/A
G 2.19	Relevant authority or private developers/ owners	Finance – Transport Infrastructure	N/A

NO	SIGNATORY	SUBJECT OF GUARANTEE	COMMENTS
G 2.20	Current and future owners	Venue use agreements – Olympic Games	N/A
G 2.21	Current and future owners	Venue use agreements – Paralympic Games	N/A
G 2.22	Competent authority	Venues – Accessibility	N/A
G 2.23	Authorities or owners concerned	Venues – Olympic Village	N/A
G 2.24	Owners	Venues – Olympic Village	N/A
G 2.25	Competent authorities	Venues and Infrastructure – Sustainability	N/A
G 2.26	Relevant authorities	Energy Infrastructure	N/A
G 2.27	Relevant authorities	Telecom Infrastructure	N/A
G 2.28	Competent bodies	Telecom Frequencies	N/A
G 2.29	Competent authorities	Transport Infrastructure	N/A
G 2.30	Competent authorities	Rolling Stock	N/A
G 2.31	Competent authorities	Transport Traffic Command and Control Center	N/A



NO	SIGNATORY	SUBJECT OF GUARANTEE	COMMENTS
G 2.32	National, regional and local governments	Safety and Security	N/A
G 2.33	Competent authority	Medical Services	N/A
G 2.34	Relevant national regulatory body	Medical / Team Doctors	N/A
G 2.35	National Government	Media Freedom	N/A
G 2.36	City / National authority	Sport Betting / Manipulation of Competitions	N/A
G 2.37	National government	WADA Compliance	N/A

STAGE 3			
NO	SIGNATORY	SUBJECT OF GUARANTEE	COMMENTS
G 3.1	Competent authorities	Accommodation – construction authorisations	N/A
G 3.2	Relevant authority of private entities	Accommodation – financing and delivery of new accommodation	N/A
G 3.3	All individual hotels and other accommodation owners	Accommodation – room availability and rates	N/A
G 3.4	Relevant authorities	Transport – Implementation of Games lanes	N/A
G 3.5	Competent bodies	Finance – OCOG shortfall	N/A
G 3.6	Competent authorities	Finance – Paralympic Games	N/A

GOVERNMENT ROLES AND RESPONSIBILITIES



LOS ANGELES 2024

National Government	<ul style="list-style-type: none">• Government-related services at normal level• Security (NSSE Status)• Customs and Immigration Services• USD 10 million military grant for Paralympic Games
State of California	<ul style="list-style-type: none">• Government-related services at normal level• Shortfall guarantee for OCOG budget, limited to USD 250 million
City of Los Angeles	<ul style="list-style-type: none">• Government-related services at normal level• Shortfall guarantee for OCOG budget

GOVERNMENT ROLES AND RESPONSIBILITIES



PARIS 2024

National Government	<ul style="list-style-type: none">• Government-related services free of charge• Shortfall guarantee for OCOG budget• Subsidy for Paralympic Games of EUR 80 million• Underwriting of Olympic Village and Media Village construction• Security• Customs and Immigration Services• EUR 1 billion for venue funding
Region of Paris	<ul style="list-style-type: none">• Government-related services free of charge• Subsidy for Paralympic Games of EUR 10 million• EUR 145 million for venue funding
City of Paris	<ul style="list-style-type: none">• Government-related services free of charge• Subsidy for Paralympic Games of EUR 10 million• EUR 145 million for venue funding

IOC Opinion Poll Methodology

The opinion poll covers 1,800 adults in each of the Candidate City countries for the 2024 Olympic Summer Games, distributed as follows:

- 600 living in the Candidate City itself;
- 600 living in the Candidate City region (but not in the city);
- 600 living elsewhere in the country (not in the city or the region).

In statistical terms, a sample of 600 in each city is sufficient to provide significant results at a confidence level of 95% and a confidence interval of ± 4 . Fieldwork was carried out between 6 and 19 February 2017. Fieldwork in each of the cities started on the same day.

The IOC Opinion Poll was run by *Sports Marketing Surveys Inc.*

PUBLIC SUPPORT: OPINION POLL RESULTS



LOS ANGELES 2024

	SUPPORT	NO OPINION	OPPOSITION
United States	64%	31%	5%
California	72%	20%	9%
City of Los Angeles	78%	14%	8%

PUBLIC SUPPORT: OPINION POLL RESULTS



PARIS 2024

	SUPPORT	NO OPINION	OPPOSITION
France	63%	21%	15%
Paris Region	63%	16%	21%
Paris	63%	14%	23%

CREDITS



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