

SOLIDEO

Olympic Games Delivery Authority



2019

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Foreword by **Anne Hidalgo**



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We are five years away from the Paris 2024 Summer Olympic and Paralympic Games.

This marks an extraordinary, unifying moment in the life of a city, a country and its citizens, an immense celebration of sport during which all things are possible.

Last summer was one of those moments, with the stunning victory of the French team in the Football World Cup. We were proud to be French, and even those among us who do not generally follow sports experienced powerful moments of communion and joy.

One hundred years ago, Paris hosted the 1924 Summer Olympics. The first Olympic Village was specially designed for the occasion and built in Colombes to accommodate athletes as close as possible to Olympics venues. The Village was located not far from the Yves-du-Manoir Olympic Stadium, where most events took place, and where the field hockey competition will be held in 2024.

This is a nod to the past, and a bridge between two eras bearing witness to the change in scale of the Olympic and Paralympic Games. The 2024 Games will be the world's foremost sporting event, equivalent to 43 world championships with the participation of 10,500 Olympic athletes, 4,500 Paralympic athletes and 70,000 volunteers. 25,000 journalists will be on location to follow the sporting events, for which 13 million tickets will be issued, and which will unite 4 billion viewers worldwide!

The 2024 Games will also be the first to implement the IOC's Agenda 2020, setting in place a new way of approaching and building Olympic Venues that is more sustainable and eco-friendly, with a paired-down budget and more closely connected with the everyday lives of the residents of the host city and country.

As the Olympic Delivery Authority, SOLIDEO has a dual task of national importance: to deliver the Works on time, within budget and according to plan, and to guarantee the creation of a bold, sustainable, inclusive and exemplary heritage for the territories involved, their inhabitants and generations to come.

Such a roadmap will of course require a rigorous and demanding schedule. 2019 is a crucial phase in this, a year in which SOLIDEO must seek alliances with the best partners. Partners capable of guaranteeing optimal delivery, but also capable of imparting to this project the level of ambition and innovation that it merits: to build what must be the European city of 2050 – carbon neutral, providing assurance for all within the context of a changing climate, and placing biodiversity at its core.

In 2024, as host city, Paris will welcome the world. The Olympic Games will change our lives and transform our territories. France and all of its citizens must not fail to rise to the occasion.

*Anne Hidalgo,
Mayor of Paris,
President of the SOLIDEO
Board of Directors*

Editorial by **Nicolas Ferrand**



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2019 is a critical year!

What year wouldn't be, when we have so little time before us?

Nonetheless, 2019 is very much a year for decision-making. It will also be a year of openness, ambition, and intelligence.

In March, at MIPIM, it will bring on board its first partners – the consortia –, who will design, build and invest in the Olympic and Paralympic Village, and then later in the year in the Media Cluster.

For these candidates, with the twin challenge of pitching for the Games and for our heritage, now is the time for channelling intelligence into each project, for putting something astonishing into each scale model, and for making ingenuity the driving force behind each of the financial partnerships forged.

The works have yet to begin and everything is still possible, before choices are made and plans set down. Our future partners will respond to our eagerness to see their proposals with their own ambition for an exceptional Games and with the visionary heritage that they will leave the French people for decades to come. We are committed to honouring their talent, selecting the best, and striving for excellence.

By welcoming promoters, investors, designers and innovative start-ups, SOLIDEO's circle will expand to include new private-sector companies, economic actors who will make history with their alternative and complementary approach. Between now and the autumn, we must negotiate agreements with each entity that will set out their individual responsibilities.

With a few months to go before all is set in stone, when the excitement of the anticipation is balanced against concluded contracts, this is a certainly a decisive period.

*Nicolas Ferrand,
Chief Executive Officer,
SOLIDEO*

Financing, Planning and Supervising the Olympic Works

SOLIDEO

SOLIDEO (Olympic Games Delivery Authority) is overseeing delivery of all works and execution of the development operations necessary for organising the Paris 2024 Olympic and Paralympic Games, with a commitment to a set budget and to an ambitious, sustainable and exemplary heritage.

These permanent structures will be conceived and designed with a focus on the “heritage” of the Games: they will ultimately be converted into facilities, housing and office space.

Olympic Works' budget is financed by public and private-sector appropriations amounting to approximately €3.2 billion (2016 value) with half of this being provided by the State and regional and local authorities.

SOLIDEO is overseen jointly by the Minister for Public Action and Public Accounts, the Minister for Territorial Cohesion and Local Authority Relations and the Minister for Sports. It is vested with the powers of a Public Development Authority (*Etablissement public d'aménagement* - EPA).

SOLIDEO falls under the joint oversight of the Budgetary Affairs, Urban Planning and Sports Ministries.

SOLIDEO's Board of Directors is composed of 38 members: 19 State representatives, 12 representatives of local authorities and their public-sector establishments, the President of the Paris 2024 Organising Committee, the President of the French National Olympic and Sporting Committee (CNOSF), the President of the French Paralympic and Sporting Committee (CPSF), two personnel-appointed representatives, and two qualified public figures selected by the Prime Minister, with one chosen from among representatives of employee representative bodies, and the other from among the representatives of employer representative bodies.

SOLIDEO has also set up its own Ethics Committee and Audit Committee.

SOLIDEO's commitment

To guarantee, no matter what, that all Olympics works shall be delivered on time and in accordance with the scheduling, programming, budgetary, environmental and social constraints of the stakeholders involved for the successful staging of the Games.

A dual role:

- Planning of Urban Development Zones (ZAC - Zone d'aménagement concerté) and land transfer, within the Contract Development Division.
- Supervising of the Olympic and Paralympic works, within the Programmes Division.

A RACE AGAINST TIME TO BUILD LASTING INFRASTRUCTURE

Financing

SOLIDEO will receive all public funding allocated to the financing of investment in permanent infrastructure for the Games.

It will use a portion of this funding to operate and will also allocate financing to the various contractors tasked with execution of the Olympic works.

Planning and supervising

SOLIDEO's operating remit includes projects over which it has direct oversight, and also those for which it will supervise execution.

A dual role:

- **Planning of Urban Development Zones (ZAC - Zone d'aménagement concerté) and land transfer**, within the Contract Development Division.
- **Supervising of the Olympic and Paralympic works**, within the Programmes Division.

→ **And additionally, designing the city of the future.**

To guarantee an ambitious heritage and demonstrate, by hosting the 2024 Games, that France can incorporate major environmental and social challenges, SOLIDEO will be approaching the projects it oversees as R&D labs. The goal is to design and build the city of the future, within the context of a citizens' participation process initiated with regional and local authority residents.

€3.2 bn

in investments

€1.4 bn

in public financing
(2016 value)

29

public and private contractors
for decentralised delivery

SOLIDEO IS THE CONTRACTING AUTHORITY FOR:

- the Olympic and Paralympic Village Urban Development Zone,
- the Media Cluster Urban Development Zone,
- various infrastructure and facilities projects.

SOLIDEO WILL SUPERVISE AN ARRAY OF PROJECTS CONCERNING URBAN PLANNING, PUBLIC SPACES, INFRASTRUCTURE AND SPORTS FACILITIES

- carried out by **29 contractors:** public, private, local authorities and promoters,
- organised by **geographical site and site committee:** Olympic and Paralympic Village, Media Cluster, Plaine-Saint-Denis, Paris, Marseille.

Transparent governance that puts the Games first

International Olympic Committee

Host City Contract

SOLIDEO



Public body / EPIC

Tasked with the delivery of permanent sites and infrastructure

PARIS 2024



Private body / association

Tasked with planning and delivery of Games operations

HERITAGE ACTORS



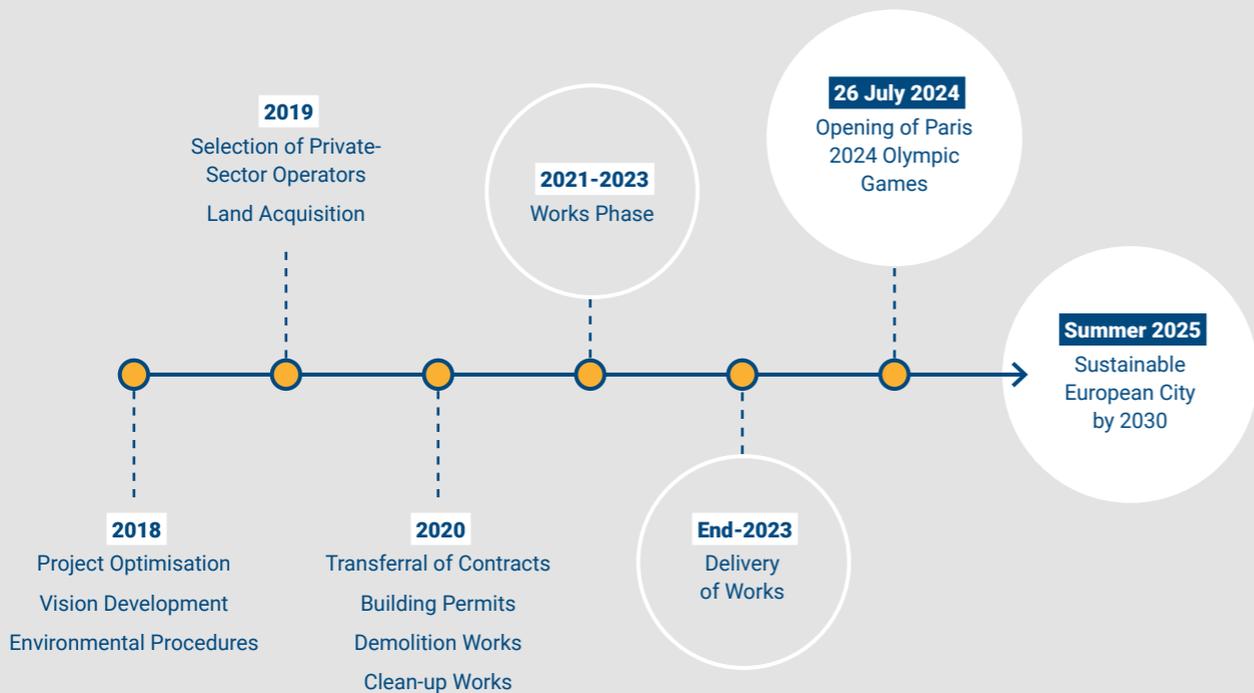
Tasked with delivery of all heritage programmes at all levels

DIJOP

Interministerial Delegation

Tasked with supporting and preparing the Games by coordinating the actions of the different ministries

Schedule



The Olympics and Paralympics works

The Olympics works are varied in nature: They will involve urban planning, public spaces, infrastructure, sports facilities, public facilities and new constructions.

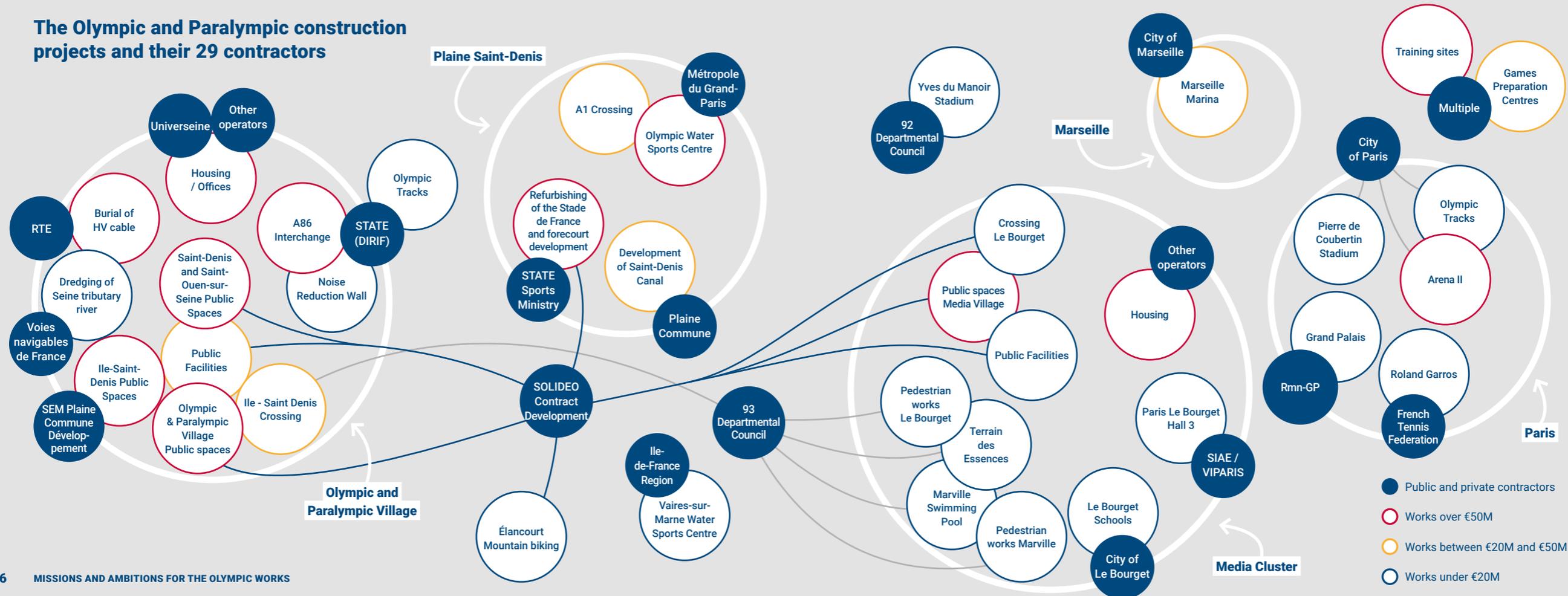
The contractors carrying out these projects are also varied: public sector, private sector, associations, real estate operating consortia.

The Olympics works are located within different territories and organised into site committees to ensure that information is passed on primarily to State agencies and local authorities (Ile-de-France Region, Seine-Saint-Denis Departmental Council, Métropole du Grand Paris, EPT Plaine Commune, EPT Paris Terres d'Envol, towns and cities involved, etc.).

SOLIDEO's vision as the contracting authority

To establish itself as an exemplary developer, able to take on major societal and environmental challenges and to deliver sustainable works that showcase French *savoir-faire*.

The Olympic and Paralympic construction projects and their 29 contractors



Works supervision

SOLIDEO's Programmes Division is tasked with supervision of the Olympic works investment programme. Accordingly it provides support to public and private-sector project managers in order to guarantee project delivery in line with the programme, costs and deadline, as well as its vision.

A GUARANTEE

The Programmes Division provides contractors with support and expertise: it implements means of coordination and operates a risk management process.

The relationships between SOLIDEO, Paris 2024 and each project manager are set out in target-based agreements.

Project monitoring: 3 levels of supervision

Project monitoring will be provided namely by:

- monthly Project Reviews,
- multi-year Site Committees,
- and SOLIDEO's Board of Directors, tasked with validating the four major project milestones.



Project management

THE OLYMPIC AND PARALYMPIC VILLAGE

Identifying a large enough territory that was sufficiently well laid-out (for easy transit within the area), in the highly dense and urbanised Ile-de-France Region, was a challenge.

Optimal location

The future Olympic and Paralympic Village will be built in an ideal and accessible location on the banks of the Seine, within a tightly controlled perimeter.

The chosen site, spanning the communes of Saint-Denis, Saint-Ouen-sur-Seine and Ile-Saint-Denis, is also a powerful development driver for a rapidly evolving territory, whose future projects will benefit from the accelerating effect of the Games.

Transport, a critical factor

The site lies within a dense perimeter with a radius of less than 500m, less than a 15 minute walk from one end to the other.

The Stade de France and the future water sports centre are less than 5 minutes away from the Village. With the A1 and A86 motorways close by, providing a dedicated traffic corridor during the Games, 22 out of 28 sports will be less than 10km away and 85% of athletes will be less than 30 minutes from their competition venue.

During the Games

- A residential zone, which will host athletes and accompanying teams in three sectors on both sides of the Seine.
- The *Place Olympique*, a vast esplanade forming the epicentre and living area for the athletes, with restaurants, services and shopping areas.
- An operational zone, to the south-east of the site, where the continuously operating bus terminal is located.

AND AFTER THE GAMES?

Set at the heart of the Pleyel neighbourhood, the Village will become a living space and activities hub after the Games surrounded by nature and boasting exceptional architecture.

It will be connected to the other neighbourhoods in the local areas concerned, on the banks of the Seine, benefiting from the presence of the *Cité*

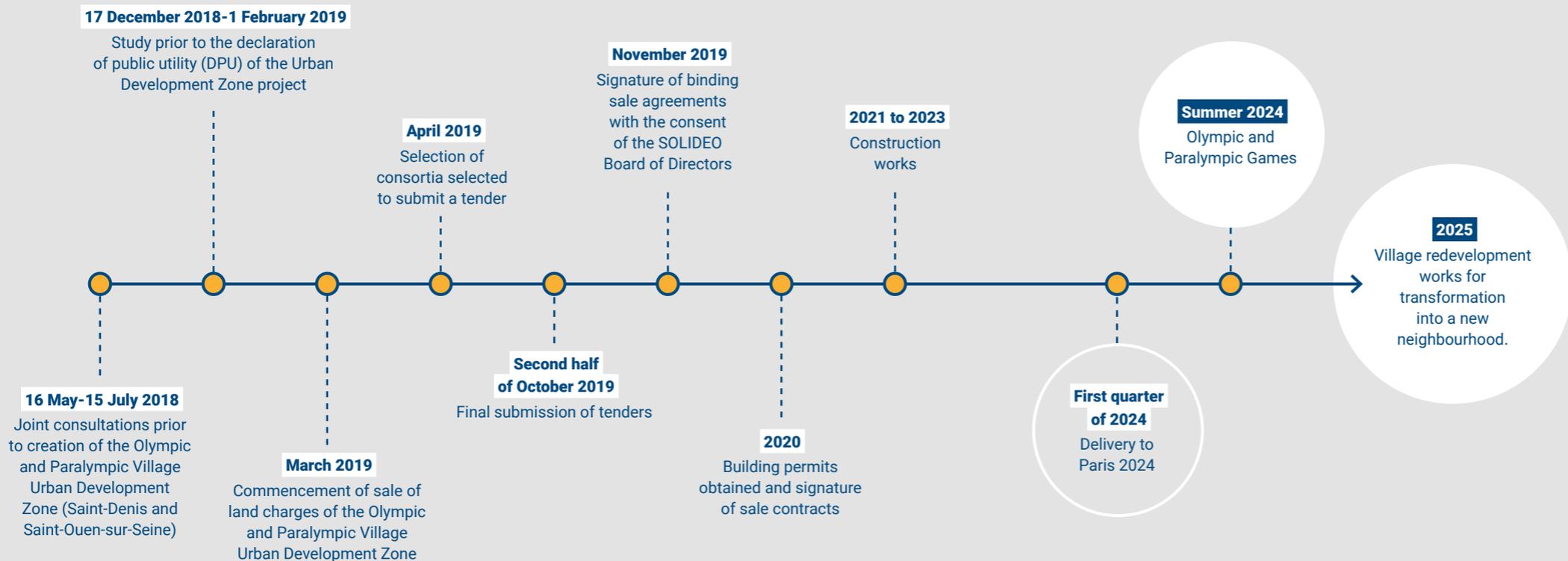
The site, one year after the Games:

- A **highly energy-efficient** neighbourhood
- **100%** accessible
- **New public spaces**, including a central park and a square on the banks of the Seine
- **9,000m²** of new public facilities (educational and sports venues, etc.)
- **Cycle and pedestrian routes**
- **Redeveloped river banks**
- **2,200** family homes
- **1,100** dedicated homes (e.g. for students)
- **140,000m²** for activities, office space and services
- **3,500m²** for stores

du cinéma and will be easily accessible via public transport thanks to the Grand Paris Express and the Saint-Denis Pleyel station (lines 14, 15 and 16).

The neighbourhood will also be enhanced by the development works carried out for the construction of the Olympic and Paralympic Village, such as a new Seine crossing, burial of very high voltage power lines and the noise-reduction wall on the A86, spanning the Seine.

Schedule



MEDIA CLUSTER

The site chosen, spanning the communes of Dugny, Le Bourget and La Courneuve, meets the criteria for organisation of the Games. It will include the Media Village (accommodation for journalists) in Dugny and 2 sports pavilions, one for throwing events in La Courneuve, and the other for volley-ball, next to the Le Bourget sports park.

Critical factors

The location was favoured firstly for its proximity to the Media Centre which will be built at the *Parc des expositions* in Le Bourget and will host 25,000 journalists during the Games.

The choice was also governed by pre-existing urban planning considerations relating to the urbanisation of the town of Dugny towards the T11 station (Épinay-Le Bourget), allowing for the development of 1,300 homes, that could host up to 4,000 journalists during the Games.

An ambitious urban project

The Media Cluster is part of an overall vision of improving connections to the town, its parks (including the 3rd largest in the Ile-de-France Region, a

Natura 2000 site), and the new T11 station, which came online in 2017. More broadly, the project connects Dugny to Le Bourget and its station-hub (RER B, Metro Grand Paris Express 16 and 17, Tramway T11), and to the *Parc des expositions* and Le Bourget airport, through the construction of a crossing over the A1 motorway.

And after the Games?

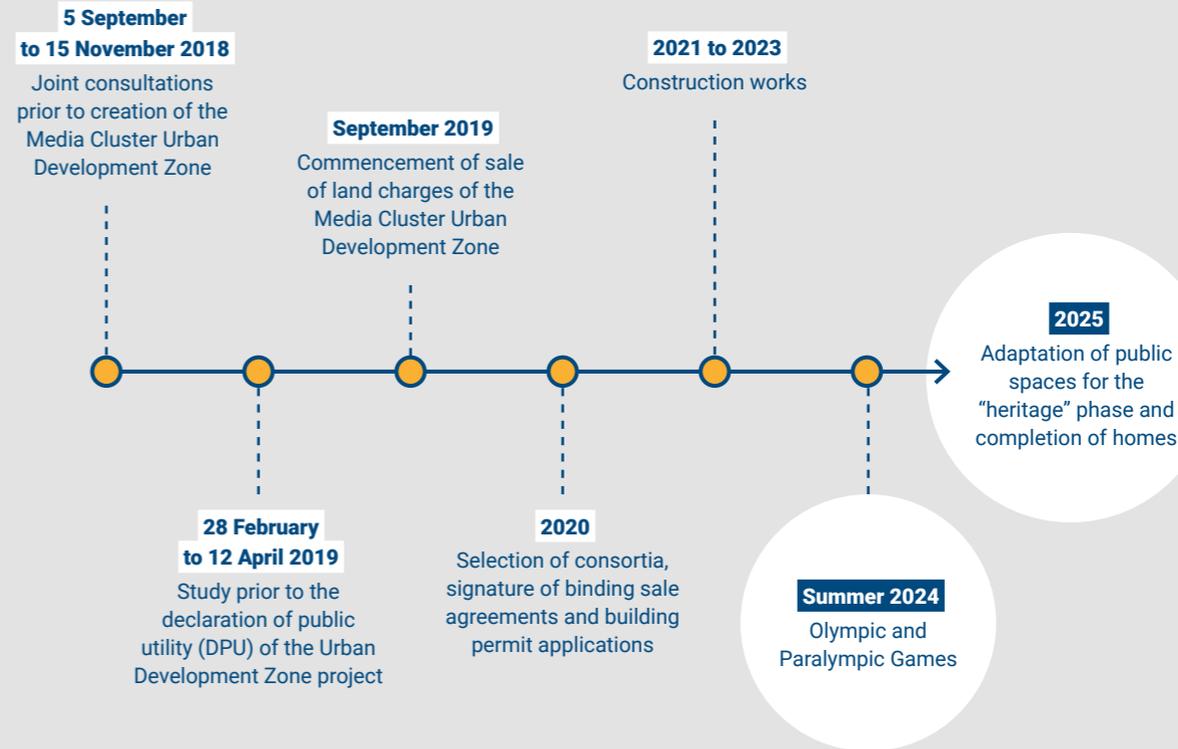
- **A garden-city** with even more green spaces.
- **A better connected territory** (new crossing over the A1 motorway, new pedestrian and cycling connections, etc.).
- **New facilities, housing and activities** (new sports park and school grounds in Le Bourget, creation of 1,300 family homes in Dugny, a school complex, gym and crèche, arrival of new stores and activities, etc.).





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Schedule



Designing the city of the future, together with territories

**Incorporating
major societal
and environmental
challenges**

To enhance the value of the heritage of the Olympics and Paralympics infrastructure after 2024, SOLIDEO plans to run projects in the form of opportunities to deploy innovations for the city of the future; their goal will be to provide responses to the major challenges that our cities must face between now and 2050.

This vision will be implemented through a strategy of environmental excellence – founded upon the threefold tenets of “biodiversity”, “the post-carbon city” and “urban comfort” -, and through a Charter to promote employment and territorial development, a universal accessibility strategy and a citizen participation process.

The goal is to deliver heritage through the renewal of city-building methods, anticipating the 2030 European city and preparing construction of the 2050 European city.

An environ- mental excellence strategy

In response to a changing climate, the carbon challenge and the depletion of natural resources, SOLIDEO set out to implement a highly ambitious environmental excellence strategy. This will be applied to projects managed directly as well as to those that it supervises.

SOLIDEO has high environmental ambitions and seeks to position itself as an exemplary developer, through three major strategic priorities:

- **The goal of carbon neutrality by 2050**, throughout the lifecycle of buildings in the neighbourhood: the use of organically sourced materials with a low carbon footprint, the reuse and recycling of site waste, and the use of renewable energies.
- **Guaranteeing urban comfort in the 2050 climate**, offsetting pressure from climate change and the upturn in extreme weather events by reducing urban heat island effects and developing resilient, reversible structures and focusing on internal air policy.
- **Positive contribution to biodiversity of the urban project**: creation of an ecosystem, new biotopes, greening adapted to 2050 climate challenges to increase the green belt, consideration of water-cycle factors.

Digital innovations must be drawn upon in order to achieve these goals.

A SHARED, TRANSPARENT STRATEGY

SOLIDEO has developed its environmental excellence strategy through a dialogue with local authorities, experts and construction industry professionals, urban services providers, energy specialists, architects and urban planners. It also works with a Multi-disciplinary Scientific Council on an ongoing basis (see p. 36).

The strategy has also laid out in accordance with international, national, regional and local public policy (2015 Paris Agreement, 2014 Biodiversity Plan, Regional Climate, Air and Energy Scheme for the Ile-de-France Region, Paris Climate Plan, etc.)

The environmental excellence strategy was adopted by SOLIDEO's Board of Directors on 16 October 2018. This document sets out the strategy's principles for all works that SOLIDEO will carry out, and establishes the first undertakings.

An ambitious citizen participation process

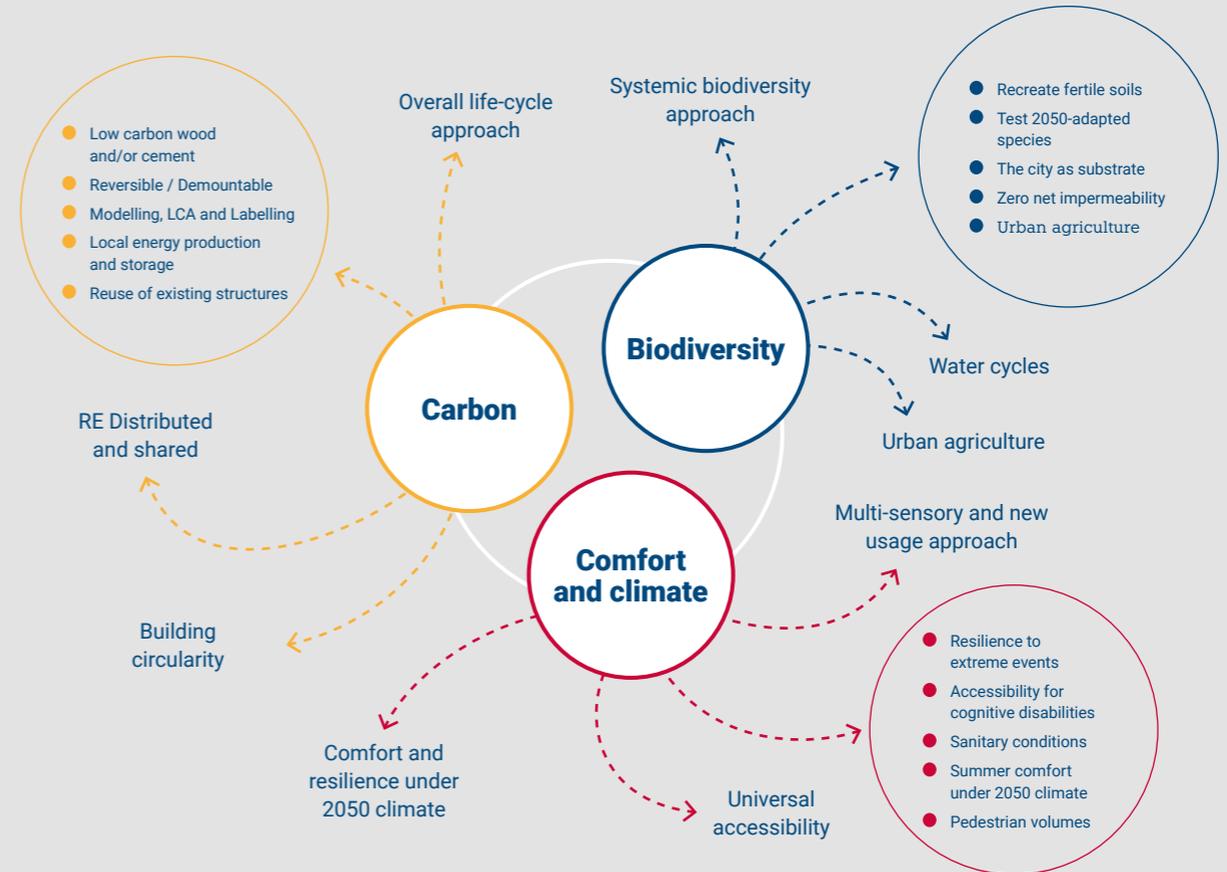
SOLIDEO seeks to involve citizens in the execution of its urban projects to support the evolution of territories.

With this in mind, SOLIDEO envisages various possibilities for activating its works sites and encouraging residents and users to take ownership of the new neighbourhood. Residents must therefore be kept informed throughout the duration of the project and locals and current and future users must be involved with the design and programming of certain parts of the Athletes' Village and the Media Cluster.

SOLIDEO seeks in particular to mobilise pupils at schools located within Olympics and Paralympics operations and to organise events.

SOLIDEO's participation goals will be incorporated into environmental excellence and universal accessibility processes as part of an innovative city approach, through a study of the future uses of the Olympics and Paralympics works.

Understanding the environmental excellence strategy



Universal accessibility

Optimal comfort for users

A comfortable space that is obstacle-free and easy to navigate is a welcoming space for everybody. Hosting the Olympic and Paralympic Games should establish the territory as a reference for universal accessibility, in an ambitious desire to include all people with a disability (whether motor, sensory or cognitive).

SOLIDEO will develop a **universal design process**, the goal of which is to take into consideration all of the needs of persons with a disability so that the works can provide the most comfortable conditions possible for all users, both during the Games and once the sites have been reconverted.

This applies as much to buildings (facilities, housing and office space) as to public spaces, which must be **functional and enjoyable**, and providing a place where **everybody** can feel welcome.

THE ATHLETES' VILLAGE

This must meet requirements during the Paralympics stage and also provide high usage standards for everybody once the Games are over.

Accordingly, **100% of the housing in the Athletes' Village will remain accessible after the Games**, which entails meeting precise specifications (for bathrooms, lifts, widths of internal corridors, etc.), and exacting standards in terms of architectural quality so that these specifications can be flawlessly incorporated.

Our milestones for 2019

ACTION! THE ADVENTURE BEGINS...

1

Construction specialists

Identify the main private partners to execute the works

2

General programming

Validate the list of works and development programmes

3

Land specialists

Successfully conclude operations to secure land use

4

Design of the works

Complete design of the works

5

Vision

Launch operation of outreach strategies for the works

6

Project management

Define steering methods and launch project reporting

7

Olympic, Paralympic and sporting aspects

Organise working relations with Paris 2024 and the other partners

8

Governance

Increase rigour and efficiency

9

Industrial impact

Mobilise industrial sectors linked to the City

10

Communications

Build the communications strategy and plan for each audience

SOLIDEO's energies

A driving force

SOLIDEO is a community of women and men of all origins, possessed of the same enthusiasm and ambition: to deliver landmark Olympic and Paralympic infrastructures on time and within budget and to ensure that these are subsequently adapted to the needs of residents.

Developers, engineers, architects, and legal and financial specialists, all deploying a high level of skill together with their extensive experience to meet this requirement.

Once year after its creation, SOLIDEO has over fifty employees working within five divisions.

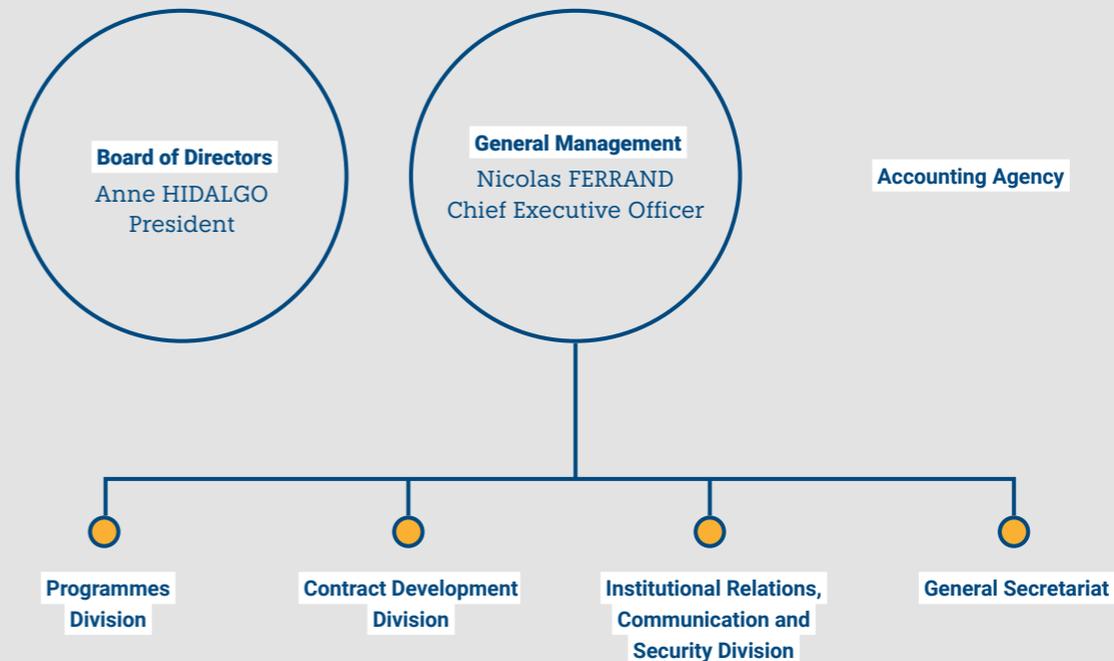
By the end of 2019, over seventy employees will have joined this unique enterprise and adventure.

It is an agile enterprise whose guiding principles are responsibility and creativity, an enterprise that is bringing aboard employees on professional accreditation contracts and interns in order to share experience and knowledge.

SOLIDEO respects the women and men who form the company's backbone, and is committed to social responsibility in the following five areas:

- Ensuring that its activities are sustainable,
- Guaranteeing overall safety,
- Promoting long-term, high-quality career paths,
- Guaranteeing inclusion, universal accessibility and a workplace free of discrimination,
- Promoting its solidarity commitment.

Organization chart



SOLIDEO

Scientific Council

SOLIDEO has set up its own Scientific Council to engage fully with the 2050 city and its challenges.

The SOLIDEO Scientific Council is composed of 14 international public figures, mobilising expertise in six major areas of the 2050 city:

- 2 cross-cutting fields: Future-oriented urban planning, Technology/Innovation,
- 4 that are taken from the main tenets of SOLIDEO's environmental excellence strategy: Carbon-neutrality, Climate, Resources, Ecosystems.

Scientific Council members will enrich SOLIDEO's environmental excellence strategy by providing their expertise on the climate scenarios created, and their foresight on urban and social developments, the inclusion of digital technology into cities and the robustness and appropriateness of certain technologies.

The three main roles of the Scientific Council:

- 1 Providing new perspectives to inform the thinking of SOLIDEO teams**
 - Offering foresight for 2050
 - Developing a cross-cutting, integrated approach to environmental issues
- 2 Establishing a scientific base**
 - Basing SOLIDEO's goals and specifications upon this foresight for the 2050 city
 - Identifying the conditions for success of the 2050 city, for immediate implementation
- 3 Supporting SOLIDEO's innovation process**
 - Keeping track of "urban" innovation
 - Evaluating certain projects and participating in choices made, particularly in calls for innovative projects and trials, in how the Innovation Fund (€50 million) included in SOLIDEO's budget is used and in the choice of real estate operators and projects for the Olympic and Paralympic Village and the Media Cluster.

SCIENTIFIC COUNCIL MEMBERS

JULIEN DOSSIER, Quattrolibri

FRANÇOIS BELLANGER,
Transit-City

ANTOINE PICON, LATTS

NICO TILLIE, TU Delft

DANIEL KAPLAN, FING

ROLAND STULZ, 2000-Watt
Society

PR. CORINNE LE QUÉRÉ FRS,
Committee on Climate Change

BENOIT LEGUET, I4CE

VALÉRY MASSON,
CNRM -GAME

RAFIQ HAMDI, Royal
Meteorological Institute
of Belgium

STEVEN BECKERS,
Lateral Thinking Factory

SABINE BARLES,
Geography-Cities

PHILIPPE CLERGEAU,
Muséum National d'Histoire
Naturelle

LUC ABBADIE, Institute of
Ecology and Environmental
Sciences

What action in the here and now?

The standard route

Consultations

Summer 2019 – Summer 2021
for works 2021 – 2023

- **Over 350 consultations and calls for projects to build the Olympics infrastructure**
- Outcome goals to promote innovation
- 25% reserved for VSEs/ SMEs

The integrated route

Consultations

March 2019 – Summer 2019
for works 2021 – 2023

- **Integration within a consortium of operators**
- Outcome goals to promote innovation

The proactive route

Until 2023

in view of delivery
of all works
in the first quarter of 2024

- **Direct talks with SOLIDEO to demonstrate innovations**
- The challenges
 - Reliability
 - Reproducibility
- Everything is possible, there are no guarantees in principle!



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 @SOLIDEO_JOP