



International  
Olympic  
Committee

# IOC FEASIBILITY ASSESSMENT - OLYMPIC WINTER GAMES

## FRENCH ALPS

### FRANCE

### NOVEMBER 2023



# SUMMARY – FRENCH ALPS

- The vision of the French Alps' project is to rejuvenate the two regions as winter sports tourism destinations by transitioning to a more sustainable tourism strategy for winter sports in the context of climate change. The project is fully aligned with existing development plans in both regions
- The project offers the unique opportunity to leverage and build on the experience of the Paris 2024 Games in areas such as:
  - Engagement with the local population
  - IOC's Event Delivery Approach as pioneered by the Paris Games
  - Games Delivery Fundamentals: Corporate (e.g. Finance) and Games functions (e.g. transport, security)
  - Existing Olympic Law
  - Financially responsible Games including the opportunity to extend domestic sponsorships to a 2030 Games
  - Sustainable Games with a clear target to reduce carbon emissions in line with the Paris agreement
- The venue masterplan builds on maximising the use of world class venues and essentially groups the competition venues into 4 clusters in Savoie, Haute-Savoie, Briançon and Nice, which would offer the opportunity for a unique Games experience in each of the clusters
  - Initial construction timelines for two new Ice Hockey venues in Nice have been provided and need to be further discussed in a Targeted Dialogue

→ Finally, the project has very strong support from both national and regional governments, as evidenced by strong support letters, and from the population with 68% support in France. The Presidents of the regions have guaranteed the Games budget, which was based on a vote in the regional parliaments. This gives the Commission confidence to receive all necessary guarantees at the next stage and thus the Commission proposes to invite the French Alps/CNOSF into a Targeted Dialogue 2030

# FEASIBILITY ASSESSMENT

Part 1: Strategic  
Assessment

Part 2: Technical  
Assessment





# 1. STRATEGIC ASSESSMENT

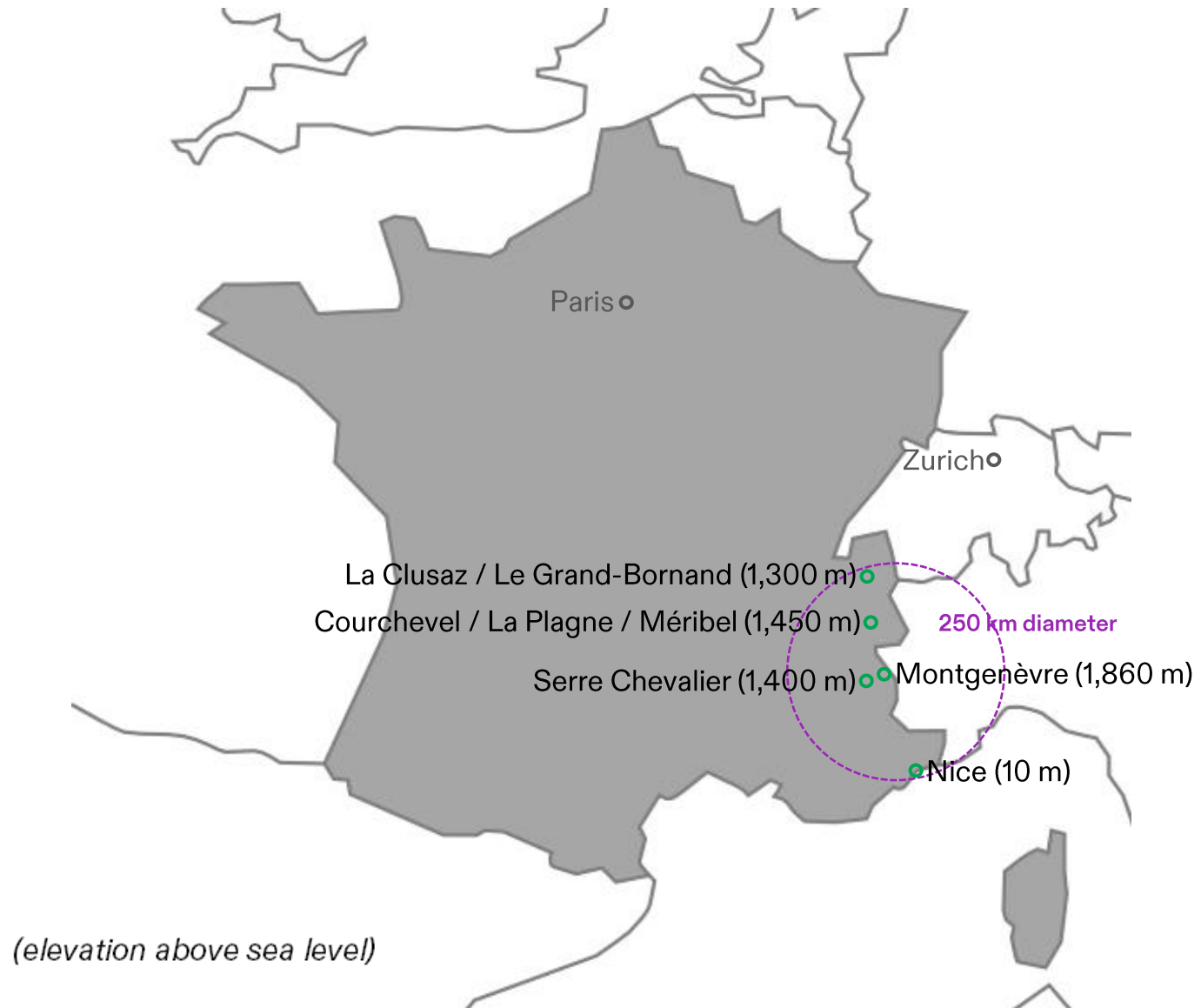
- Country Background
- Political Context
- Human Development Context
- Environmental Context
- Human Rights Context
- Economic Context

# COUNTRY BACKGROUND

## KEY DEMOGRAPHIC DATA

- French population: 64.5 million
- Auvergne-Rhône-Alpes: 8 million
- Provence-Alpes-Côte d’Azur: 5 million
  
- ~23% of population < 20 years old
- ~21% of population > 65 years old
  
- Life expectancy at birth: 82.5

Source: [UNDP](#) / [UN Population](#)



# POLITICAL CONTEXT

## No absolute majority in Parliament for President Macron:

- Since the 2022 elections, President Macron's party (*Renaissance*) has no absolute majority and is forced to negotiate agreements on each reform or pass bills without a vote in the National Assembly and expose itself to the possibility of a motion of censure and public protests.
- The main two opposition forces are the far-right *Rassemblement National* and left-wing alliance *NUPES*, who have tabled numerous no-confidence votes against the government, which gives the liberal-conservative party *Les Républicains* a central role both in approving reforms and in ensuring the continuity of the government

Source: COFACE/Economist Intelligence Unit

## Stability at regional level:

- The Regional Council of Provence-Alpes-Côte d'Azur is chaired by Renaud Muselier, a firm Games supporter, who governs with an absolute majority through a centre-right coalition. He is elected until 2028
- The Regional Council of Auvergne-Rhône-Alpes is chaired by Laurent Wauquiez (*Les Républicains*), a firm Games supporter, whose centre-right coalition won an absolute majority at the 2021 regional elections. He is elected until 2028 and has expressed his interest to potentially run for the French Presidential election in 2027



# UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDG) - PERFORMANCE

Source: [OECD](https://www.oecd.org/)

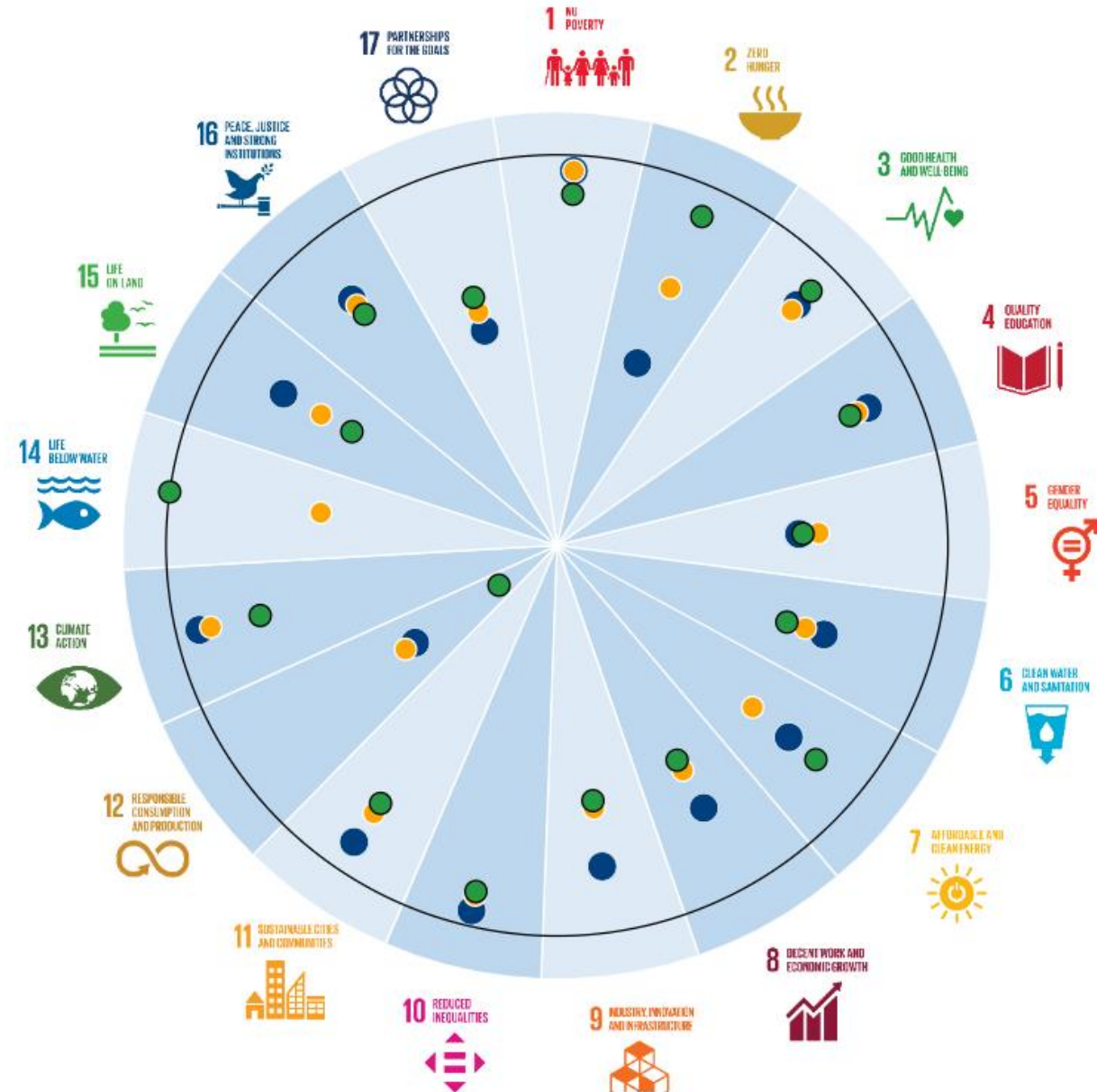
## HOW TO READ THE CHART

- Blue dots = Auvergne-Rhône-Alpes
- Green dots: Provence-Alpes-Côte d'Azur
- Orange dots = France
- The outer black circle = end value for 2030. The closer the dots are to the outer black circle, the closer the country/region/city is to reaching the intended outcomes for this goal

## INTERPRETATION

Level of achievement varies across all 17 SDGs. Strong performance in six SDGs:

- 1: No poverty
- 3: Good health and well-being
- 4: Quality education
- 10: Reduced Inequalities
- 11: Sustainable Cities and Communities
- 13: Climate Action



# ENVIRONMENTAL CONTEXT / FRANCE

## Environmental Performance Index (EPI) Data

Overall ranking (out of 180 countries)	12 <sup>th</sup>
Score (out of 100)	62.5
GHG emissions per capita	118 <sup>th</sup>
Biodiversity	6 <sup>th</sup>
Waste management	21 <sup>st</sup>

[EPI](#) is a joint project of the [Yale Center for Environmental Law & Policy](#) and The Center for International Earth Science Information Network ([CIESIN](#)) at Columbia University's Earth Institute. It provides a data-driven summary of the state of sustainability around the world. Using 32 performance indicators across 11 issue categories, the EPI ranks 180 countries on environmental health and ecosystem vitality.

## Energy Mix

Renewable share of total energy consumption (including transport, heating, industry, ...) – SDG 7.2 ( <a href="#">IEA</a> )	16.9%
Share of renewables in electricity generation ( <a href="#">IEA</a> )	23.9%

## Air Pollution Data

Air Pollution Index 2022 (February monthly average): PM 2.5 <a href="http://www.iqair.com">www.iqair.com</a>	Nice: 9.9 (slightly above WHO target 0-5) Annecy: 13.6 (slightly above WHO target 0-5)
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# HUMAN DEVELOPMENT AND HUMAN RIGHTS CONTEXT

Ratification of international standards	
Human Rights Treaties Ratification - <a href="#">OHCHR</a>	France has ratified 17 out of 18 human rights treaties
ILO Core Conventions Ratifications - <a href="#">ILO</a>	France has ratified 10 out of 11 ILO Core Conventions
United Nations Convention against Corruption	France ratified the Convention in 2005 and has completed the first and the second cycles of implementation review
Governance and Institution	
Rule of Law Indicator – <a href="#">World Bank</a>	87.5/100 – Rule of law is strong
Corruption Perception Index – <a href="#">Transparency International</a>	72/100 – Risk of corruption is perceived to be low
Civil Society	
Freedom of Press- <a href="#">RSF Index</a>	78.2 (ranked 24/180) - Good press freedom
Freedom of Expression - <a href="#">Article 19</a>	86/100 – Open freedom of expression
Data Protection and Privacy - <a href="#">UNCTAD</a>	France has legislation in place to secure the protection of data and privacy
Freedom on the Net Score - <a href="#">Freedom House</a>	76/100 - Free internet with no key internet controls observed
Labour and Human Rights	
Global Workers' Rights Index (International Trade Union Confederation, 2022)	2/5 – Low to medium risk
Global Slavery Index (Walk Free, 2018)	Low risk
Global Gender Gap (World Economic Forum, 2022)	0.756/1 - Gender gap is low

# HUMAN RIGHTS CONTEXT

In line with Olympic Agenda 2020+5, the IOC commissioned a third-party independent not-for-profit organisation, [Business for Social Responsibility \(BSR\)](#), to conduct a report on the human rights situation in France and to identify Games legacy opportunities

## Extracts of Country Report Summary

### The overall risk profile of France is low

- The country has robust legislation and civil framework underpinning its reputation of being a free country in which citizens are generally free to exercise their political rights and civil liberties
- Human rights legislation in the corporate context exists, which includes mandatory human rights due diligence legislation applicable to companies that meet a certain threshold and their supply chains, as well as mechanisms to provide effective remedy
- While France is known for its diversity and multicultural fabric, issues linked to racism and racial discrimination exist in all areas of social and professional life in France. In the public space, discrimination and harassment are on the rise, along with hateful sentiments on the internet and in public debates. Furthermore, excessive and disproportionate use of force by law enforcement during civil protests and assemblies have been observed and reported.

## OPPORTUNITIES TO ADVANCE HUMAN RIGHTS

- Champion accessibility and inclusiveness
- Promote unity and France's cultural diversity
- Foster sustainable and local Games

## AREAS TO MONITOR

- Racial and other forms of discrimination
- Working conditions and labour rights abuses of migrant workers
- Abuse and excessive use of force by law enforcement

# ECONOMIC CONTEXT

## Rating Source: Moody's (October 2023)

France	Aa2 - Low credit risk
Auvergne-Rhône-Alpes	n/a
Provence-Alpes-Côte d'Azur	n/a

## Key Economic data - France

GDP: USD 2,955 bn ([Coface](#))

GDP per capita of USD 45,188 ([Coface](#))

GDP growth

- 6.4% ([OECD, 2021](#))
- 2.5% ([OECD, 2022](#))

Inflation:

- 5.9% ([OECD 2022](#))
- 6.1% ([OECD forecast 2023](#))

Public debt (% GDP): 117% ([OECD](#))

Unemployment rate:

- 7.3% ([OECD, 2022](#))
- 7.2% ([OECD forecast 2023](#))

Ranked 12<sup>th</sup> in [Global Innovation Index of WIPO 2022](#)

- Large (G7) economy
- Big commercial market
- High level of public debt

# STRATEGIC OPPORTUNITIES AND CHALLENGES: SUMMARY

## OPPORTUNITIES

- Good level of stability from a socio-economic perspective
- 7<sup>th</sup> largest economy in the world - big commercial market
  - Strong economies at national and regional level
- Country context provides excellent foundation to align the Games with Olympic Agenda 2020+5:
  - France provides strong respect for and protection of human rights
  - France ranks 12 out of 180 in the Environmental Performance Index

## CHALLENGES

- High level of public debt



## 2. TECHNICAL ASSESSMENT

### Vision & Legacy, Alignment and Venue Masterplan

- Vision & Legacy
- Alignment with existing development plans
- Venue Masterplan

### Support and Funding Strategy

- Political Support
- Private Sector and Civil Society Support
- Public Support
- Governance and Funding Strategy

### Games Delivery

- Sports/Event Experience
- Meteorological Data
- Accommodation capacity
- Transport (incl. airport) infrastructure
- Energy & Telecom
- Safety and Security



# FEASIBILITY ASSESSMENT SOURCES

- IOC background research supported by IOC Olympic Games advisors
- Independent third-party reports
- Information gathered throughout Continuous Dialogue in the form of workshops and meetings
- France joined Continuous Dialogue in July 2023

# VISION & LEGACY, ALIGNMENT AND VENUE MASTERPLAN



# VISION & LEGACY

The **vision** and **legacy** objectives presented by the French Alps project are based on five themes:

- **Legacy:** to capitalise on the innovations and learnings of Paris 2024 in areas such as: the promotion of physical activity; Games delivery; the expertise of volunteers and staff; and relationships with stakeholders. Hosting would also enable the project to leverage the legacy of three previous Olympic Winter Games in the French Alps
- **Sustainability:** in the context of climate change, to accelerate: adaptations made by the winter sports industry; the socio-economic development of the mountain territories; and conservation of the natural environment
- **Inclusion:** using existing accessible resorts and ensuring that new or remodelled infrastructure is accessible. The Games will have a Social Charter and will continue Paris 2024's push for gender equality
- **Sharing:** between the north and south Alps; two regions each with a strong and unique local identity and long-held passion for the mountains and for winter sports
- **Moderation and simplicity:** responsible and economically-sound Games with an optimised Games Organisation budget





# ALIGNMENT WITH EXISTING DEVELOPMENT PLANS

The Games project is fully aligned with long-term regional development plans for the French Alpine territories including:

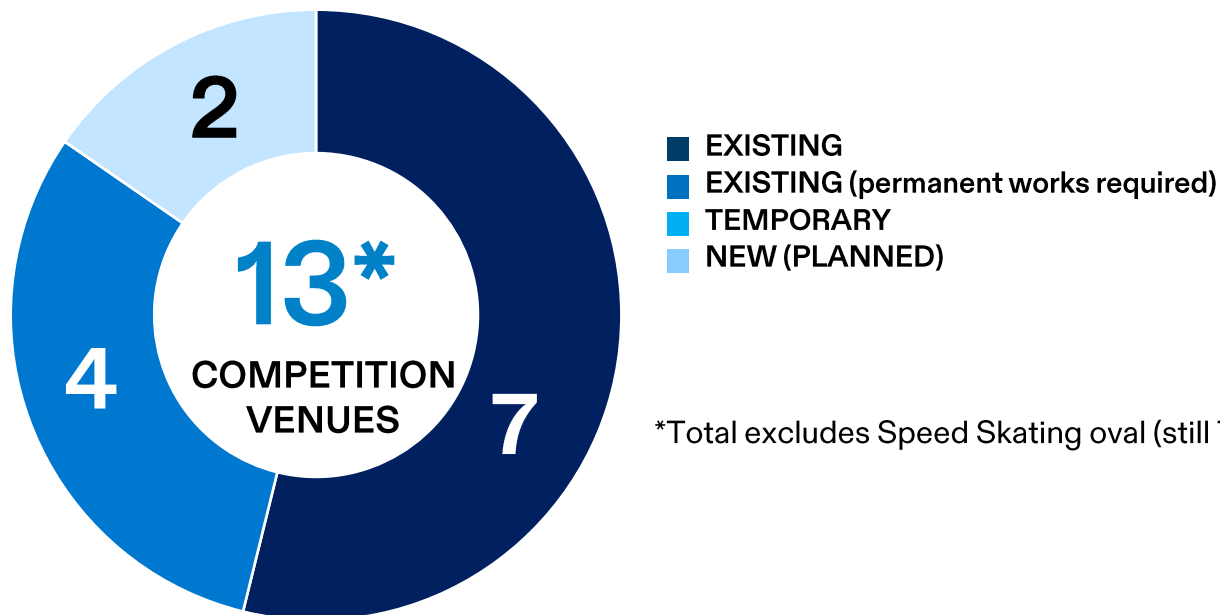
- Auvergne-Rhône-Alpes' Mountain Plan, adopted in 2021, supports the transition towards a more diversified and sustainable tourism and winter sports industry in order to address the impact of climate change. The plan also includes a transition to renewable energies with the ultimate long-term ambition to evolve towards climate neutral mountain sports resorts
- Provence-Alpes-Côte d'Azur's Green Budget, adopted in 2022, aims to reach climate neutrality by 2040 and requires all events supported by the region to respect the same climate commitments. The region also adopted a Mountain Plan for the diversification of tourism activities and environmental innovations

Games project is fully aligned with existing long-term development plans



# ALIGNMENT WITH OLYMPIC AGENDA 2020

**85%** of competition venues existing or temporary



\*Total excludes Speed Skating oval (still TBC)

## 5 OLYMPIC VILLAGES



Initial Village concept proposes 5 Olympic Villages in the following clusters:

- La Clusaz/Le Grand Bornand
- Courchevel/Meribel
- La Plagne
- Serre Chevalier / Montgenèvre
- Nice

### IBC/MPC



Existing exhibition centres in Nice (requiring permanent work) with temporary extensions

### OPENING AND CLOSING

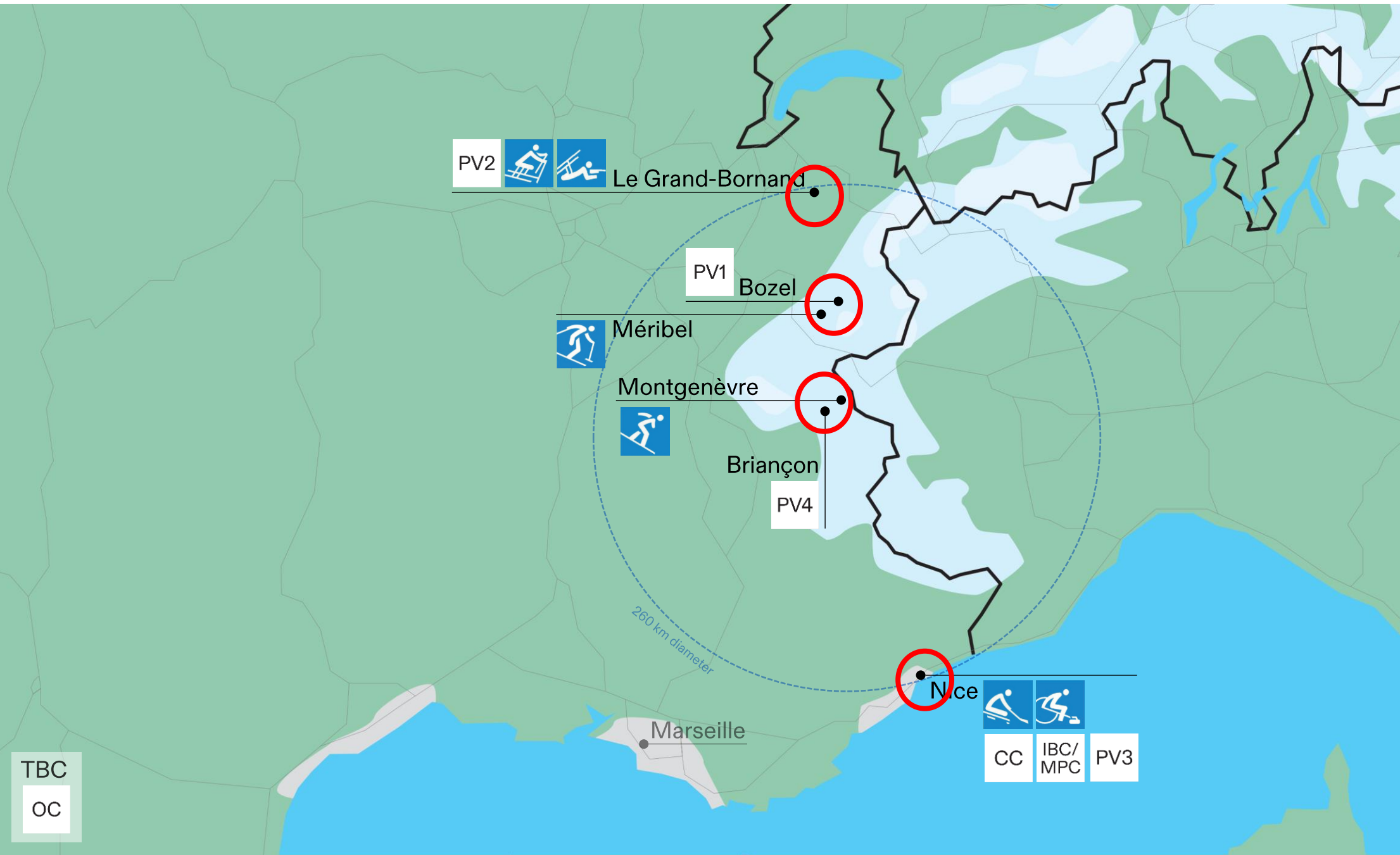


- Opening Ceremony: in Region Auvergne-Rhône-Alpes – Concept and venue(s) to be confirmed
- Closing Ceremony: **Existing Allianz Riviera arena** in Nice

# VENUE MASTERPLAN



# VENUE MASTERPLAN: PARALYMPIC WINTER GAMES



# VENUE MASTERPLAN

Sports / Disciplines / Events		Proposed Competition Venues	Status	Games Capacity	IOC comments
Alpine Skiing	Downhill	Piste de l'Eclipse, Courchevel / Roc de Fer, Méribel	Existing	23,000	<ul style="list-style-type: none"> <li>2023 FIS Alpine World Championships venues</li> </ul>
	Super G				
	Super Combined				
	Super Combined				
	Giant Slalom				
	Slalom				
Biathlon	Biathlon	Stade Sylvie Becaert, Le Grand Bornand	Existing	12,500	<ul style="list-style-type: none"> <li>World Cup venue</li> </ul>
Bobsleigh	Bobsleigh	La Plagne	Existing (permanent works required)	15,000	<ul style="list-style-type: none"> <li>World Cup venue</li> </ul>
	Skeleton				
Luge	Luge				
Cross-Country	Cross-Country	La Clusaz	Existing	12,000-15,000	<ul style="list-style-type: none"> <li>World Cup venue</li> </ul>
Curling	Curling	Nice - Palais Nikaia	Existing	4,600	<ul style="list-style-type: none"> <li>Multi-functional hall</li> <li>Requires IF review</li> </ul>
Ice Hockey	Ice Hockey 1	Nice – Plaine du Var	New	12,000	<ul style="list-style-type: none"> <li>New venue - legacy case and business plan to be further developed</li> </ul>
	Ice Hockey 2	Nice – Plaine du Var	New	7,000	<ul style="list-style-type: none"> <li>New venue - legacy case and business plan to be further developed</li> </ul>

# VENUE MASTERPLAN

Sports / Disciplines / Events		Proposed Competition Venues	Status	Games Capacity	IOC comments
Skating	Short Track	Nice - Palais des Expositions Acropolis	Existing (permanent works required)	10,000	<ul style="list-style-type: none"> <li>2012 Figure Skating World Championships venue</li> </ul>
	Figure Skating				
	Speed Skating	TBC: existing oval abroad or temporary oval	TBC	TBC	
Ski Jumping	Ski Jumping NH/LH	Tremplin de Courchevel	Existing	TBC	<ul style="list-style-type: none"> <li>World Cup venue</li> </ul>
Ski Jumping / Nordic Combined	Ski Jumping NH/LH	<ul style="list-style-type: none"> <li>Tremplin de Courchevel (ski jumping)</li> <li>Méribel, Altiport (cross country)</li> </ul>	Existing	TBC 3,000-4,000	<ul style="list-style-type: none"> <li>World Cup venue</li> </ul>
Snowboard / Freestyle Skiing	FS Aerials	Serre Chevalier (Villeneuve)	Existing (permanent works required)	3,500-5,000	
	FS Moguls				
	FS / SB Half-pipe				
	SB PGS	Montgenèvre (Envers)	Existing (permanent works required)	3,500-5,000	
	FS / SB Slopestyle				
	FS / SB Big Air				
FS / SB Cross	To be confirmed in Serre Chevalier or Montgenèvre	TBC	TBC		

# VENUE MASTERPLAN: NICE CLUSTER



Allianz Riviera  
Closing Ceremony

Parcelle "SUD / Eco-quartier"  
Ice Hockey 1

Plaine du Var  
Olympic Village 4

Plaine du Var  
Ice Hockey 2

Palais Nikaïa  
Curling

MIN (Marché d'Intérêt National) Fleurs  
IBC

Palais des Expositions Acropolis  
Figure Skating, Short Track

Futur Palais des Congrès de Nice  
MPC

- 4 competition venues
- Olympic Village 4
- IBC/MPC
- Closing Ceremony
- Distance by road
  - Briançon: 370km
  - La Plagne: 522km
  - La Clusaz: 606km

# VENUE MASTERPLAN: FIGURE SKATING / SHORT TRACK AND SPEED SKATING

## PALAIS DES EXPOSITIONS ACROPOLIS - NICE



Figure Skating / Short Track



<b>Status</b>	Existing
<b>Construction</b>	1984, upgraded in 2011
<b>Future Works</b>	n/a
<b>Capacity</b>	10,000
<b>Owner</b>	Public
<b>Operator</b>	Public
<b>Experience</b>	2012 ISU World Figure Skating Championship

## NICE - PALAIS NIKAÏA



Curling



<b>Status</b>	Existing
<b>Construction</b>	2001
<b>Future Works</b>	Temporary ice rink
<b>Capacity</b>	4,600
<b>Owner</b>	Public
<b>Operator</b>	Public
<b>Experience</b>	n/a



# VENUE MASTERPLAN: ICE HOCKEY I & II

## NICE - PLAINE DU VAR



Ice Hockey I



<b>Status</b>	New
<b>Construction</b>	By Q1 2029
<b>Capacity</b>	12,000
<b>Owner</b>	Public
<b>Operator</b>	TBC
<b>Experience</b>	n/a

## NICE - PLAINE DU VAR



Ice Hockey II



<b>Status</b>	New
<b>Construction</b>	By Q1 2029
<b>Capacity</b>	7,000
<b>Owner</b>	Public
<b>Operator</b>	TBC
<b>Experience</b>	n/a

# VENUE MASTERPLAN: BRIANÇON / MONTGENÈVRE / SERRE CHEVALIER



TBC in cluster  
Snowboard cross  
Ski cross

Montgenèvre  
Big Air, Slopestyle, PGS

Briançon  
Olympic Village 5

Serre Chevalier  
Aerials, Moguls, Half-pipe

- 2 competition venues
- Olympic Village 5
- Distance by road
  - La Clusaz: 193km
  - La Plagne: 200km
  - Nice: 370km

2021 m

Google Earth

# VENUE MASTERPLAN: FREESTYLE / SNOWBOARD

## SERRE CHEVALIER



Freestyle / Snowboard (AE, HP, MO)



**Status** Existing with permanent works

**Future Works** Earthworks

**Finish area(s)** 1

**Capacity** 3,500 – 5,000

**Owner** Public

**Operator** Private

**Experience** n/a

## MONTGENÈVRE



Freestyle / Snowboard (BA, PGS, SS)



**Status** Existing with permanent works

**Future Works** Earthworks

**Finish area(s)** 1

**Capacity** 3,500 – 5,000

**Owner** Public

**Operator** Private

**Experience** n/a

# VENUE MASTERPLAN: BOZEL / COURCHEVEL / MÉRIBEL / LA PLAGNE

- 5 competition venues
- Olympic Village 1
- Distance by road
  - La Clusaz: 107km
  - Briançon: 200km
  - Nice: 522km

**La Plagne**  
Bob, Skeleton, Luge, Olympic Village 2

**Bozel**  
Olympic Village 1

**Méribel**  
Alpine Skiing (w: GSL, DH, SG), Nordic Combined

**Courchevel**  
Alpine Skiing (m: GSL, DH, SG), Ski Jumping, Nordic Combined

6.72 km

# VENUE MASTERPLAN: ALPINE SKIING / BOB / SKELETON / LUGE

## COURCHEVEL / MÉRIBEL



Alpine Skiing (Downhill, Super-G, Giant Slalom, Combined)



<b>Status</b>	Existing
<b>Future Works</b>	n/a
<b>Finish area(s)</b>	2
<b>Capacity</b>	23,000
<b>Owner</b>	Public
<b>Operator</b>	Private
<b>Experience</b>	<ul style="list-style-type: none"> <li>• 2023 FIS Alpine World Championships venue</li> </ul>

## LA PLAGNE



Bob / Skeleton / Luge



<b>Status</b>	Existing with permanent works
<b>Construction</b>	1990 (Homologation works in 2023)
<b>Future Works</b>	Upgrade work planned
<b>Capacity</b>	15,000-16,000
<b>Owner</b>	Public
<b>Operator</b>	Public
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Olympic Winter Games Albertville 1992</li> <li>• Regular IBSF/FIL World Cups</li> </ul>

# VENUE MASTERPLAN: SKI JUMPING / NORDIC COMBINED

## COURCHEVEL



Ski Jumping (LH/NH) / Nordic Combined



<b>Status</b>	Existing
<b>Construction</b>	1990 (upgraded in 2021)
<b>Future Works</b>	n/a
<b>Capacity</b>	TBC
<b>Owner</b>	Public
<b>Operator</b>	Private
<b>Experience</b>	Olympic Winter Games Albertville 1992

## MÉRIBEL



Nordic Combined (Cross country skiing)



<b>Status</b>	Existing
<b>Construction</b>	1980 (regular upgrades)
<b>Future Works</b>	n/a
<b>Capacity</b>	3,000-4,000
<b>Owner</b>	Public/Private
<b>Operator</b>	Private
<b>Experience</b>	National Championships in Biathlon

# VENUE MASTERPLAN: LA CLUSAZ / LE GRAND-BORNAND

- 2 competition venues
- Olympic Village 3 (tbd)
- Distance by road
  - La Plagne: 107km
  - Briançon: 193km
  - Nice: 606km

La Clusaz  
Cross-Country

Le Grand-Bornand  
Biathlon

Image © 2023 Maxar Technologies

851 m

Google Earth

# VENUE MASTERPLAN: SKI JUMPING / NORDIC COMBINED / CROSS-COUNTRY

## LE GRAND BORNAND



Biathlon



<b>Status</b>	Existing
<b>Construction</b>	2010 (upgraded in 2023)
<b>Future Works</b>	n/a
<b>Capacity</b>	12,500
<b>Owner</b>	Public
<b>Operator</b>	Public
<b>Experience</b>	Regular IBU World Cups

## LA CLUSAZ



Cross-Country



<b>Status</b>	Existing
<b>Construction</b>	< 1980
<b>Future Works</b>	n/a
<b>Capacity</b>	12,000-15,000
<b>Owner</b>	Public/Private
<b>Operator</b>	Private
<b>Experience</b>	n/a



## VENUE MASTERPLAN: CEREMONIES

### TBC – IN REGION AUVERGNE-RHÔNE-ALPES

Opening Ceremony

TBC

### ALLIANZ RIVERIA - NICE

Closing Ceremony



<b>Status</b>	Existing
<b>Construction</b>	2013
<b>Future Works</b>	n/a
<b>Capacity</b>	35,000
<b>Owner</b>	Public
<b>Operator</b>	Private
<b>Experience</b>	<ul style="list-style-type: none"> <li>• 2016 UEFA Euro</li> <li>• 2023 Rugby World Cup</li> <li>• Olympic Games Paris 2024 (football venue)</li> </ul>

## VENUE MASTERPLAN: IBC / MPC

### MPC: FUTURE PALAIS DES CONGRÈS DE NICE



<b>Status</b>	New (planned)
<b>Construction</b>	By Q1 2025 (planned to be used for UN Ocean Conference in June 2025)
<b>Total floor area</b>	12,000m <sup>2</sup> (permanent) / 8,000m <sup>2</sup> (temporary)
<b>Site Area</b>	TBC
<b>Owner</b>	Public
<b>Operator</b>	TBC

### IBC: NICE - MIN (MARCHÉ D'INTÉRÊT NATIONAL) FLEURS



<b>Status</b>	Existing (permanent works)
<b>Construction</b>	1975
<b>Future Works</b>	Planned complete renovation by 2027
<b>Total floor area</b>	13,000m <sup>2</sup> permanent 30,000m <sup>2</sup> temporary
<b>Site Area</b>	93,000m <sup>2</sup>
<b>Owner</b>	Public
<b>Operator</b>	Public

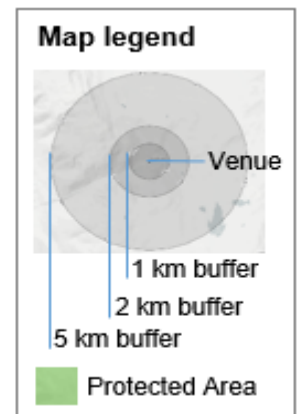
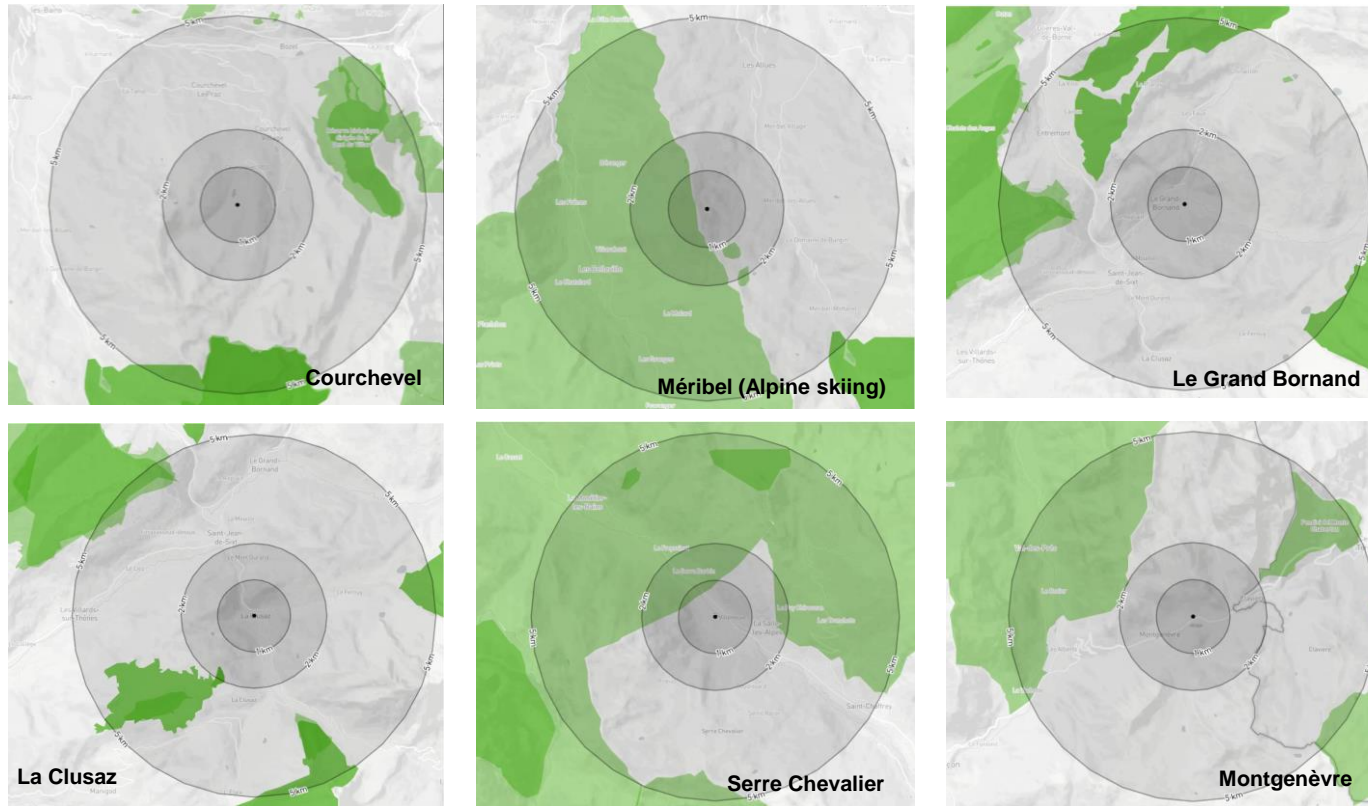
# VENUE MASTERPLAN: OLYMPIC VILLAGES

While the Olympic Village concept will need to be further developed, the athletes and officials would be grouped in 5 Villages:

Olympic Village	Sports/Disciplines	Comments
Village 1 – Pole Savoie (Bozel)	Alpine Skiing, Ski Jumping, Nordic Combined	<ul style="list-style-type: none"> <li>Planned tourism apartments</li> </ul>
Village 2 – La Plagne	Bob, Skeleton, Luge	<ul style="list-style-type: none"> <li>Existing hotels</li> </ul>
Village 3 - Pole Haute-Savoie	Cross-Country and Biathlon	<ul style="list-style-type: none"> <li>Existing hotels</li> </ul>
Village 4 – Nice – Plaine du Var	Ice Hockey, Figure Skating, Short Track and Curling	<ul style="list-style-type: none"> <li>Planned development project of approximately 1,500 beds to address local student housing needs</li> <li>To be developed by the City of Nice (landowner) together with a private developer, as part of an ongoing development</li> <li>Units used for the Olympic Village to be delivered by Q1 2029</li> </ul>
Village 5 – Briançon	Freestyle and Snowboard	<ul style="list-style-type: none"> <li>Apartments (previous military accommodation)</li> </ul>

# VENUE MASTERPLAN: PROTECTED AREAS

## Mountain venues screened through buffer analysis\*



→ No permanent construction would occur in statutory or cultural protected areas\*\*

\*Source: International Union for the Conservation of Nature (IUCN), Biodiversity proximity analysis: Olympic Winter Games - potential venue locations

\*\*As required by the Olympic Host Contract

# VISION & LEGACY, ALIGNMENT AND VENUE MASTERPLAN: SUMMARY

## OPPORTUNITIES

- The vision of the French Alps project is to renew the territories as winter sports tourism destinations by transitioning to a more sustainable tourism strategy for winter sports in the context of climate change
- Project fully aligned with existing regional development plans
- Project offers the unique opportunity to leverage and build on the experience of the Olympic Games Paris 2024
- Venue Masterplan aligned with Olympic Agenda 2020 - 85% competition venues are existing/temporary
- Four-cluster concept would offer the opportunity for a unique Games experience in each of the clusters
- Many competition sites are established World Cup and World Championship venues
- Experienced venue operators and event delivery capacity (e.g. FIS Alpine World Championships 2023 organisers)

## AREAS FOR FURTHER DEVELOPMENT

- Locations for Speed Skating and the Opening Ceremony are still to be confirmed
- Further discussions on funding and construction timelines of the Olympic Village in Nice required
- Legacy cases and business plans for the two proposed new ice hockey venues must be developed, and alternative existing options should be identified as construction timelines seem to be feasible but tight and do not allow for any delays
- Existing venue for IBC requires renovation and significant temporary extension
- Explore opportunities to further develop the live site and medals plaza concepts to connect the Games

# SUPPORT AND FUNDING STRATEGY



# POLITICAL SUPPORT

	Political Support	Referendum
<b>Municipalities proposed to host Olympic events</b>	<p><b>Initial support</b></p> <ul style="list-style-type: none"> <li>Motions of support or letters of support in principle for the Olympic project:             <ul style="list-style-type: none"> <li>Municipalities have expressed their interest in making their respective competition venues available</li> </ul> </li> </ul>	Not required / not planned
<b>Regions</b>	<p><b>Support</b></p> <p>Strong support from the Presidents of Regions Auvergne-Rhône-Alpes and Provence-Alpes-Côte d’Azur:</p> <ul style="list-style-type: none"> <li>Support letters received from both regions, guaranteeing the underwriting of the Games budget</li> <li>This was backed by a vote of the respective regional parliaments</li> <li>The regions committed to providing the Games Delivery Guarantee</li> </ul>	Not required / not planned
<b>National Government</b>	<p><b>Support</b></p> <p>Strong support from National Government:</p> <ul style="list-style-type: none"> <li>Support letter received from President Macron, committing the mobilisation of government resources</li> <li>Minister of Sport committed to providing all relevant guarantees from National Government should the project be invited to Targeted Dialogue</li> </ul>	Not required / not planned

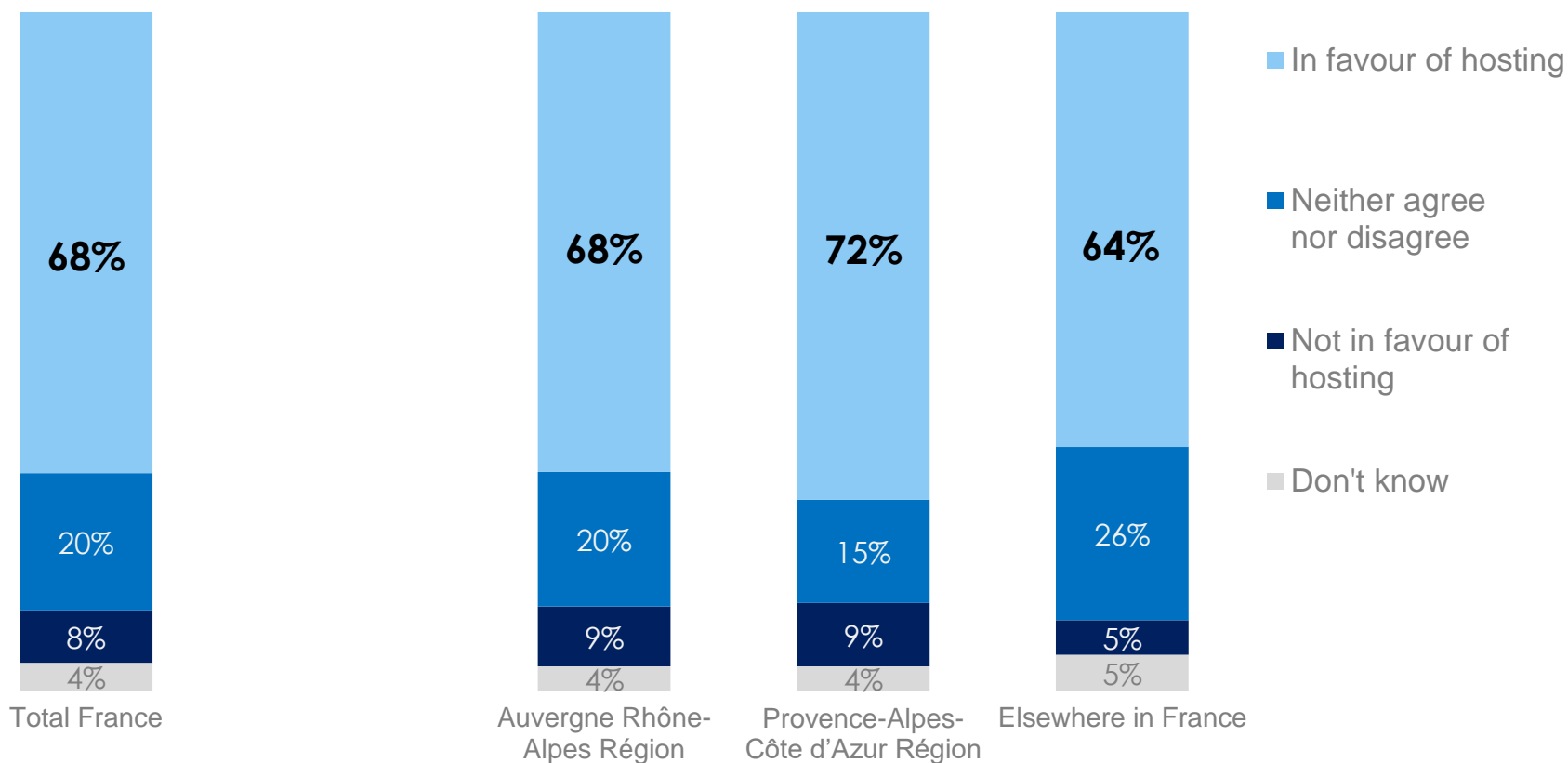
# PRIVATE SECTOR AND CIVIL SOCIETY SUPPORT

	Support
<b>Private Sector</b>	<ul style="list-style-type: none"><li>• <b>Support letters received from:</b><ul style="list-style-type: none"><li>• Domestic partners from Paris 2024 expressing interest for Olympic Winter Games 2030 (14 companies)</li><li>• Other enterprises (100+ companies)</li><li>• Regional Chamber of Commerces</li></ul></li></ul>
<b>Civil Society</b>	<ul style="list-style-type: none"><li>• <b>Support letters received from:</b><ul style="list-style-type: none"><li>• Olympic and Paralympic athletes</li><li>• National sports federations</li><li>• Regional sports federations</li><li>• Other sports entities including ski schools</li><li>• Ski Stations</li><li>• Trade Unions</li></ul></li></ul>



# PUBLIC SUPPORT

## IOC OPINION POLL (SEPTEMBER 2023)



Source: Publicis Sport & Entertainment Opinion Poll, September 2023

# GOVERNANCE AND FUNDING STRATEGY

Governance and Funding Strategy	
<b>Games Operational Budget* and approach to Games Delivery Guarantee</b>	<ul style="list-style-type: none"> <li>– The Games Operational budget is foreseen to be <b>mainly privately funded</b>, with private revenues <b>currently estimated at EUR 1.6bn / USD 1.7 bn (2030 values)**</b>, as well as a <b>possible additional public subsidy for the Paralympic Games (still to be defined)</b></li> <li>– Several domestic partners from Paris 2024 already expressed interest for Olympic Winter Games 2030, which supports the domestic sponsorship target of EUR 550m</li> <li>– The National Government as well as the two regions involved would provide the Games Delivery Guarantee.</li> <li>– The two regions have already committed to “guarantee the Games budget”</li> </ul>
<b>Government Support Services</b>	<ul style="list-style-type: none"> <li>– Discussion ongoing with regard to public support services (security, medical services, customs and immigration, etc.)</li> <li>– National Government has committed to the “mobilisation of government resources”</li> </ul>
<b>Long-term Capital Investment</b>	<ul style="list-style-type: none"> <li>– Capital investment in venues <b>would be publicly funded by the relevant public authorities</b></li> <li>– Split of responsibility for capital investments between the different levels of public authority to be further defined</li> <li>– The Olympic Village in Nice (1,500 beds) would be funded in partnership between the City of Nice (as landowner) and a private developer, as part of an ongoing development</li> </ul>

\* In Continuous Dialogue, no Games Operational Budget is requested

\*\*Source: “Candidature des Alpes Françaises”

Exchange rate EUR/USD as per 31/10/2023

# GOVERNANCE AND FUNDING STRATEGY

## Governance and Funding Strategy (continued)

<b>Governance Structure</b>	<ul style="list-style-type: none"><li>– OCOG: Responsible for Games delivery</li><li>– Body responsible for development of ice hockey venues and Olympic Village in Nice to be confirmed but likely to follow the same structure as SOLIDEO for Paris 2024</li><li>– World Championship Organising Committees could provide expertise as Event Delivery Entities in numerous sports</li></ul>
<b>Intended signatories to the Host Contract</b>	<ul style="list-style-type: none"><li>– President of the Region of Auvergne-Rhône-Alpes</li><li>– President of the Region of Provence-Alpes-Côte d'Azur</li><li>– NOC</li></ul>

# SUPPORT AND FUNDING STRATEGY: SUMMARY

## OPPORTUNITIES

- Strong support from National and Regional governments
- Strong public support (68% support in France)
- Games Organisation budget to be privately funded with a potential subsidy for the Paralympic Games and underwritten by the two regional governments (supported by a vote in the regional parliaments)
- Several domestic partners from Paris 2024 have expressed interest for the Olympic Winter Games 2030

## AREAS FOR FURTHER DEVELOPMENT

- Split of financial responsibilities for capital investments to be further clarified (Olympic Village, Ice Hockey I and II venues and other upgrade works)

# GAMES DELIVERY



# EVENT DELIVERY – SPORTS EXPERIENCE

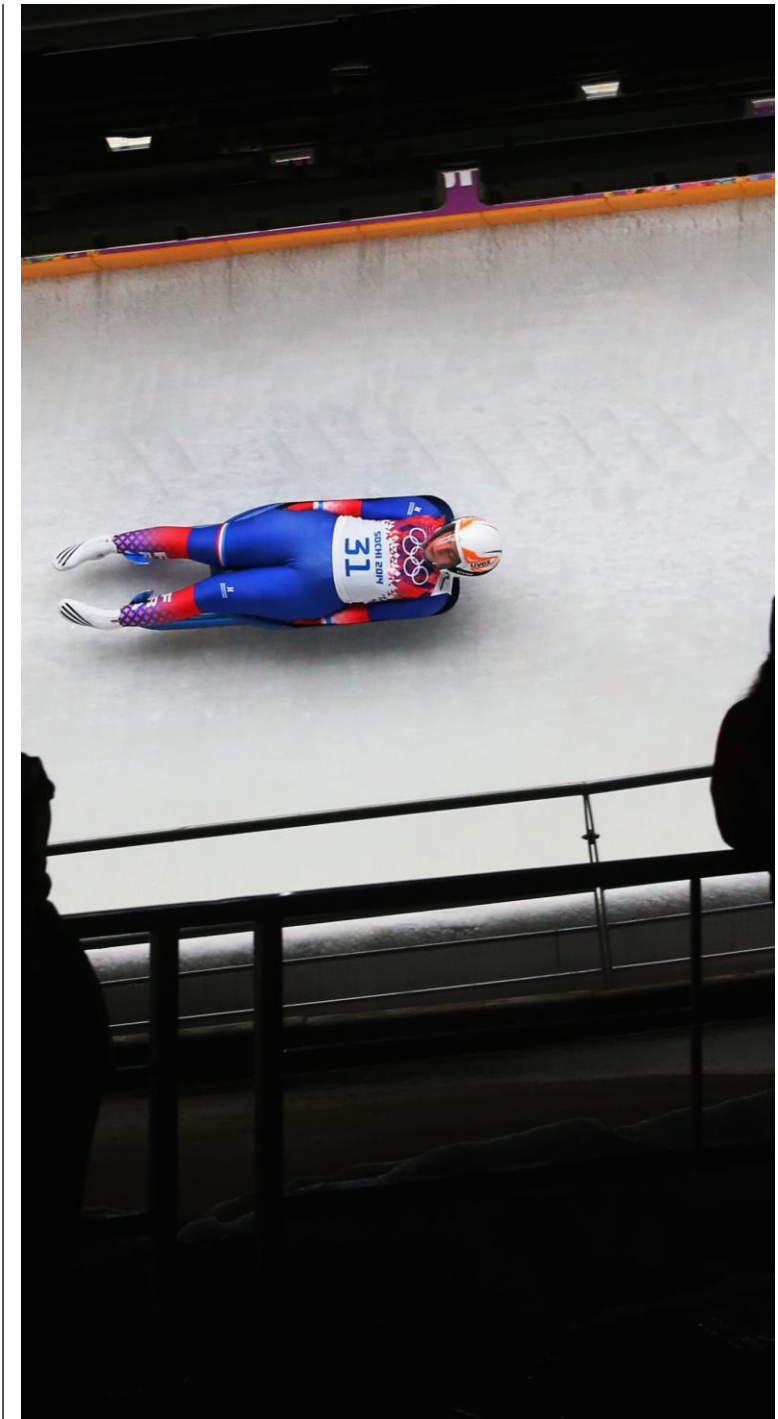
INTERNATIONAL WINTER SPORTS EVENTS IN OLYMPIC SPORTS IN THE SEASONS  
2013/14 - 2022/23:

**4** World Championships      **90** World Cups

- France has hosted **94 World Championships or World Cups** in 11 out of 15 **disciplines** over the past 10 years.
- 7 out of 15 of the proposed competition venues have hosted major winter sports events in the respective sports in the past 10 years.
- Ranked 10 in Beijing with 14 medals (delegation of 86 athletes in 10 sports disciplines).

→ France has very good experience in organising and hosting major international winter sports events

→ France can benefit from an experienced venue workforce



# METEOROLOGY (1/2)

<b>Courchevel</b>	<b>JANUARY</b>	<b>FEBRUARY</b>	<b>MARCH</b>
Mean daily min. temperature (°C)	-7.0	-8.0	-5.0
Mean daily max. temperature (°C)	1.0	0.0	2.0
Mean total monthly precipitation (mm)	97.0	91.0	76.0
Mean number of precipitation days	12.5	11.2	12.5
<b>Le Grand Bornand</b>	<b>JANUARY</b>	<b>FEBRUARY</b>	<b>MARCH</b>
Mean daily min. temperature (°C)	-2.0	-3.0	0.0
Mean daily max. temperature (°C)	4.0	4.0	8.0
Mean total monthly precipitation (mm)	193.0	181.0	168.0
Mean number of precipitation days	14.0	13.4	15.4
<b>La Clusaz</b>	<b>JANUARY</b>	<b>FEBRUARY</b>	<b>MARCH</b>
Mean daily min. temperature (°C)	-4.0	-4.0	-1.0
Mean daily max. temperature (°C)	3.0	3.0	7.0
Mean total monthly precipitation (mm)	193.0	181.0	168.0
Mean number of precipitation days	14.0	13.4	15.4

# METEOROLOGY (2/2)

<b>Serre Chevalier</b>	<b>JANUARY</b>	<b>FEBRUARY</b>	<b>MARCH</b>
Mean daily min. temperature (°C)	-4.0	-5.0	-2.0
Mean daily max. temperature (°C)	3.0	3.0	5.0
Mean total monthly precipitation (mm)	74.0	73.0	80.0
Mean number of precipitation days	12.2	11.7	14.1
<b>Montgenèvre</b>	<b>JANUARY</b>	<b>FEBRUARY</b>	<b>MARCH</b>
Mean daily min. temperature (°C)	-7.0	-8.0	-5.0
Mean daily max. temperature (°C)	1.0	0.0	2.0
Mean total monthly precipitation (mm)	74.0	73.0	80.0
Mean number of precipitation days	12.2	11.7	14.1

Source: Meteoblue (30-year period)



# GAMES DELIVERY: SUMMARY

## OPPORTUNITIES



- Very good experience in hosting major international winter events in most Olympic sports



- France can benefit from an experienced venue workforce
- Good amount of natural snow and sufficiently low average temperatures for artificial snowmaking

## AREAS FOR FURTHER DEVELOPMENT

- Limited experience in hosting major international events in Luge, Curling, Speed Skating and Short Track in the last 10 years

# ACCOMMODATION

## GAMES NEEDS: 24,000 ROOMS FOR GAMES STAKEHOLDERS

EXISTING INVENTORY	HOTEL ROOMS	ALTERNATIVE ACCOMMODATION
<b>Courchevel / Méribel</b> (~10 km radius)	~5,500 rooms	~4,000 listings
<b>Le Grand-Bornand / La Clusaz</b> (~10 km radius)	~1,200 rooms	~2,400 listings
<b>La Plagne</b> (~10 km radius)	~1,700 rooms	~1,900 listings
<b>Serre Chevalier / Montgenèvre*</b> (~10 km radius)	~1,150 rooms	~2,350 listings
<b>Nice*</b> (~50km radius)	~23,000 rooms	~36,800 listings
<b>TOTAL</b>	<b>~32,500 rooms</b>	<b>~47,400 listings</b>

\*Additional rooms / listings available in neighbouring countries within radius  
Source: Institut national de la statistique et des études économiques / AirDNA



# TRANSPORT

## Transport Concept

### Distances and travel times for athletes and officials

- The Games concept proposes five different Olympic Villages allowing accommodation of all athletes in close proximity to their respective venues and ensuring minimum distances and travel times:
  - From the Olympic Villages in La Plagne and Haut-Savoie, travel times to competition venues are less than 10 minutes, using shuttle buses
  - From the Olympic Villages in Bozel and Briançon, travel times to competition venues are less than 30 minutes, using shuttle buses
  - From the Olympic Village in Nice, travel times to competition venues are less than 30 min, using shuttle buses

# TRANSPORT

Transport Concept	
<b>General Strategy</b>	<ul style="list-style-type: none"> <li>- The transport concept focuses on maximising the use of the existing public transport infrastructure, particularly relying on low-emission electric trains and buses. In Nice, all competition venues will be connected to public transport, whereas the mountain venues will primarily be reached by shuttle buses.</li> <li>- Temporary expansion of public transport capacities is planned for TER (Transport express regional), TGV (TGV Pointe Neige) and shuttle buses to the mountain venues. Similarly, it is planned to set up temporary “Olympic hubs” to ensure fast and secure connections for all stakeholder groups.</li> </ul>
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>- Building on the existing transport network, additional developments that have already been initiated (such as a cable car connection between Bozel and Courchevel) will be put in place, ensuring faster and smoother connections to the venues during Games-time and creating a lasting legacy for the region.</li> <li>- A particular focus lies on investing in a more inclusive public transport system, increasing the accessibility of public transport for disabled, elderly and socially underprivileged people.</li> </ul>

# TRANSPORT

## Transport Concept

### Airport and travel times to nearby venues

- **Geneva:**
  - Geneva Airport is the second largest airport in Switzerland and on the border to France.
  - In 2022, Geneva Airport handled more than 14 million PAX and served 146 direct destinations with 52 airlines.
  - From Geneva Airport, the competition venues in La Clusaz, Le Grand-Bornand, Courchevel, Méribel, La Plagne, Serre Chevalier and Montgenèvre can be reached between 1 hour and 3 hours 30 minutes, using shuttle buses.
- **Lyon:**
  - Lyon Airport St. Exupéry is a regional airport in France and one of the preferred gateways to the southeast of France.
  - In 2022, Lyon Airport handled more than 8 million PAX and served over 100 direct destinations with 43 airlines.
  - From Lyon Airport, the competition venues in La Clusaz, Le Grand-Bornand, Courchevel, Méribel, La Plagne, Serre Chevalier and Montgenèvre can be reached between 2 and 3 hours, using shuttle buses.

# TRANSPORT

## Transport Concept

### Airport and travel times to nearby venues

- **Nice:**
  - Nice Côte d'Azur Airport is the second busiest airport in France.
  - In 2022, Nice Airport handled more than 12 million PAX and served 116 direct destinations with 58 airlines.
  - From Nice Airport, the competition venues in Nice can be reached between 5 and 30 minutes, using shuttle buses.
- **Marseille:**
  - Marseille Provence Airport is a regional airport in France and one of the preferred gateways to the south of France.
  - In 2022, Marseille Provence Airport handled more than 9 million PAX and served 131 direct destinations with 34 airlines.
  - From Marseilles Provence Airport, the competition venues in Nice, Serre Chevalier and Montgenèvre can be reached between 2 hours and 3 hours 30 minutes, using shuttle buses.

Turin Airport provides another gateway into the French Alps, from where the competition venues in La Clusaz, Le Grand-Bornand, Courchevel, Méribel, La Plagne, Serre Chevalier and Montgenèvre can be reached between 1 hour 30 minutes and 4 hours, using shuttle buses.

# GAMES DELIVERY: SUMMARY

## OPPORTUNITIES



- Good existing transport infrastructure and capacities can adequately meet Games' needs
- Sufficient airport capacity (Nice, Lyon and Geneva) to meet Games' needs
- All venues in Nice will be connected by public transport



- Room inventory would meet Games' stakeholder and spectator needs
- Room inventory in mountain resorts limited but can be complemented by rooms in Annecy, Grenoble, Albertville and Chamonix

## AREAS FOR FURTHER DEVELOPMENT

- Traffic management measures required for the inner City of Nice
- Mountain venues need to be served by longer distance transport solutions (shuttle buses)
- A large portion of the hotel rooms in La Clusaz / Le Grand-Bornand and La Plagne would be used by stakeholders, leaving limited hotel capacity for spectators and workforce
- February is high season for all mountain resorts which may impact availability and prices

# ENERGY & TELECOM

## Energy

- The energy network in France is well-developed to support Games demand
- Large investment in renewable projects and strong initiatives for hydrogen projects
- Detailed transmission expansion plan and asset renewal policies in place
- France's power grid industry has accumulated substantial experience during the preparation for the Games of the Olympiad Paris 2024, where it has proven its capacity to efficiently deliver and operate network infrastructure
- Some uncertainty has been recently voiced concerning the following aspects: restructuring of EDF and price mechanisms; role of nuclear; electricity supply security during energy transition

## Telecom

- The regions of Auvergne-Rhône-Alpes & Provence-Alpes-Côte d'Azur possess the required telecommunications infrastructure to host the Olympic Winter Games in 2030
- Advanced fixed and mobile networks are operational in the major cities of the Regions, such as Grenoble, Lyon, Marseille and Nice
- While fiber connectivity to anticipated mountain venues is likely to be in place in the Regions by 2025-2030, additional Games-specific infrastructure investment may be required if Government initiatives alone have not resulted in sufficient connectivity to the rural areas of both Regions
- Any connectivity to potential venues outside of France (e.g. Speed Skating) has the potential to increase telecoms infrastructure costs significantly and should be further explored



# GAMES SAFETY AND SECURITY

<b>Security Forces</b>	<ul style="list-style-type: none"> <li>• Most of France’s law enforcement and anti-terror forces are under the Ministry of Interior, thereby providing streamlined/centralised command and control arrangements for most operations.</li> <li>• Collectively, France has a professional prevention and response capability, has recently thwarted serious threats, and since 2015 has minimised mass-casualty terror attacks.</li> </ul>
<b>Geopolitical</b>	<ul style="list-style-type: none"> <li>• The war in Israel / Palestine complicates the security context in France given its demographics.</li> <li>• France actively engages in diplomacy and international relations to address geopolitical risks and it plays a prominent role in international organisations, including the UN and the EU.</li> </ul>
<b>Terrorism</b>	<ul style="list-style-type: none"> <li>• The recent emergence of terror cells (akin to those in 2015) and ‘lone actors’ (extremist jihadists, Right-Wing, Issue Motivated Groups, etc) operating inside France is a serious concern, and a top priority for French authorities. ‘Low-tech’ and unsophisticated methods and weapons are the most likely form chosen by domestic terrorists (as these are readily available).</li> <li>• While the overall threat from terrorism is currently ‘High’, this may be mitigated to ‘Medium’ for the Games through the delivery of comprehensive capabilities by the French State.</li> </ul>
<b>Infrastructure - Water, Telecommunication, Technological and Cyber Risks</b>	<ul style="list-style-type: none"> <li>• The Interested Regions have reliable and effective infrastructure, including roads, airports, water, telecommunications, transportation, energy, and technology (including cyber-security).</li> <li>• The regions’ topography and climate make it susceptible to risks associated with these challenges. However, the country has well-developed infrastructure and disaster management systems in place.</li> </ul>
<b>Natural Catastrophes</b>	<ul style="list-style-type: none"> <li>• The Interested Regions are susceptible to extreme weather conditions such as heavy snowfall, winter storms, and flooding.</li> <li>• However, the Interested Regions are well-prepared to deal with natural catastrophes and have robust disaster management and early warning systems in place.</li> </ul>

→ There is a credible prospect of a safe, secure and peaceful celebration of Games in France

# GAMES DELIVERY: SUMMARY

## OPPORTUNITIES



- France possesses the required telecommunications infrastructure to host the Games



- The energy network in France is well developed to support Games demand



- There is a credible prospect of safe, secure and peaceful celebration of the Games in France
- Collectively, France has a professional prevention and response capability, has recently thwarted serious threats, and since 2015 has minimised mass-casualty terror attacks.

## AREAS FOR FURTHER DEVELOPMENT

- Availability of diverse fibre routes to mountain venues for broadcast purposes should be confirmed venue by venue to meet peak Games demands

- While the overall threat from terrorism is currently 'High', this may be mitigated to 'Medium' for the Games through the delivery of comprehensive capabilities by the French State.
- The respective regions are susceptible to extreme weather conditions such as heavy snowfall, winter storms, and flooding. However, the regions are well-prepared to deal with natural catastrophes

# FEASIBILITY ASSESSMENT SOURCES

Documentation from Interested Party	<ul style="list-style-type: none"> <li>• Feasibility Study – French Alps – Olympic Winter Games 2030 (November 2023)</li> </ul>
IOC advisors	<ul style="list-style-type: none"> <li>• IOC Energy and Telecom Advisors</li> <li>• IOC Security Advisor</li> <li>• IOC Venue, Transports and Accommodation Advisor</li> </ul>
Third-party independent expertise	<ul style="list-style-type: none"> <li>• AirDNA</li> <li>• Article 19</li> <li>• Business for Social Responsibility (BSR)</li> <li>• Coface</li> <li>• Economist Intelligence Unit</li> <li>• Environmental Performance Index (EPI)</li> <li>• Freedom House</li> <li>• International Energy Agency (IEA)</li> <li>• International Labor Organisation (ILO)</li> <li>• International Trade Union Confederation (ITUC)</li> <li>• IQAir</li> <li>• Meteoblue</li> <li>• Moody's</li> <li>• Organisation for Economic Co-operation and Development (OECD)</li> <li>• Office of the United Nations High Commissioner for Human Rights (OHCHR)</li> <li>• Publicis Sport &amp; Entertainment (PSE)</li> <li>• Reporters without Borders (RSF)</li> <li>• Transparency International</li> <li>• United Nations Development Programme (UNDP)</li> <li>• United Nations Office on Drugs and Crime (UNODC)</li> <li>• United Nations Conference on Trade and Development (UNCTAD)</li> <li>• University of Innsbruck / University of Waterloo (Climate Reliability Study)</li> <li>• Walk Free</li> <li>• World Economic Forum (WEF)</li> <li>• World Intellectual Property Organisation (WIPO)</li> <li>• World Bank</li> <li>• Data from Geneva, Lyon Marseille and Côte d'Azur Airports / Institut national de la statistique et des études économiques</li> </ul>

## CREDITS

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